



AGENDA

Greenville-Spartanburg Airport Commission Regular Meeting
Greenville-Spartanburg International Airport Board Room
Monday, September 9, 2019
9:00 a.m.

***NOTE TO ALL PUBLIC ATTENDEES:**

The public may speak on any item on the agenda. There are request cards located outside the public seating area. These cards must be completed and presented to the Recording Secretary prior to the item being heard. Your comments will be addressed prior to the Airport Commission's discussion and you will have 5 minutes to address the Airport Commission. Thank you for your attention.

I. CALL TO ORDER:

II. CONSENT AGENDA:

- A. Approval of the Greenville-Spartanburg Airport Commission June 24, 2019 Regular Meeting Minutes ([document](#))
- B. Appointment of a Member to the Airport Environs Planning Commission ([document](#))
- C. Approval of the Greenville-Spartanburg Airport Commission Meeting Dates and Times for Calendar Year 2020 ([document](#))

III. PRESENTATIONS:

- A. Recognition of Mr. James Whitten – Greenville-Spartanburg Airport Commission Appointee to the Airport Environs Planning Commission ([document](#))
- B. Education With Industry (EWI) Program Participant - Technical Sergeant Scott Hendrickson ([document](#))
- C. Air Service Development – Passenger Leakage Statistics Update ([document](#))

IV. OLD BUSINESS: None

V. NEW BUSINESS:

- A. Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport

- District Administrative Policies and Procedures ([document](#))
- B. Approval of the new Greenville-Spartanburg Airport District Employee Incentive Pay Plan (EIPP) ([document](#))
- C. Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Human Resources Policies and Procedures ([document](#))
- D. Approval of Revisions to the Greenville-Spartanburg Airport District's Disadvantaged Business Enterprise (DBE) Program and the Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program ([document](#))
- E. Approval of American Airlines Ticket Counter Kiosk and Workstation Capital Improvement Project ([document](#))
- VI. PRESIDENT/CEO REPORT:
- A. Aviation Industry Update
- B. GSP Strategic Business Plan
- VII. INFORMATION SECTION:
(Staff presentations will not be made on these items. Staff will be available to address any questions the Commission may have.)
- A. July 2019 – Traffic Report ([document](#))
- B. July 2019 – Financial Report ([document](#))
- C. August 2019 – Development/Project Status Report ([document](#))
- D. August 2019 – Communications Status Report ([document](#))
- E. August 2019 – Commercial Business and Marketing Report ([document](#))
- F. August 2019 – OSHA Reportable Injury Report ([document](#))
- G. Industry Presentation(s)/Article(s) of Interest ([document](#))
- H. Potential Items for the Next Regular Scheduled Commission Meeting:
- GSP History Alcove
 - Garage C Project
- VIII. COMMISSION MEMBER REPORTS:
- IX. EXECUTIVE SESSION:
- The Airport Commission may hold an Executive Session for the purpose of receiving legal advice on various matters and to discuss an economic development project.
- X. ADJOURNMENT



This agenda of the Greenville-Spartanburg Airport Commission is provided as a matter of convenience to the public. It is not the official agenda. Although every effort is made to provide complete and accurate information to this agenda, The Airport Commission does not warrant or guarantee its accuracy or completeness for any purpose. The agenda is subject to change before or at the Airport Commission meeting.

GREENVILLE-SPARTANBURG AIRPORT COMMISSION

MINUTES

June 24, 2019

The Greenville-Spartanburg Airport Commission met on June 24, 2019 at 9:00 a.m. in the Greenville-Spartanburg District Office Board Room located at 500 Aviation Parkway Greer, South Carolina 29651. The public and media were given proper notice of this meeting, under applicable law. This was a regular, non-emergency meeting.

MEMBERS PRESENT: Minor Shaw, Hank Ramella, Leland Burch, Valerie Miller, and Doug Smith

MEMBERS NOT PRESENT: Bill Barnet

STAFF AND LEGAL COUNSEL PRESENT: David Edwards, President/CEO; Kevin Howell, Senior Vice President/COO; Basil Dosunmu, Senior Vice President-Administration and Finance/CFO; Scott Carr, Vice President Commercial Business and Communications (Enviroms Area Administrator); Ashley Bruton, Director of Human Resources; Bobby Welborn, Police Chief; Tony Lohrman, Fire Chief; Dudley Brown, Public Relations Manager; Betty O. Temple, WBD; Stefanie Hyder, Executive Assistant/Recording Secretary

GUESTS PRESENT: Steve Van Beek, Steer Davies Gleave; Mike Darcangelo, AVCON, Inc.; Alex Chambers, Student

CALL TO ORDER: Chair Minor Shaw called the meeting to order at 9:00 a.m.

CONSENT AGENDA: A motion was made, seconded, and unanimous vote received to approve the Consent Agenda as follows:

- A.** The Greenville-Spartanburg Airport Commission May 28, 2019 Regular Meeting Minutes.

PRESENTATIONS:

- A.** Annual Strategic Business Plan Update

Mr. Edwards welcomed the return of Dr. Van Beek of the Steer Group. In November 2014, the Greenville-Spartanburg Airport Commission (Commission) adopted a 6-year Strategic Business Plan for the Greenville-Spartanburg Airport District (District). Entering into this last year of the 6-year Strategic Business Plan, Dr. Steve Van Beek discussed trends in the national market, the state of the industry, performance results for Fiscal Year 2018-2019, and updated performance measures for Fiscal Year 2019-2020.

Notable national trends include the retirement of certain aircraft, increased congestion, and new aircraft entering and exiting the fleet. Additionally, airports are facing significant growth pressure leading to a financial focus on non-aeronautical revenues.

Dr. Van Beek continued the discussion with an airport industry SWOT analysis. Strengths include traffic at airport gateways and low fuel prices. Weaknesses revolve around political position, connectivity, costs associated with adding new capacity, and diversion of security. Opportunities include passenger growth and low rates for capital investments and ground transportation. Threats include further airline consolidation and political pressure.

Data shows a recent steady growth of passenger traffic at higher rates than aircraft movements. Full service and low-cost carriers are the main drivers of both domestic and international growth. GSP seat capacity growth since 2009 has outperformed domestic airport counterparts with GSP growing 81% over the past 10 years.

Next, Dr. Van Beek provided his presentation on GSP's Performance Plan with a focus on the strategic goals, performance measures and results over the past year, as well as the strategic goals and performance measures that GSP has set in place moving forward towards the upcoming Fiscal Year 2019-2020.

The 2019 GSP SWOT analysis indicates strengths in PFC funding capacity, customer service ethic, growing air service and air cargo growth, concerns with leakage and CBP staffing, opportunities to develop property and diversify the air cargo business, and risks associated with tariffs and airlines that hold the majority of the market. The Commission asked about international service start-ups in smaller hubs to which Dr. Van Beek and Mr. Edwards responded.

Safety remains the number one strategic goal with close attention to the insurance claims. GSP has had zero fatalities from 2011-2019 and injuries continue to decline.

The Commission was briefed last fall on the economic impact study conducted by Syneva. Dr. Van Beek emphasized that previous studies did not measure the benefit of air cargo and commercial development at the GSP Logistics Park. The study results showed GSP's economic impact at over 14,000 jobs, \$2.9 billion in total economic impact, and tax benefits.

The airport continues to drive growth and make changes in infrastructure including new cargo facilities, parking expansion programs, and Hangar renovations. The Commission inquired about yield management strategies and valet/business garage parking to which Dr. Van Beek responded.

Over the last year and decade, the airport has performed strong as compared to regional and national benchmarks and continues to maintain competitive air service.

Dr. Van Beek reviewed both the 2018-2019 and 2019-2020 financial targets, cash balance, airline revenues and cost per enplanement (CPE).

GSP continues to encourage business with local firms, including DBE's. The Commission asked about the requirement for background checks and the impact on availability of qualified employees to which Dr. Van Beek responded.

Dr. Van Beek wrapped up the presentation with customer service assessment initiatives for 2019-2020. The Commission inquired about customer service challenges. Mr. Edwards commented on the airlines and the quality of customer service.

In planning for the next five-year cycle, Dr. Van Beek reviewed challenges to include growth, service, commercial strategy and diversification, community and economic development, succession planning, and organizational culture/pay for performance. Mr. Edwards stated that in the near future the District will seek direction and feedback from the Commission for next five-year strategic business plan. The Commission inquired about PFC's as well as encouraged legislative involvement to which Dr. Van Beek responded.

The Commission resumed after a five-minute break.

B. Proposed History Alcove in the Grand Hall

Mr. Scott Carr, Vice President of Commercial Business and Communications, presented to the Commission three schematic design concepts that have been developed for the northern alcove of the Grand Hall that has been designated as a GSP history exhibit. Airport District Staff has engaged Jack Porter, Inc. of Greenville for the design work.

Mr. Carr compared and contrasted three concepts and asked the Commission for feedback with regards to appeal and design elements. Discussion ensued among the Commission members. The Commission inquired about the budget to which Mr. Carr responded. From the three concepts, the Commission agreed that they preferred a storefront, wood floors, blue columns, and possibly a timeline on the exterior wall of the alcove. Mr. Carr noted that elements can be extracted from all three concepts and combined to create a final concept.

Mr. Edwards commented that Staff will bring back the next iteration based on feedback received today. Staff will continue to work with Jack Porter, Inc. to finalize a single design.

OLD BUSINESS: None

NEW BUSINESS:

A. Appointment of a Member to the Airport Environs Planning Commission

Mr. Scott Carr, Vice President of Commercial Business and Communications, presented the appointment of a member to the Airport Environs Planning Commission.

The Airport Environs Planning Commission is made up of nine Board Members, two from Spartanburg County, two from Greenville County, two from the City of Greer, two appointed from the Airport Commission, and one from the Town of Duncan. Members are appointed to two-year terms.

The Airport Commission is responsible for appointing two Board Members to the Airport Environs Planning Commission. Of these two appointments, one member is required to be from Greenville County and the other member from Spartanburg County.

Presently, Mr. Hank Ramella holds the appointment for Spartanburg County and that appointment expires on June 30, 2019. Mr. Ramella has expressed an interest in serving another term and the Airport Commission needs to reappoint Mr. Ramella to the Airport Environs Planning Commission.

There was a motion to reappoint Mr. Hank Ramella to the Airport Environs Planning Commission. The motion was seconded and unanimously approved.

B. Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Rules and Regulations

Mr. Kevin Howell, Senior Vice President/COO, presented to the Commission the revisions to the Greenville-Spartanburg Airport District Rules and Regulations.

Title 55, enabling legislation, empowers the District to create and enforce certain rules and regulations for the safe and efficient operation of the Airport and associated property and facilities owned by the Airport.

Every few years, Staff reviews and recommends changes to the Rules and Regs to address new issues, update facility changes, maintain compliance with applicable laws and regulations and to clarify policy.

Mr. Howell highlighted the substantive changes that were also included in the Commission package for review. Those changes included and were related to service and emotional support animal definitions and rules, Part 121 Air Carrier requirements, stormwater and oil pollution as well as fire prevention and inspection requirements, new cargo apron, weight limit restrictions, FAA regulations, operational changes to engine ups, etc., authorized driver requirements, fuel truck right of way, cell phone parking lot rules, as well as rules related to firearms, smoking, and smokeless tobacco.

Mr. Howell specifically responded to a prior question concerning vehicles. The Commission also inquired about the section with regards to penalties to which the Police Chief, Mr. Bobby Welborn, responded. The Commission further asked about the distribution of information as well as the cell phone lot rules to which Staff responded.

There was a motion to approve the revisions as proposed and readopt the Greenville-Spartanburg Airport District Rules and Regulations. The motion was seconded and unanimously approved.

C. Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Minimum Standards.

Mr. Scott Carr, Vice President Commercial Business and Communications, presented to the Commission the revisions to the Greenville-Spartanburg Airport District Minimum Standards.

Mr. Carr highlighted the substantive changes that were also included in the Commission package for review. Those changes included and were related to verbiage for specific entities exempt from the Minimum Standards, the FBO and the exclusive rights under FAA regulations, hours of operation, commercial air carrier line maintenance services, and commercial all cargo aircraft ground handling services.

The Commission inquired about the FBO requirements to which Mr. Carr and Mr. Edwards responded. Mr. Howell also commented on the FBO.

There was a motion to approve the revisions as proposed and readopt the Greenville-Spartanburg Airport District Minimum Standards. The motion was seconded and unanimously approved.

D. Approval of Roadway and Utilities Project

Mr. Kevin Howell, Senior Vice President/COO, presented to the Commission the roadway and utilities project.

Parking capacity has become a critical issue for the airport. The District is underway on a comprehensive surface parking expansion program that was previously approved by the Commission. The District is also in the design phase on the third parking deck with combined public parking and a consolidated rental car facility (CONRAC) with ready/return parking and a quick turn-around (QTA) facility.

While premium public parking demand is exceeding supply, additional premium parking could be provided through a third parking deck or additional surface parking, but there is significant roadway and utilities work that is required prior to construction of either. The design team can separate the roadway and utilities package to advance the work to allow for a quicker start and an earlier completion date for either project.

Mr. Howell reviewed preliminary drawings showing the shift in both road and utilities.

The Commission previously approved a \$5,000,000 budget for the design phase of the third parking deck/CONRAC facility. Approximately \$3,300,000 of that budget has been allocated. Staff proposed to reallocate the remaining approximate \$1,700,000 from the design budget and authorize an additional \$1,000,000 in new budgeted funds to advance the proposed Roadway and Utilities Project.

Staff also proposed to add the roadway and utilities scope of work to the design assist (DA) contract with Rodgers Builders that is currently under contract for the Surface Parking Program. Rodgers Builders has agreed to accept the additional work within the same timeline without any additional general conditions. The District would also experience a cost savings. Rodgers would bid the scope of work similar to the Surface Parking Program and the only additional expenses would be their DA contractor fee and minimal site requirements.

The Commission inquired about the reallocation of funds and the disruption to parking to which Mr. Howell responded. Mr. Edwards noted that Staff will return at the September meeting with a brief presentation on lane closures related to the entrance roadway.

There was a motion to (1) approve the Roadways and Utilities Project; (2) authorize the reallocation of the remaining third parking deck/CONRAC facility design phase budget to the Roadways and Utilities Project; (3) authorize an additional \$1,000,000 in new budget funds for the Roadways and Utilities Project; (4) authorize Staff to add the Roadway and Utilities scope of work to the Surface Parking Program DA contract and (5) authorize the President/CEO to execute all necessary documents. The motion was seconded and unanimously approved.

PRESIDENT/CEO REPORT:

2019 Air Cargo Europe Exhibition Update:

Mr. Edwards reported on his attendance at the 2019 Air Cargo Exhibition in Munich in the beginning of June. Mr. Edwards foresees our team attending this exhibition every other year. Mr. Edwards had the opportunity to meet with air carriers, all of which have done business with GSP. Mr. Edwards also met with freight forwarders as well as Senator and Magma to discuss various business terms. There were 2,400 exhibitors at this conference and included a collection of logistics industries.

ACI-NA Concessions Program Awards:

The District was recently awarded first place for Best Food and Beverage Program, Best Retail Program, and Best Airport Concessions Transformation Program, as well as third place for Best New Local Concept (Palmetto Distillery) at the ACI-NA Conference in Scottsdale, AZ for the Concessions Program at GSP. Mr. Edwards acknowledged the Communications Team for their most recent achievements.

2019 American Society of Landscape Architects Recognition Award – General Design – Airside Garden:

Seamon Whiteside received recognition from the American Society of Landscape Architects for the GSP Airside Garden. Mr. Kevin Howell, Mr. Jody Taylor, and Mr. Josh Waldrep of GSP attended the awards ceremony.

CAFR Recognition:

Last week, GSP received the Certificate of Achievement for Excellence in Financial reporting from the Government Finance Officers Association for the Consolidated Annual Financial Report that was submitted last year for the first time.

COMMISSIONER'S REPORT:

With regards to the department reports under the Information Section of the Commission Package, the Commission inquired about the contract with Bon Secours Wellness Arena and the FBO renovation to which Mr. Carr and Mr. Edwards responded.

EXECUTIVE SESSION:

There being no further business, a motion was made, seconded, and carried to go into Executive Session at 11:36 a.m. for the purpose of discussing a contractual matter.

ADJOURNMENT:

At approximately 12:31 p.m., public session resumed.

There was a motion to approve the updated and restated terms of employment of the District's President/CEO as reviewed by the Commissioners, and to authorize the Chair to finalize and execute the agreement with the President/CEO that contain such terms. The motion was seconded and unanimously approved.

The meeting was adjourned at approximately 12:32 p.m. The next meeting is scheduled for September 9, 2019 at 9:00 a.m.

SIGNATURE OF PREPARER:

Stefanie Hyder



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: September 9, 2019

ITEM DESCRIPTION – Consent Agenda Item B

Appointment of a Member to the Airport Environs Planning Commission

BACKGROUND

The Airport Environs Planning Commission is made up of nine Board Members, two from Spartanburg County, two from Greenville County, two from the City of Greer, two appointed by the Airport Commission, and one from the Town of Duncan. Members are appointed to two-year terms.

ISSUES

The Airport Commission is responsible for appointing two Board Members to the Airport Environs Planning Commission. Of these two appointments, one member is required to be from Greenville County and the other member from Spartanburg County. Historically, one of these two members has been an Airport Commission member.

At the Airport Commission meeting on September 14, 2009, Mr. James Whitten of Greenville County was appointed to the Airport Environs Commission. Mr. Whitten was reappointed to two-year terms in 2011, 2013, 2015, and 2017.

Mr. Whitten's term is set to expire September 30, 2019. After ten years of dedicated service, Mr. Whitten is retiring from the Airport Environs Planning Commission.

Mr. Dean Hybl has expressed an interest in serving on the Airport Environs Planning Commission. Attached is a copy of his professional bio for review.



ALTERNATIVES

The Airport Commission could decide to appoint another individual from Greenville County to the Airport Environs Planning Commission.

FISCAL IMPACT

None.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to appoint Mr. Dean Hybl to the Airport Environs Planning Commission for a two-year term beginning October 1, 2019.

Attachment



Dean Hybl – Professional Bio

Since becoming the first full-time Executive Director of the fledgling organization in 2010, Dean Hybl has helped Ten at the Top earn regional and national recognition for developing connections, fostering collaboration and building regional capacity across communities and stakeholder groups.

During his initial year with TATT, Dean directed the effort to develop the Our Upstate Vision, which was created through the input of more than 10,000 Upstate residents.

As Ten at the Top has grown and developed as a regional convener and facilitator for collective capacity building, Hybl has spearheaded efforts to grow regional networks and partnerships around a wide array of issues including transportation & mobility, child well-being, education, entrepreneurial support services, workforce development, air quality, community vibrancy and land use planning, just to name a few. He has also led TATT's efforts to develop regional inventories and interactive asset maps that quantify and increase awareness of the number of organizations, programs or services in the Upstate around Outdoor Recreation, Child Well-Being, Senior Services, Education Entities, Entrepreneurial Ecosystem and Arts & Culture.

Dean has been recognized multiple times by Greenville Business Magazine as one of Greenville's 50 Most Influential Business Leaders. TATT was recognized in 2011 as a finalist for the Alliance for Regional Stewardship's Organizational Champions Award. In 2016, Dean received the Welling Award for Regional Collaboration in the Upstate and in 2018 he was recognized by Upstate Forever as their Land Planning and Policy Champion. Ten at the Top also received the South Carolina Chapter of the American Planning Association (SCAPA) Outstanding Planning Advocate Award for 2018.

A member of multiple organizations and boards across the Upstate, Dean was a founding co-chair of Greenville CAN (Collaborative Action Network) and has been on the board of directors for Community Works Carolina and the Greater Greer Chamber of Commerce. He has also served on the National Advisory Board for the Alliance for Regional Stewardship.

Prior to joining TATT, Dean spent five years promoting regional collaboration in the Central Florida area through myregion.org. In addition to serving as the primary Program Manager for their "How Shall We Grow?" initiative, he also coordinated initiatives on environmental preservation, improving science and math education, arts and culture, economic development and social services. In addition, Dean spent 15 years in college athletics as a Sports Information Director and Assistant Director of Athletics, including six years at Hampden-Sydney College and nine years at Rollins College.

Originally from Keysville, Virginia, Dean is a graduate of James Madison University. He and his wife, Suzy, have two children—Bethany and Nate—and currently reside in Greer.



MEMORANDUM

TO: Members of the Airport Commission

FROM: David Edwards, President/CEO

DATE: September 9, 2019

ITEM DESCRIPTION – Consent Agenda Item C

Approval of the Greenville-Spartanburg Airport Commission Meeting Dates and Times for Calendar Year 2020

BACKGROUND

During Calendar Year 2019, the Airport Commission scheduled regular Commission meetings every other month except for the July 2019 meeting that was held in June 2019. The meetings for 2019 was/are as follows:

- Thursday, January 3
- Monday, March 25
- Tuesday, May 28
- Monday, June 24
- Monday, September 9
- Monday, November 25

ISSUES

Staff attempted to schedule the regular Airport Commission meetings the 2nd Monday of every other month at 9:00 a.m. for Calendar Year 2020. Due to schedule conflicts, Staff was unable to schedule all of the meetings on the 2nd Monday of the month.

Staff recommends scheduling the March 2020 Commission Meeting on the 4th Monday of the month, the May 2020 Commission Meeting on the 3rd Monday of the month, the September 2020 Commission Meeting on the 4th Monday of the month, and the November 2020 Commission Meeting on the 4th Monday of the month. The GSP Commission Meetings are scheduled to begin at 9:00 a.m.



The proposed meeting dates are as follows:

- Monday, January 13
- Monday, March 23
- Monday, May 18
- Monday, July 13
- Monday, September 28
- Monday, November 23

ALTERNATIVES

None

FISCAL IMPACT

None

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission approve the Greenville-Spartanburg Airport Commission Meeting Dates and Times for Calendar Year 2020 as presented.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: September 9, 2019

ITEM DESCRIPTION – PRESENTATION ITEM A

Recognition of Mr. James Whitten – Greenville-Spartanburg Airport Commission
Appointee to the Airport Environs Planning Commission

BACKGROUND

At the Airport Commission meeting on September 14, 2009, Mr. James Whitten of Greenville County was appointed to the Airport Environs Planning Commission. Mr. Whitten was reappointed to two-year terms in 2011, 2013, 2015, and 2017.

Mr. Whitten's term is set to expire September 30, 2019. After ten years of dedicated service, Mr. Whitten has expressed an interest in retiring from the Airport Environs Planning Commission.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Michael Kossover – Senior Director of Operations and Public Safety

DATE: September 9, 2019

ITEM DESCRIPTION – PRESENTATION ITEM B

Education With Industry (EWI) Program Participant - Technical Sergeant Scott Hendrickson

BACKGROUND

Technical Sergeant (TSgt) Scott Hendrickson joined the District on September 3, 2019 as a participant in the Education With Industry (EWI) program. TSgt Hendrickson came from the 6th Operations Support Squadron, MacDill Air Force Base, Florida, where he served as the NCOIC, Airfield Management Operations. He enlisted in the USAF in 2010.

The EWI Program is a highly selective, competitive, non-degree educational assignment within an industry related to the fellow's career field. EWI supports the Air Force Institute of Technology (AFIT) mission by providing service members with on-the-job education, experience, and exposure to private sectors of the economy or other government agencies not available through formal courses of instruction. The EWI program is designed to improve the technical, professional, and management competencies of participating students by partnering with top tier public and private sector innovative companies. During the ten-month tour, students are embedded within an industry team to meet their career specific desired learning objectives.

Through hands on exposure to industry best practices, students develop the necessary competencies, skills, knowledge, and abilities to build, sustain and retain a mission-ready workforce. The ultimate goal of the program is to provide students the expertise to implement innovative practices when they return to the Air Force.

The 2018 Fellow, Msgt Alexis "AJ" Effinger-Morris, who was the first GSP participant in the EWI program, transitioned with her family to a headquarters position at Osan Air Base, South Korea.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: September 9, 2019

ITEM DESCRIPTION – Presentation Item C

Air Service Development – Passenger Leakage Statistics Update

BACKGROUND

The Airport District tracks passenger traffic in GSP's catchment area as well as leakage to other airports in the region. This allows Staff to make educated decisions regarding where to place marketing dollars. In addition, Staff uses the information for meetings with airlines regarding current and proposed air service to support the continued economic prosperity of the communities served by the Airport.

Staff will review the amount of domestic and international traffic utilizing GSP and the number of passengers that are electing to utilize a different airport. Staff will also examine the number of passengers leaking to other airports by specific routes for the top fifteen domestic and international routes.

This is an update to the information that was presented at the Airport Commission meeting on May 28, 2019.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Basil O. Dosunmu, Senior VP of Administration & Finance/CFO

DATE: September 9, 2019

ITEM DESCRIPTION - New Business Item A

Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Administrative Policies and Procedures

BACKGROUND

The purpose of the Greenville-Spartanburg Airport District ("District") Administrative Policies and Procedures is to establish the framework for the District to operate within various administrative areas. The Airport Commission last adopted changes to the District's Administrative Policies and Procedures May 18, 2015.

ISSUES

From time to time, Staff will recommend proposed changes to the Administrative Policies and Procedures to address new issues, maintain compliance with applicable laws and regulations, and to clarify policy.

The entire Administrative Policies and Procedures manual was reviewed by District Executives, Directors, and Managers to secure organizational wide input for the proposed revisions.

Attached are the following documents:

- A summary matrix of the proposed substantive changes by Section #.
- A redlined copy of each Section with substantive changes.
- A clean copy of each Section with substantive changes.

In addition, minor grammatical revisions have been made as well to various Sections, which are not included, as they do not represent a substantive change in the intent of any policy or procedure.



ALTERNATIVES

No alternatives are recommended at this time.

FISCAL IMPACT

There is no direct financial impact from the recommended changes.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to readopt the Greenville-Spartanburg Airport District Administrative Policy and Procedures with the proposed substantive revisions as outlined in the attached documents.

Attachment

Greenville-Spartanburg Airport District
Administrative Policies & Procedures
Change Summary Matrix
September 9, 2019

Section	Subject	Comments
Entire Document	All	<ul style="list-style-type: none"> • Job titles have been updated • "Chairman" was changed to "Chair" • Header was changed from Organizational Policy and Procedure" to "Administrative Policies and Procedures" • Footer removed "Policy and Procedure Manual" • Duplicate Section Headers removed • Sub-sections Capitalized • Approval date updated to September 9, 2019 • Other changes were made but not considered substantive
104.00	Property Management	<ul style="list-style-type: none"> • Inserted verbiage "Also, the rental methodology for concessions located within the terminal complex is based on a Minimum Annual Guarantee (MAG) or percentage fee that is established through either a competitive selection process or direct negotiation"
105.00	Lease Management	<ul style="list-style-type: none"> • Inserted verbiage "not including any option period(s), which may only be executable by mutual agreement of the parties or if the lease has" to the Approval of Leases with Terms equal to or less than 5 years with termination provisions of 12 months or less section.
106.00 (NEW)	Concessions Program	<ul style="list-style-type: none"> • New policy to establish to layout the Concessions Program. The policy outlines the guideline for managing and developing the concession program within the commercial passenger terminal.
107.01	Inquiries for Public Information Section	<ul style="list-style-type: none"> • Clarify who should responds to inquires related to employees should be directed to Human Resources. • Inserted verbiage "The District does comply with the U.S. Department of Transportation (DOT) regulations in accordance with the Omnibus Transportation Employees Testing Act of 1991 and the with U.S. DOT rule 49 CFR Part 40."
107.02	Inspection & Copying of Public Records	<ul style="list-style-type: none"> • Included the definition for electronic files. • Clarified that the authorized charges for copies and scans will be posted on the District's website.

Section	Subject	Comments
109.00	Smoking, Tobacco Use and Vaping	<ul style="list-style-type: none"> Expanded policy to include smokeless tobacco (chewing tobacco, dip, snuff, etc.) and vaping.
111.00	Procurement	<ul style="list-style-type: none"> Updated to reflect procurement code clause that authorizes the District's procurement policy. Removed Compliance with Federal Requirements and made a new section to give more importance to the requirements. Updates to the purchase authorization limits. Added section to allow the District to suspend or debar when appropriate.
112.00	Selecting, Professional Planning, Architectural and Engineering Services	<ul style="list-style-type: none"> Updated to reflect procurement code clause that authorizes the District's procurement policy. Added clarity on insurance, bonding, indemnification, waiver of subrogation, etc.
113.00	Construction Services	<ul style="list-style-type: none"> Changes made for definition such as design services, resident, professional services, etc. Updates to the project limits. Added clarity on insurance, bonding, indemnification, waiver of subrogation, etc.
116.00	Information Technology – Acceptable Use	<ul style="list-style-type: none"> Policy revised to encompass more IT related items used for work other than just the Internet. Items such as email, passwords, etc.
117.00	Air Service Partnership Plan	<ul style="list-style-type: none"> Updated Incentive Program
118.00	Non-Tenant Business	<ul style="list-style-type: none"> Revised the objective to address businesses operating at the Airport without a lease agreement, space use permit, or other concessions contract. Included the definition for ground handlers and miscellaneous business. Deferred fees to the annual budget process.
119.00	Payment Authorization Procedures	<ul style="list-style-type: none"> Revised from check signing to payment authorization process. Increased limits required for signatures.

Administrative Policies & Procedures

Section 104.00 – Property Management

OBJECTIVE

To establish a policy for the management of all property (land and/or buildings) comprising the District.

Note: This policy does not apply to the commercial passenger terminal. The terminal complex rental methodology utilizes a compensatory cost rate recovery methodology under which tenants pay only for the space that they occupy. Also, the rental methodology for concessions located within the terminal complex is based on a Minimum Annual Guarantee (MAG) or percentage fee that is established through either a competitive selection process or direct negotiation.

METHOD OF OPERATION

1. The District will not lease property for a commercial use except at its fair market rental value. For purposes of this policy, the fair market rental value of property leased for a commercial use shall equal the then fair market rental value of such property for its highest and best use. The fair market rental value shall be based on an appraisal of such property (or of comparable property) performed or updated not more than twenty-four (24) months prior to such use by an appraiser designated as a "Member Appraisal Institute ("MAI") appraiser by the American Institute of Real Estate Appraisers or comparable person qualified to appraise real estate ("Qualified Appraiser"). All rentals under leases of commercial property may be increased every five (5) years to the then fair market rental value of such real property, based on reappraisal by a Qualified Appraiser. Typically, Annual Consumer Price Index (CPI) adjustments will also be applied.
2. The District will not lease property for aeronautical uses except at a fair and reasonable rental value. Such rental value will allow the District to ~~maintain a fee and rental structure to make the airport where the property is located~~be as self-sustaining as possible under all circumstances then existing at such airport. Typically, rates will equal the then fair market rental value of such property for its highest and best use. The fair market rental value shall be based on an appraisal of such property (or of comparable property) performed or updated not more than twenty-four (24) months prior to such use by an appraiser designated as a "MAI" appraiser by the American Institute of Real Estate Appraisers or comparable person qualified to appraise real estate ("Qualified Appraiser"). Leases of property for aeronautical purposes shall provide for increases in rental rates at least every five (5) years to insure~~ensure~~ that the rental value remains fair and reasonable. If the District is asked to approve a lease for aeronautical purposes at less than Fair Market Rental Value (FMV), the Commission shall be advised in writing of the justification for the proposed rent, the amount by which

Administrative Policies & Procedures

Section 104.00 – Property Management

such rent differs from the existing fair market rental value of such property for its highest and best use (if this amount has been determined), and of the comparable rent charged by other airports in South Carolina for property used for similar aeronautical purposes. Typically, Annual Consumer Price Index (CPI) adjustments will also be applied.

This policy shall not prevent the District from providing lessees of property with reasonable market incentives to promote interest in developing the property (including without limitation, reasonable limitations on increases in the annual rent resulting from reappraisal during a portion of the lease term).

3. The District shall have the right to approve leases that vary from this policy, but the justification for any such variation shall be provided to the Commission in writing at the time approval by the Commission is requested.

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes <u>APPR</u> <u>OVAL</u>	Original: 7/12/2010 <u>September 9, 2019</u>

Administrative Policies & Procedures

Section 105.00 – Lease Management

OBJECTIVE

To describe the normal procedures for the proper management of revenue generating lease agreements.— The procedure outlines the processes and designates the responsible parties for controlling both monetary and non-monetary matters associated with lease agreement.

METHOD OF OPERATION

~~Negotiation of Leases~~ NEGOTIATION OF LEASES

Once staff is aware of a party's ("tenant") desire to lease space at the airport, a meeting is conducted with the tenant to determine the type of business that the tenant desires to conduct from the premises and the various uses of the property that would result from the business, the amount of space required, need for access to the airfield, etc. Once these factors are known staff will recommend, on a preliminary basis, a general site for the location of the tenant. A range of rental values may be given to the tenant, with the understanding that the actual rental rate will be based on the fair market value of the property or a reasonably equivalent property having close proximity and of like use, to the intended parcel.

~~Drafting of Lease Agreements~~ DRAFTING OF LEASE AGREEMENTS

Unless the proposed business is of a unique nature, or will potentially have terms that are unique, staff will provide the potential tenant with a standard form lease for the type of business to be conducted.

If a standard form lease is not available, staff will draft an appropriate document. After review by the District's legal counsel, staff will send a copy of the drafted agreement to the tenant. In some instances, staff may request that legal counsel prepare the initial document.

Staff and legal counsel will then negotiate a final form of lease document with the tenant.

~~Drafting of Lease Agreements-Initial Appraisal~~ DRAFTING OF LEASE AGREEMENTS-INITIAL APPRAISAL

If an appraisal of the property to be leased, or an appraisal of reasonably equivalent property in close proximity to the property to be leased, has not been obtained within the last twenty-four (24) months, staff will contact a Qualified Appraiser (as that term is defined in the Property Management Policy) familiar with airport property and procure the appraisal based upon the approximate size of the leasehold for its highest and best use. The appraisal will be used to determine the base rental rate in conformance with the Property Management Policy.

~~Property Surveys~~ PROPERTY SURVEYS

If deemed necessary by the President/CEO, a boundary drawing or survey of the property is obtained to accurately describe the lease boundaries and the size of the premises. From this information rental amounts are calculated on the gross area of the premises and included in the lease agreement.

Administrative Policies & Procedures

Section 105.00 – Lease Management

~~Approval of Leases with Terms equal to or less than 5 years and/or with termination provisions of 12 months or less~~

The President/CEO has the authority to approve any and all leases with an initial ~~term~~term equal to or less than five (5) years ~~or with termination provisions of 12 months or less without Commission approval.~~ Option periods not exceeding five (5) years may be included so long as each such option period is subject to mutual agreement and execution.

APPROVAL OF LEASES WITH TERMS EQUAL TO OR LESS THAN 5 YEARS

Concessions Program Agreement Terms are addressed in Section 106.00

~~Approval of Leases with terms greater than 5 years~~ **APPROVAL OF LEASES WITH TERMS GREATER THAN 5 YEARS**

All other leases with an initial ~~term~~term exceeding five (5) years must be submitted to the Commission for approval.

Staff will prepare a memorandum for Commission consideration discussing the type of lease, uses of leasehold, leasehold size, length of term, rental rate, rental rate adjustments, investment requirements by lessee, and any obligations of the District. This memorandum shall identify any market incentives contained in the proposed lease, the justification for the proposed rental (if the lease is for aeronautical purposes), and the justification for any variations from the Property Management Policy.

~~Lease Execution~~ **LEASE EXECUTION**

Upon execution of the agreement by the tenant, the tenant must provide to the District all required evidence of insurance coverages and evidence of financial security (bond, letter of credit, deposit, etc.) as may be required in the agreement. The agreement is again reviewed by the District's legal counsel and if approved, is then presented to an Officer of the District or President/CEO for execution.

~~Lease Form Summary~~ **LEASE FORM SUMMARY**

Once the lease agreement has been fully executed, a lease summary form outlining the terms of the agreement will be prepared. The summary form includes financial terms, commencement and expiration dates, dates of rental adjustments, obligations of both parties including the filing of "as built" construction plans, final construction costs, etc.

~~Periodic Rental Adjustments and Re-Appraisals~~ **PERIODIC RENTAL ADJUSTMENTS AND RE-APPRAISALS**

Periodic rental adjustments to the financial terms of the lease agreement are monitored through a lease management system. A tickler system based on the information provided on the summary form generates a monthly report notifying staff in advance of upcoming changes.

Administrative Policies & Procedures

Section 105.00 – Lease Management

Appraisals required for periodic rental adjustments are obtained after the notification provided by the monthly tickler report. The notification is normally provided six (6) months in advance of the rent adjustment date. When the appraisal is received, the adjustment is calculated and a notice is provided to the tenant. The tenant has the period specified in the lease (normally thirty (30) days) to disagree with the appraisal and rental increase amount. If the tenant does not timely protest the increase, the Finance Department is notified of the change in the rent and its effective date. If the tenant disagrees with the appraisal and rental increase on a timely basis, procedures outlined in the lease agreement are followed to resolve the protest.

Monitoring of Lease Compliance **MONITORING OF LEASE COMPLIANCE**

There are several facets of a lease which need to be monitored including: insurance, construction and as-built plans, certified costs for improvements, payment of taxes and assessments, changes in financial terms, length of lease term and options, and condition of premises.

Most of these items are monitored through a lease management system for expiration dates or tickler dates. Construction plans are reviewed by the President/CEO or designee for approval prior to construction. As-built drawings are obtained once any construction is completed and these drawings are then reviewed by President/CEO or designee. Certified statements of the cost of the construction are reviewed by the President/CEO or designee. The cost statement document is then filed with the agreement. The lease management system is also used to monitor the expiration of an agreement along with renewal option notices.

In conjunction with Greenville and/or Spartanburg County, staff monitors payment of taxes and assessments by its tenants and notifies those that are delinquent if it receives notification from the taxing body. In addition, the tenant premises are inspected routinely by ~~the District's~~ District staff.

Required Documentation in Lease Files **REQUIRED DOCUMENTATION IN LEASE FILES**

All contract files shall have the following type of information:

- (a) Original appraisal and re-appraisals including notices to the tenant of rental increases.
- (b) Memoranda to the Commission containing the information required by the Property Management Policy, with minutes showing action taken on the original lease and any subsequent amendments.
- (c) Documentation supporting the rental rate if the rate is less than fair market rental value.
- (d) FAA consent letter for non-aviation leases, if required.

Administrative Policies & Procedures

Section 105.00 – Lease Management

- (e) The lease summary, and
- (f) General correspondence

Tenants **Lists****TENANTS LISTS**

Staff will maintain a list of leases at the airport.- This list will be broken down by general location on the airports and will include the name of the tenant, lease term, square footage/acreage and the current rental rates for each tenant. This list will be updated every six (6) months.

Marketing of **Developable** **Leaseholds****MARKETI** **NG OF** **DEVELOPABLE** **LEASEHOLDS**

Staff will market its properties in various ways including, but not limited to: marketing brochures, posting of site availability signs on developable parcels, publishing requests for proposals for various sites, advertising in trade journals, website, and trade shows & conferences.

APPROVAL AND UPDATE HISTORY	
Approval	Scrivener Clarifications: 5/18/2015
<u>Supersedes</u> <u>APPR</u> <u>OVAL</u>	Scrivener Clarifications: 3/9/2011 Original: 7/12/2010 <u>September 9, 2019</u>

Administrative Policies & Procedures

Section 106.00 – Concessions Program

OBJECTIVE

To establish a policy for managing and developing the concessions program within the commercial passenger terminal.

PROGRAM GOALS

The goals for the concessions program are as follows:

- Attract the best local, national, and international food and beverage, retail, and service concepts and tenants as well as retain a “best in class” concessions program.
- Keep the concessions program fresh and dynamic by introducing new concepts services, and technologies that are consistent with the needs and desires of the traveling public.
- Pursue creative concessions design to entice and excite customers by merging architecture, design, graphics, and concessions concept branding together in a cohesive way while still preserving the commercial passenger terminal’s aesthetically pleasing appearance.
- Maximize commercial passenger terminal revenue while providing customers with high quality goods and services that are competitively priced, conveniently located, and that reflect the needs, desires, and the expectations of the traveling public.
- Maximize small and local business as well as joint ventures, franchises, and corporate opportunities for Airport Concessions Disadvantaged Business Enterprise (ACDBE) firms. The District will comply with all FAA ACDBE requirements.

CONTINUOUS IMPROVEMENT

Concessions programs are a major determinant of passenger satisfaction within the overall airport experience. Passengers are spending more time in airports, particularly in the areas beyond security. Food and beverage as well as lounge services have become more important as airlines continue to reduce or eliminate meal services. Customers prefer having varieties of food, beverage, and retail options as well as different types of services available to them.

Therefore, passengers today have come to expect a wide range of high-quality dining, shopping, and consumer service offerings at reasonable prices in modern and well-designed restaurants, lounges, and stores. As customer preferences change, the concessions program should adapt as well. This may require adjusting specific aspects of a concept at the mid-term refurbishment (where applicable) or completely changing the

Administrative Policies & Procedures

Section 106.00 – Concessions Program

use of a space to a different type of concept at the expiration of a concession agreement.

METHOD OF OPERATION

CONCESSIONS BUSINESS TERMS

The District may utilize either a competitive selection process or direct negotiations for each concession's opportunity within the commercial passenger terminal. The term of each opportunity may vary depending upon total investment by the tenant. However, in no case shall any concessions lease agreement be for a term longer than ten (10) years.

If a competitive selection process is used, selection of the concessionaire should be based upon evaluation criteria that are established before proposals are solicited and should be communicated to all prospective concessionaires. The evaluation criteria may include, but need not be limited to, the current qualifications of the proposer, the proposer's collective experience in operating a business similar to the proposed concessions, the proposer's specific experience in operating a concessions at a similar sized or larger airport based on enplanements, the degree to which the proposer is able to conform to the District's operating requirements, the annual revenue to the District based on the proposal, the ability of the proposer to fund and manage the concession, the degree to which the proposer's concession business would complement the current mix of other concessions, and the quality of the concept.

If the direct negotiation process is used, it does not mean that a proposer is not in competition for the concession opportunity, as the District is expected to still exercise due diligence in determining the contract terms that could be obtained from other proposers or are otherwise commercially reasonable.

Regardless of which method is used, all prospective concessionaires shall meet the following minimum qualifications:

1. Minimum Years of Experience Required. Each proposer must have a minimum of four (4) years of experience within the past five (5) years in the ownership, management and operation of a retail, food and beverage, or service business. Ownership means control of more than 50% of the equity of the business. If a proposer has multiple owners, a majority of the equity must be held by individual(s) who meet this minimum qualification.

2. Financial Capability. The District will review information concerning the proposer's financial capability (defined as the ability to finance the improvements and provide working capital

Administrative Policies & Procedures

Section 106.00 – Concessions Program

necessary to operate the concession in accordance with the concession lease agreement provisions) and may contact the proposer to obtain any additional information needed to make this determination in the District's sole discretion.

DESIGNATION OF CONCESSIONS AREAS

The President/CEO or designee of the District shall be in charge of designating areas within the commercial passenger terminal for concessions.

CENTRALIZED RECEIVING AND DISTRIBUTION FACILITY

All concessionaires located in the commercial passenger terminal shall be required through their lease agreement to utilize the Centralized Receiving and Distribution Facility for the receipt and return of all goods and products. This service shall be provided by the District at a reasonable cost as determined by the President/CEO or designee of the District.

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes <u>APPR OVAL</u>	Original: 7/12/2010 September 9, 2019

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

OBJECTIVE

To establish a Records Management Program to plan, organize, coordinate, direct, control, and supervise all public records within the District, from creation to final disposition.

METHOD OF OPERATION

Public Records Act (PRA), Code of Laws of South Carolina 1976, as amended, Sections 30-1-10 through 30-1-170, administered by the State of South Carolina~~---~~.

- defines "public records", ~~"public body"~~ "agency", ~~"subdivision"~~ "archives" and "director"~~---~~
- establishes the legal basis for custody and disposal of records and for public access to such records,
- provides a system for the scheduling and disposal of records,
- establishes uniform techniques for efficient and economical record making and keeping.

~~Definitions~~DEFINITIONS

Agency – The Greenville-Spartanburg Airport District.

Custodian - President/CEO or designee.

Archives – South Carolina Department of Archives and History.

Public Records - "all books, papers, maps, photographs, cards, tapes, recordings, or other documentary materials regardless of physical form or characteristics prepared, owned, used, in the possession of, or retained by a public body."

Records Management - The systematic control of records to meet the Agency's needs.

Records Officer - The ~~chief administrative officer~~Chief Administrative Officer of an agency or subdivision is the "legal custodian" of public records. He/she may appoint a records officer to act on his/her behalf. (Section 30-1-20).

Retention - The safekeeping of all District Public Records.

Retention Schedules - The form or document that establishes the authorized standard for the orderly retention, transfer, or other disposition of records, taking into consideration their legal, historical, and administrative values.

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

Responsibility**RESPONSIBILITY**

The Records Officer is designated by the President/CEO of the District, and has the authority to create suitable guidelines and rules for the orderly management, scheduling, and disposition of public records in compliance with established rules and regulations of the ~~Department~~District and within the provisions of the South Carolina Public Records Act.

Protection of**Records****PROTECTION OF RECORDS**

The legal custodian of public records must protect them against deterioration, mutilation, theft, loss or destruction, and make them available for easy use.

No records of long term or enduring value, including those generated by and stored in electronic information systems or on magnetic, optical, film, or other media may be destroyed or erased without an approved retention schedule.

Destruction of**Public****Records****DESTRUCTION OF PUBLIC RECORDS** **Survey of****Records****SURVEY OF RECORDS**

Destruction of records is accomplished through the process of shredding, maceration, incineration, recycling, burial in a landfill, or other method that has been approved by the ~~Department~~District in accordance with its established guidelines.

A survey is made of each department's records by the Department ~~Head~~Director at the end of each fiscal year. As a result of this survey, recommendations for the transfer of inactive records to storage, scheduling of unidentified records and/or destruction of any of these records, is submitted by the Department ~~Head~~Director to the Records Officer for appropriate action.

Penalty**PENALTY**

Refusal or willful neglect of the PRA's provisions constitutes a misdemeanor offense with a fine of not less than two hundred dollars and not more than five thousand dollars.

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

~~SECTION 106.01~~ — ~~INQUIRIES FOR PUBLIC INFORMATION~~

OBJECTIVE

To provide a central location for all inquiries concerning the District and its employees.

~~OBJECTIVE~~

~~To provide a central location for all inquiries concerning the District and its employees.~~

METHOD OF OPERATION

~~Directives~~PROCEDURES

~~Inquiries concerning~~**Concerning the District**

Employees shall at all times be courteous to those members of the public who seek information. Employees are cautioned that information concerning subjects under discussion or consideration often change in content and meaning before becoming an accomplished fact. Any release of such information before final decisions or disposition of the matter could cause misunderstanding and confusion resulting in waste of time and money. -An employee will decline courteously to reveal such information and shall direct the inquiry to the President/CEO or his/her ~~appointee~~designee, keeping in mind that it is not the intent of the District to be secretive, or to withhold valid information, but to assure that all information released is true and accurate. -This policy is in no way intended to restrict the release of information concerning matters of fact that the employee is expected to provide the public, or other employees or officials in the normal course of employment.

~~Inquiries concerning~~**Concerning the Employees**

All employment verification inquiries from current or former employees, prospective employer of current or former employees, governmental agencies, or other organizations such as a financial or lending institution, are to be directed to the Human Resources Department for an official response.

Under no circumstances is any other employee authorized to provide a written or official employment verification response for the District. The Human Resources Department personnel are trained in responding to employment verification requests. Human Resources will also know whether a signed authorization to release information, from the current/former employee, is on file.

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

All requests for employment verification must contain the employee's or former employee's signature authorizing the release of information. In the case of current employees, as a courtesy, the Human Resources Department will notify the employee when employment verification information is requested.

When ~~Inquiries concerning verification of employment are referred to the HR Manager.~~

the signed authorization to release information is present, the Director of Human Resources, or designee, will release the following information as requested:

1. whether the individual is currently employed by the District
2. the employee's current or last job title
3. the dates of employment with the District
4. the current or final salary paid to the employee

Depending on the circumstances of the request, the District may give additional information.

The District does comply with the U.S. Department of Transportation (DOT) regulations in accordance with the Omnibus Transportation Employees Testing Act of 1991 and the with U.S. DOT rule 49 CFR Part 40.

Those personnel records, which are declared to be public records by virtue of South Carolina Code of Laws, Title 30 (Public Records) Chapter 1 and Chapter 4 (Freedom of Information Act), will be opened for inspection to any person in accordance with the provisions of that statute.

~~Information concerning employees or former employees is not voluntarily given over the phone. Employees receiving such inquiries should courteously suggest that a letter be written to the HR Manager.~~

~~Only verifications concerning employment period, job classification, and salary of employees may be given over the phone. The HR Manager may give additional information of present employees by telephone to reputable groups or individuals.~~

~~Personal reference concerning an employee or former employee may be given by Executive Management only; however, due caution should be exercised in providing such references.~~

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

APPROVAL AND UPDATE HISTORY	
Approval	Scrivener Clarifications: 5/18/2015
<u>Supersedes APPR OVAL</u>	Scrivener Clarifications: 3/9/2011 Original: 7/12/2010 <u>September 9, 2019</u>

Administrative Policies & Procedures

Section 107.02 – Inspection & Copying of Public Records

OBJECTIVE

To establish a procedure for inspection of all Greenville-Spartanburg Airport District public records in compliance with Title 30-Public Records, Chapter 4-Freedom of Information Act, South Carolina ~~General Statutes~~Code of Laws, as amended.

METHOD OF OPERATION

Title 30, Chapter 4, of the South Carolina ~~General Statutes~~Code of Laws, administered by the State of South Carolina~~---~~.

- ~~establish~~establishes general state policy on public records; i.e., "The General Assembly finds that it is vital in a democratic society that public business be performed in an open and public manner so that citizens shall be advised of the performance of public officials and of the decisions that are reached in public activity and in the formulation of public policy. Toward this end, provisions of this chapter must be construed so as to make it possible for citizens, or their representatives, to learn and report fully the activities of their public officials at a minimum cost or delay to the persons seeking access to public documents or meetings";
- define "public records" and "public body"
- establish the legal basis for custody and disposal of records and public access to such records; and
- promulgate rules for the inspection, examination, and duplication of records; exemptions.

~~Definitions~~DEFINITIONS

Public Body - The Greenville-Spartanburg Airport District.

District Offices - The offices of the Greenville-Spartanburg Airport District.

Custodian - President/CEO or designee.

Electronic Files - This includes any electronic media content (other than computer programs or systems files) that are intended to be used in either an electronic form or as printed output.

Public Records - "includes all books, papers, maps, photographs, cards, tapes, recordings, or other documentary materials regardless of physical form or characteristics prepared, owned, used, in the possession of, or retained by a public body. Records such as income tax returns, medical records, hospital medical staff reports, scholastic records, adoption records, records related to registration, and circulation of library

Administrative Policies & Procedures

Section 107.02 – Inspection & Copying of Public Records

materials which contain names or other personally identifying details regarding the users of public, private, school, college, technical college, university, and state institutional libraries and library systems, supported in whole or in part by public funds or expending public funds, or records which reveal the identity of the library patron checking out or requesting an item from the library or using other library services, except non-identifying administrative and statistical reports of registration and circulation, and other records which by law are required to be closed to the public are not considered to be made open to the public under the provisions of this act."

Records Officer - The ~~chief administrative officer~~Chief Administrative Officer of an agency or subdivision is the "legal custodian" of public records. He/she may appoint a records officer to act on his/her behalf. (Section 30-1-20).

Responsibilities **RES** **PONSIBILITIES**

All District employees receiving public records requests are to immediately refer the requesting party to the department's Records Officer or their designee, and notify the Chief Administrative Officer that a request to inspect and/or produce records has been received. The Chief Administrative Officer will instruct the Records Officer as to the disposition of a public records request.

Requests to Inspect **District** **Records** **REQUESTS** **TO INSPECT** **DISTRICT RECORDS**

SECTIONIn compliance with South Carolina Code of Laws Section 30-4-30. Right to inspect or copy public records; fees; notification as to public availability of records; presumption upon failure to give notice; records to be available when requestor appears in person.

(a) Any person has a right to inspect or copy any public record and the right to inspect, copy or receive an electronic transmission of any public record of a public body, except as otherwise provided by Section 30-4-40, in accordance with reasonable rules concerning time and place of access.

(b) A public body is not required to create an electronic version of a public record when one does not exist to fulfill a records request.

Unless exempt by law or court order, the public records of the District are open to inspection, examination and copying, **at the District offices**, by any person during normal business hours, 8:30 a.m. to 5:00 p.m., Monday through Friday. Requests may be made in person, by telephone, or in writing. **Requests do**

Administrative Policies & Procedures

Section 107.02 – Inspection & Copying of Public Records

not have to be in writing. If a request is overly broad and/or vague, the person may be asked to be more specific about the records they are seeking.

Authorized Charges for Copies & Scans **AUTHORIZED CHARGES FOR COPIES & SCANS**

Any person, requesting copies of District documents, is to be advised that ~~25~~50% of the **authorized charges must be paid to the District prior to making copies.** The District has authorized ~~the following~~ charges, ~~as~~ posted ~~on-line~~online at www.gspairport.com.

Copies:

Black & White		Color	
# of copies	\$ Cost Ea	# of copies	\$ Cost Ea
1-100	\$ 0.11	1-249	\$ 0.59
101-500	\$ 0.10	250-2500	\$ 0.49
501-800	\$ 0.09	2501+	\$ 0.39
801-1000	\$ 0.08		
1001+	\$ 0.07		

Scans:

~~\$0.095 per page.~~

For all other copies, including multiple volume documents, actual cost of duplication.

Requests for Electronic Files **REQUESTS FOR ELECTRONIC FILES**

~~Requests for Electronic files, including Adobe .pdf files, excel files, Word files, and others will be evaluated on a case by case basis by the District.~~ Although not required by SC Code to create electronic versions of public records, the District may elect, if convenient at District's discretion, to do so. If not, paper copies will remain available at the posted charges.

Electronic Records/ Information Systems **ELECTRONI C RECORDS/ INFORMATION SYSTEMS**

Paper output copies generated from a computer system same as above.

Charges for output to any other medium (i.e., diskettes, tape cartridge, tape reel, etc.) will be the cost to the District for such medium.

Charges will be imposed for the "extensive use" of information technology. When the central processing unit (C.P.U.) time exceeds five ~~(5)~~ minutes/three ~~(3)~~ hundred seconds, the charge will be ~~twenty cents (\$.20)~~at the rate posted online per C.P.U. second for the entire run of the request.

Administrative Policies & Procedures

Section 107.02 – Inspection & Copying of Public Records

~~Labor Charges~~ **LABOR CHARGES**

Requests requiring more than de-minimis staff time will be assessed ~~-a labor charge at the rate of \$37.00 per hour~~ posted online in addition to the cost of duplication.

~~Mailing Copies~~ **MAILING COPIES**

The District is not required to mail requested copies. If a request to mail copies is honored, the appropriate amount of postage is to be included and collected with the copy charges.

~~Receipts~~ **RECEIPTS**

Any person paying for copies of documents and/or postage is to be issued a receipt. A copy of the receipt and the collected funds are to be immediately submitted to the Finance ~~and Administration~~ Department.

~~Request to Fax Documents~~ **REQUEST TO FAX DOCUMENTS**

Records requested pursuant to the public records law **are not normally faxed** unless authorized in advance by the Custodian.

~~Litigation~~ **LITIGATION**

If the subject matter of the public records request is in litigation, or may soon be in litigation, contact the ~~VP~~ Senior Vice President of Administration and Finance/CFO for instructions, and/or actual production.

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 7/10/2017 Scrivener Clarifications: 5/18/2015
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Administrative Policies & Procedures

Section 1089.00 – Smoking, Tobacco Use and Vaping

OBJECTIVE

~~To provide~~The District is committed to providing a tobacco/smoke-free atmospheresafe, healthy and pleasant environment for all District employees, tenant employees, contractors, volunteers, passengers and the general public.

It is the policy of the District to prohibit smoking, tobacco use and vaping on all District property, except in designated areas.

METHOD OF OPERATION

DEFINITIONS

"Tobacco products" include cigarettes, cigars, chewing tobacco, dip, smokeless tobacco, snuff, electronic cigarettes or any other items containing or classified as such.

"Tobacco uses" includes smoking, chewing, dipping, or any other ingesting, consumption, or bodily intake of tobacco products.

"Vaping" refers to the use of electronic nicotine delivery systems or electronic smoking devices such as e-cigarettes, e-pipes, e-hookahs, and e-cigars.

PROCEDURES ~~Directives~~

~~The District is dedicated to providing a safe, healthy and productive work environment for all employees. Tobacco use of any form, as well as use of any substance (controlled or otherwise) or product that produces smoke, odors, or vapors of any type,~~Smoking, Tobacco Use, and Vaping is prohibited in all enclosed areas of the District, including all bathrooms, break-rooms, conference rooms/offices, hallways, stairwells, hangars, working areas, District equipment and District vehicles. The use of tobacco~~Smoking, Tobacco Use, and Vaping is allowed outside of District buildings~~also prohibited in designated areas. Such~~fuel storage areas shall be designated by,~~ within 50ft of a fuel truck, within the **President/CEO.** ~~Employees are expected to keep the~~AOA, or anywhere smoking areas free of debris. This policy applies to all employees, clients, independent contractors and visitors is prohibited by signage.

Smoking, Tobacco Use and Vaping, is allowed outside of District buildings in designated areas only. Such areas shall be designated by the President/CEO.

Employees are expected to keep the smoking areas free of debris.

This policy applies to all District employees, tenant employees, contractors, volunteers, passengers and the general public.

Administrative Policies & Procedures

Section 1089.00 – Smoking, Tobacco Use and Vaping

<u>APPROVAL AND UPDATE HISTORY</u>	
<u>APPROVAL</u>	<u>September 9, 2019</u>

Administrative Policies & Procedures

Section ~~110~~111.00 – ~~Purchasing~~ / Procurement

OBJECTIVE

~~To procure all supplies, materials, equipment, articles, items or services required by the District (excludes professional design and construction services and construction and repair contracts; see Section 111.00).~~

Commitment to a procurement process that is open and transparent which utilizes full and open competition to the maximum extent practicable when procuring goods, equipment, or services required by the District (excluding those services described in Sections 112.00 and 113.00). This procurement policy shall establish reliable and consistent practices to protect District staff against fraud, waste, and abuse while fostering public confidence when Bidders and Contractors compete for contract awards.

LEGISLATIVE AUTHORITY

This Policy is published in accordance with South Carolina Consolidated Procurement Code, Title 11, Chapter 35, SectionsSection 11-35-1050, et seq., Code of Laws of South Carolina, 1976, as amendedwell as Federal Regulation 2 CFR Part 200 et seq. for procurements made using Federally funded sources.

PURPOSE

~~The Purpose of the Procurement Procedure is to provide for fair and equitable treatment in public purchasing,To provide for a procurement framework that ensures all goods, equipment, or services are procured with integrity, quality, and efficiently at the most advantageous prices available. The District seeks to maximize the purchasing value of publicavailable funds, and to provide for a procurement system of quality and integrity through fair and equitable contractor treatment.~~

PRESIDENT/CEO

~~President/CEO shall be purchasing agent. The President/CEO of the District shall be in charge of purchasing all goods, services, materials, equipment and contractual services required by the District or any office or department thereof. The President/CEO shall be responsible for the practical and efficient administration of the Procedure, and he/she shall have and perform all of the duties and responsibilities as provided herein with assistance from those he/she may assign or delegate.~~

The President/CEO has overall responsibility for compliance and the practical and efficient administration of this policy for the purchase of all goods, equipment, or services, required by the District.

President/CEO Authorization. The President/CEO of the District shall be authorized to make all purchases provided funding is available within the approved annual budget of the District or other District funding sources. The President/CEO may delegate

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procurement authority to any person who is authorized to make purchases.

Compliance with Federal Requirements. Where procurement involves the expenditure of federal assistance or contract funds, the President/CEO shall comply with the provisions outlined in Title 49 CFR Part 18.36 and such federal law and regulations which are applicable and which are not reflected in this Procedure. —

FEDERAL GRANT FUNDING

Any contract that is federally funded (Federal grant) is subject to this Policy, District procedures, and all applicable federal laws and regulations or assurances as directed by the Federal grant agreement. This includes, but is not limited to, Federal Aviation Administration (FAA) Advisory Circular's, Airport Improvement Program (AIP) procurement requirements and standards, and Disadvantage Business Enterprise (DBE) requirements.

PURCHASES BETWEEN \$0 - \$~~2,500~~10,000

Direct purchasesPurchases that do not exceed \$10,000 are authorized without securing competitive quotations if the prices are considered fair and reasonable.

PURCHASES BETWEEN \$~~2,500~~—\$10,001 - \$50,000

Solicitation of Purchases require written quotes from a minimum of three (3) qualified sources of supply must be made and documentation. Documentation of the solicitation and discussions about the quotes must be attached to the purchase requisition for a small purchase, and made part of the contract file. The award must be made to the lowest responsive and responsible sourcesource.

PURCHASES BETWEEN \$~~10~~50,001 - \$100,000—\$50,000

Written solicitation of written quotes, solicitations are required for bids, or proposals must be made. -The procurement must be advertised at least once. for a minimum of five (5) business days. Such notice shall be by publication in a newspaper of general circulation in the Greenville-Spartanburg County area, or by posting in a public place at the airport or by such other method as discretion of the District. However, at a minimum, the President/CEO shall determine to be reasonable. solicitation must be advertised on the District website. A copy of the written solicitation and written quotesbids or proposals must be attached to the purchase requisition. and made part of the contract file. The award must of a contract will be made to the

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~~lowest responsive and responsible source based on the requirements of the written solicitation.~~

PURCHASES ABOVE \$~~50,000~~100,001

~~Contracts~~Purchases greater than ~~fiftyone~~ hundred thousand and one dollars (\$~~50,000~~100,001) must ~~be awarded by competitive sealed bidding.~~ have written solicitations and advertised to the public for a minimum of ten (10) business days. This ~~requires the preparation of complete and reasonable specifications that detail the desired work items, services, or equipment.~~ level of purchase must be advertised on the District website. The purchaser has the option to competitively award a contract through an Invitation for Bids or Request for Proposals .

The invitation for solicitation should result in bids must be publicly advertised and bids solicited from an adequate number of potential bidders. All bids ~~are to or~~ proposals shall be publicly opened at a time and place prescribed in the ~~invitation for bids.~~ solicitation. The award of a contract will be based on the ~~lowest responsive and responsible bidder.~~ This procurement action ~~assumes a firm fixed price contract agreement.~~ requirements of the written solicitation.

BID METHODOLOGY INVI TATION FOR BIDS

Invitation for Bids:

An invitation for bids (competitive sealed bidding) must be issued in an efficient and economical manner and must include specifications and all contractual terms and conditions applicable to the procurement.

Public Notice:

~~Notice shall be by publication in a newspaper of general circulation in the Greenville Spartanburg County area, or by posting in a public place at the airport or by such other method as the President/CEO shall determine to be reasonable.~~

An Invitation for Bid shall be displayed on the District website in addition to other publicly available sources that may increase competition for the solicitation as determined by the District.

Receipt and Safeguarding of Bids:

All bids, including modifications, received before the time of opening must be kept secure and unopened.

Bid Opening:

Bids shall be opened publicly in the presence of at least one witness at the time and place designated in the Invitation for Bids. The bid opening shall, at minimum, have the following

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information recorded: the bidder's name and contact information, amount of each bid~~and such, the bidder's compliance with the solicitation documents, and any other relevant information, together with the name of each bidder, shall be recorded in the office of the President/CEO at the Greenville-Spartanburg Airport (as determined by the "Airport").~~District. The record and each bid shall be open to public inspection after award.

Bid Acceptance and Bid Evaluation:

Bids~~All bids that comply with the requirements listed in the invitation for bid shall be unconditionally accepted without alteration or correction, except as authorized in this Procedure.~~Bids shall be evaluated based on the requirements set forth in the Invitation for Bids which may include criteria to determine acceptability, including, but not limited to inspection, testing, quality, workmanship, delivery, and suitability for a particular purpose.

Correction or Withdrawal of Bids; Cancellation of Awards:

Corrections or withdrawal of erroneous bids before or after award, ~~or cancellation of awards or contracts~~ based on such bid mistakes, may be permitted where appropriate ~~but only upon the express approval of the Airport's legal counsel in accord with the requirements of law.~~ After bids are opened, no changes in bid prices or other provisions of bids prejudicial to the interest of the District or fair competition shall be permitted. The District reserves the right to cancel the award of any solicitation at any time, for any reason.

Discussions:

The District shall be allowed to enter discussions with bidders for the purpose of clarifying a bid and to assure full understanding of the requirements set forth in the invitation for bid. Any bid that has been accepted in response to a solicitation that requires further clarification shall be afforded an opportunity to clarify such ambiguities so long as the clarifications do not materially influence the bid price in the bidder's favor.

Award:

~~Unless the District rejects bids, as provided herein, notice~~Notice~~of the an award of the contract shall be made to the lowest responsible and responsive bidder whose bid meets~~based on the requirements and criteria set forth in the Invitation for Bids of the written solicitation. ~~The President/CEO~~District may, prior to posting notice of the award, negotiate with the lowest

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responsible and responsive bidder to lower his/her bid within the scope of the Invitation for Bids.

In determining the lowest responsible and responsive bidder, in addition to price, the ~~President/CEO and/or the Commission~~District shall consider: items outlined in the solicitation.

- ~~The ability, capacity and skill of the bidder to perform the contract or provide the service required;~~
- ~~Whether the bidder can perform the contract or provide the service promptly, or within the time specified without delay or interference;~~
- ~~The reputation, experience, and efficiency of the bidder;~~
- ~~The quality of performance of previous contracts or services;~~
- ~~The previous and existing compliance by the bidder with laws and ordinances relating to the contract or services;~~
- ~~The sufficiency of the financial resources and ability of the bidder to perform the contract or provide the service;~~
- ~~The quality, availability and conformance of the supplies or contractual services to the specific use required;~~
- ~~The ability of the bidder to provide future maintenance and service;~~
- ~~The number and scope of conditions attached to the bid;~~
- ~~Such other relevant factors as may be appropriate to the peculiar requirements of the particular contract.~~

Disqualification of Bidders:

Awards are to be made to bidders who have been found to be both "responsive" and "responsible." ~~Unless there is a compelling reason to reject bids as prescribed by regulation of the board, an~~An intended contract award is to be made to the lowest **responsive** and **responsible** bidder whose bid meets the requirements set forth in the ~~invitation~~Invitation for ~~bids~~Bid.

The Standard of Responsiveness

A "responsive bidder" means the person who has submitted a bid which conforms in all material respects to the invitation for bids. Bids from individual bidders which fail to conform to the essential requirements of the invitation for bids shall be rejected.

The Standard of Responsibility

A written determination of non-responsibility is required. ~~If a bidder or offer or who otherwise would have been awarded a contract is found non-responsive, a written determination of non-responsibility setting forth the basis of the finding shall be prepared.~~

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Factors to be considered in determining whether the standards of responsibility have been met include whether a prospective contractor has:

1. available the appropriate financial, material, equipment, facility, and personnel resources and expertise, or the ability to obtain them, necessary to indicate its capability to meet all contractual requirements;
2. a satisfactory record of performance;
3. a satisfactory record of integrity;
4. qualified legally to contract with the Airport; and
5. supplied all necessary information in connection with the inquiry concerning responsibility.

If a bidder or offer or who otherwise would have been awarded a contract is found non-responsible, a written determination of non-responsive setting forth the basis of the finding shall be prepared.

Request ~~For~~ Qualifications:

Prior to issuing an Invitation for ~~Bids~~Bid, the ~~President/CEO or his/her designee~~District may issue a request for qualifications from prospective bidders. The request shall contain a description of the goods or services ~~requested by the Invitation for Bids~~, the general scope of the work, the deadline for submission of information and how a prospective bidder may seek consideration by the ~~Commission~~District. The request may require information regarding the prospective bidder's product specifications, qualifications, experience, organization, assets and equipment, safety record, safety and quality control programs, financial stability and any other information deemed relevant by the ~~President/CEO~~District in determining the prospective bidder's ability to properly perform the requirements of the contract. The ~~President/CEO~~District shall give adequate public notice of the request for qualifications in the manner specified above.

~~The President/CEO or his/her designee~~The District shall review all information received in response to a Request for Qualifications and rank each prospective bidder from most qualified to least qualified on the basis of the information received. ~~Bids~~The solicitation shall then be ~~solicited from, at least, sent to the two most qualified bidders by means of an Invitation for Bids~~bidder(s). The failure of a prospective bidder to receive ~~an Invitation for Bids~~a solicitation based on their order of rank during the request for qualifications shall not be grounds for protest.

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~~President/CEO or his/her designee shall compile and maintain a list of contractors and suppliers. Any person, firm or corporation interested in bidding on procurement contract of the Commission may request that his/her or its name be added to such list.~~

EXEMPT PURCHASES

~~The President/CEO may, with the approval of the Commission, exempt specific supplies or services from the procurement procedures in this policy. Initially exempt shall include the following, but are not limited to these items:~~

- ~~• Purchase of utilities such as water, electricity, gas and telephone.~~
- ~~• Contracts for professional services.~~
- ~~• The purchase of supplies, material, services or equipment that have gone through the bidding process for a State Procurement Contract or Federal General Service Administration Contract. (GSA)~~

"Piggybacking"

~~If an identical item to be so purchased has already been purchased by another entity which has gone through a competitive bidding process or competitive sealed proposal process equivalent or more stringent than that required by the District, whether it be in the State of South Carolina or any other state, AND a vendor will honor the same bid price to the District, THEN the exemption would still apply, and said item can be purchased without going through the procurement procedures outlined in this policy.~~

~~A list of exempt items shall be maintained at the offices of the Commission and shall be open to public inspection.~~

EMERGENCY PROCUREMENTS

~~Notwithstanding any other provision of this procurement code, the President/CEO, or his/her designee, may make or authorize others to make emergency procurements only when there exists an immediate threat to public health, welfare, critical economy and efficiency, or safety under emergency conditions. Such emergency procurements shall be made with as much competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file.~~

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SOLE SOURCE PROCUREMENTS

~~A contract may be awarded for a supply, service, information technology or construction item without competition when the President/CEO determines that there is only one source for the required supply, service, information technology or construction item.~~

COMPETITIVE SEALED REQUEST FOR PROPOSALS

Conditions for Use

When the ~~President/CEO-District~~ determines in writing that ~~the use of~~ competitive sealed bidding through an invitation for bids is either not practicable or not advantageous ~~to~~, the District ~~a contract~~ may ~~be entered into by solicit~~ competitive sealed proposals.

Request for Proposals

~~Proposals shall be solicited~~ through a request for ~~Proposals~~ proposals.

At minimum, a request for proposals should include the following:

- A description of the work that is required by the contract;
- Relevant information required by the District to be in the offeror's proposal;
- Criteria that will be used to evaluate the proposals; and
- Terms and conditions applicable to the contract.

Public Notice:

Public notice of the Request for Proposals shall be given not less than five (5) ~~calendar~~ business days prior to the date set forth therein for the opening of proposals. ~~Public notice~~ A Request for Proposal shall be displayed on the District website in addition to other publicly available sources that may be by publication in a newspaper or general circulation in the Greenville-Spartanburg area, by posting in a public place at the Airport or by increase competition for the solicitation such other method as the Commission shall determine to be reasonable an industry specific website.

Proposal Opening:

Proposals shall be opened publicly at the time and place designated in the Request for Proposals. The amount of each proposal and the name of each offeror shall be recorded in the office of the ~~President/CEO-District~~. Proposals shall be open for public inspection after contract award. Proprietary or confidential information marked, as such in each proposal shall not be disclosed without the written consent ~~off from~~ the offeror.

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Discussion with Responsible Offerors and Revisions to Proposals

The ~~President/CEO~~District may conduct discussions with responsible offerors who submit proposals, which the ~~President/CEO~~District determines to be reasonably susceptible of being selected for award for the purpose of clarifying the solicitation requirements.

Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing offerors.

Award:

Award shall be made to the responsible offeror whose proposal is determined in writing to be most advantageous to the District.

EXEMPT PURCHASES

The President/CEO may, with the approval of the Commission, exempt specific supplies or services from the procurement procedures in this policy based on operational need. Initially the exemptions shall include the following, but are not limited to these items:

- Purchase of utilities such as water, electricity, gas and telephone. Memberships, subscriptions, sponsorships, and advertising/marketing.
- Purchase of legal services.
- Financial services required by the District.
- Travel, lodging, and other expenses described in the Travel Policy, Section 115.00.
- Contracts for professional services other than what is listed in Section 112.00.

The purchase of supplies, material, services or equipment that have gone through the bidding process for a State Procurement Contract, another Public Cooperative Purchasing Agreement, or Federal General Service Administration Contract (GSA).

COOPERATIVE PURCHASING "Piggybacking"

Authorized by the State of South Carolina, the District may enter into cooperative purchasing agreements that have been entered into between one or more public procurement units, regardless of the procurement unit's location inside or outside the State of South Carolina. The District may enter into an agreement with

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the public procurement unit for cooperative use of personnel, information, supplies, services, warehousing, and capital equipment in accordance with an agreement between the participants; provided, such cooperative use will be more cost effective.

- Prior to using cooperative purchasing agreements to procure goods and services, advance discussion and approval must be obtained by the President/CEO before executing the purchase.

Piggybacking – If an identical item to be so purchased has already been purchased by another entity which has gone through a competitive bidding process or competitive sealed proposal process equivalent or more stringent than that required by the District, whether it be in the State of South Carolina or any other state, AND a vendor will honor the same bid price to the District, THEN the exemption would still apply, and said item can be purchased without going through the procurement procedures outlined in this policy.

EMERGENCY PROCUREMENTS

Notwithstanding any other provision of this procurement code, the President/CEO, or designee, may make or authorize others to make emergency procurements only when there exists an immediate threat to public health, welfare, critical economy and efficiency, or safety under emergency conditions. Additionally, the President/CEO, or designee, may authorize emergency procurements for critical property damage if such damage threatens occupant safety and security. Such emergency procurements shall be made with as much competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file.

SINGLE/SOLE SOURCE PROCUREMENTS

The District seeks to award competitive procurements to the maximum extent possible. From time to time, the President/CEO may authorize for a contract to be awarded for a supply, service, information technology or construction item without competition when the District determines that there is only one source that is either reasonably available in the marketplace or only one source is known to exist.

CANCELLATION OF INVITATION FOR BIDS OR REQUESTS FOR PROPOSALS

An Invitation for ~~Bids~~Bid, a Request for ~~Proposals~~Proposal, or other solicitation may be cancelled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when it is in the best interest of the District. The reason for such cancellation shall be made part of

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the contract file. If a solicitation is cancelled by the above two methods, notice of the cancellation shall be publicly posted.

REJECTION OF INDIVIDUAL RESPONSES

The District reserves the right to reject a response to a solicitation by a prospective contractor if any of the following conditions are observed during evaluations:

- The prospective contractor is found to be non-responsive to any requirements of the solicitation;
- The prospective contractor is found to be not responsible;
- The prospective contractor's price is considered unreasonable based on a price evaluation.

The reasons for the rejection of a prospective contractor's response shall be documented and made part of the contract file that is available for public inquiry.

INSURANCE REQUIREMENTS

The District shall require appropriate insurance and bonding levels as well as other pertinent surety instruments to sufficiently mitigate the District's risk for each procurement. The following types of insurance may be required as determined by the District:

- Commercial General Liability (CGL)
- Automobile Liability
- Products-Completed Operations
- Professional Liability
- Bid Security Bond
- Performance Bond
- Payment Bond
- Workers Compensation

For each contract and at the discretion of the District, the District shall be listed as an additional insured on the contractor's insurance certificate.

Indemnification – The District is not permitted to indemnify any potential contractor or contractor in accordance with the Commission Bylaws and the State of South Carolina. Indemnification language protecting the District must be inserted in each contract awarded by the District for goods and services.

Waiver of Subrogation – The District shall require each potential contractor or contractor to waive their rights of recovery and cause their insurer to waive its right to subrogate on behalf of a

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PROCUREMENT CONTRACT

~~potential contractor or contractor for damages howsoever cause.~~

Every contract for procurement entered into by the District ~~under the provisions of this Procedure~~ may include, in addition to other relevant requirements, clauses to define responsibilities and rights of the parties to the contract with respect to the following matters:

- ~~• Specified excuses for delay or non-performance;~~
 - ~~• Termination~~General Terms and Conditions
 - ~~• Commercial Terms and Conditions~~
 - ~~• Special Terms and Conditions as they may relate to mandated provisions for Federally funded goods, services, or construction~~
 - ~~• Scope of Work~~
- ~~All contracts entered into under this Policy shall be executed in accordance with the GSP Procurement Authorization Guidelines. For all multi-term contracts, the President/CEO must authorize and execute the contract for default;~~
- ~~• Termination of contract in whole or in part for other reasons;~~
 - ~~• Price adjustments;~~
 - ~~• Right to site inspection;~~
 - ~~• Right to audit records.~~

PROCUREMENT RECORDS AND AUDITS

Contract File

All determinations and other written records pertaining to solicitation, award, or performance of a contract shall be ~~maintain~~maintained and periodically updated in a contract file by the ~~President/CEO~~District.

Retention of Procurement Records

All formal, written executed, contract documents ~~signed by parties involved~~ shall be retained for six (6) years. All other procurement records shall be disposed of in accordance with records retention guidelines approved by the President/CEO ~~and this policy~~. If a contract is funded in whole or in part by assistance from a State or Federal agency, then all procurement records pertaining to that contract shall be maintained for the period of time required by such agency.

DISPOSAL OF SURPLUS SUPPLIES

All surplus supplies ~~and~~ materials and equipment which are ~~entirely unserviceable~~ no longer useful to the District may be sold to the highest bidder in accordance with and upon such terms

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and conditions as determined by the ~~Commissioners shall require~~ District with respect to such surplus supplies and materials, ~~provided, however, that the President/CEO may. However, the District shall~~ sell, lease or dispose of any supplies, materials or junk which has value of less than ~~Two~~Five Thousand (\$~~25~~5,000) Dollars.

AUTHORITY TO RESOLVE PROTESTS

The ~~Commission and/or the~~ President/CEO shall have exclusive authority to settle and resolve the protest of an aggrieved bidder, offeror, or contractor, actual or prospective, concerning the solicitation or award of a contract. The procedure for the resolution of bid protest shall be as follows:

Right to Protest; Exclusive Remedy

Any prospective bidder, offeror, contractor, or subcontractor who is aggrieved in connection with the solicitation of a contract shall be afforded the opportunity to protest to the ~~Commission and/or~~ President/CEO in the manner stated ~~below~~ within ~~fifteen~~ (10) business days of the date of issuance of the Invitation for Bids or Requests for Proposals or other solicitation documents, whichever is applicable, or any amendment thereto, if the amendment is at issue.

Any actual bidder, offeror, contractor, or subcontractor who is aggrieved in connection with the intended award or award of a contract shall protest to the ~~Commission and/or~~ President/CEO in the manner stated below within ten (10) business days of the date notification of award or notification of intent to award, whichever is earlier, is posted in accordance with this policy. An interested party to an actual bidder, offeror, or contractor is not allowed to initiate a protest for the actual bidder, offeror, or contractor.

The rights and remedies granted in this policy to a disappointed bidder, offeror, contractor or subcontractor are to the exclusion of all other rights and remedies of such disappointed bidder, offeror, contractor, or subcontractor against the State at common law or otherwise for the loss or potential loss of an award of a contract.

Protest Procedure

Protests shall be in writing, submitted to the ~~Commission and/or~~ President/CEO, received within the timelines set forth above, and shall set forth the grounds of the protest and the relief requested with enough particularity to give notice of the issues to be decided.

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Duty and Authority to Attempt to Settle Protests

Prior to commencement of an administrative review as provided for below, the ~~Commission and/or~~ President/CEO, ~~or designees~~ thereof shall attempt to settle by mutual agreement a protest of an aggrieved bidder, offeror, contractor, or subcontractor, actual or prospective, concerning the solicitation or award of the contract. The ~~Commission and/or~~ President/CEO ~~or designees~~ thereof shall have the authority to approve any settlement reached by mutual agreement.

Administrative Review and Decision

If in the opinion of the ~~Commission and/or~~ President/CEO, after reasonable attempt, a protest cannot be settled by mutual agreement, the ~~Commission and/or~~ President/CEO shall promptly conduct an administrative review, no later than fifteen (15) business days after the deadline for receipt of a protest has expired and shall issue a decision in writing within ten days of completion of the review. The decision shall state the reasons for the action taken.

Finality

The decision of the ~~Commission and/or~~ President/CEO is final as to administrative review and may be appealed to the circuit court under the provisions of the South Carolina Administrative Procedures Act.

COOPERATIVE PURCHASINGSUSPE NSION AND USEDEBARMENT

~~The President/CEO may participate in or conduct a cooperative purchasing agreement for the procurement of any supplies, services or construction with another government unit in accordance with an agreement between the participants. The President/CEO may enter into an agreement with any other public procurement unit for cooperative use of personnel, information, supplies, services, warehousing, and capital equipment in accordance with an agreement between the participants; provided, such cooperative use will be more cost effective.~~

Suspension and debarment are actions taken to prohibit an individual or legal entity for cause from participating in solicitations or from consideration for a contract award if there is adequate evidence to support suspension or a preponderance of evidence to support debarment. The District shall have the authority to, and the President/CEO must approve of, the suspension or debarment of an individual or legal entity if probable cause exists.

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FINANCIAL INTEREST OF COMMISSION & EMPLOYEES PROHIBITED

No member of the Commission or any officer or employee of the District shall have a financial interest in any contract or in the sale to the District or to a contractor who supplies the District with any real or personal property, materials, supplies or services, except and unless a majority of the Commissioners shall determine that an exception is in the best interest of the District. In such case, the Commissioner whose interest is involved shall not vote on the questions. Any willful violation of this section shall constitute malfeasance in office, and any Commissioner or employee of the District found guilty thereof shall forfeit his/her office or position. A violation of this section with the knowledge, express or implied, of the person or corporation contracting with the Commission shall render the contract voidable by the President/CEO or the Commission.

GIFTS AND REBATES

No employee shall accept, or agree to accept, directly or indirectly, a favor, gift, loan, money, fee, service or other item of value in any form whatsoever from any entity, organization or individual if it is intended to reward or influence, or gives the appearance of rewarding or influencing the employee with respect to his/her employment. This policy is not intended to prevent an employee from accepting an award or recognition for meritorious or outstanding achievement for community or government service.

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes<u>APPR OVAL</u>	Scrivener Clarifications: 12/20/2013 Scrivener Clarifications: 10/31/2013 Scrivener Clarifications: 3/9/2011 Original: 7/12/2010 <u>September 9, 2019</u>

Administrative Policies & Procedures
Section 1112.00 – Selecting Professional Planning, Design, and Construction Services Architectural and Engineering Services

SECTION 111.00 – SELECTING PROFESSIONAL PLANNING, DESIGN AND CONSTRUCTION SERVICES

OBJECTIVE

To provide Commitment to a selection process that is open and transparent which utilizes full and open competition to the maximum extent practicable when providing for the selection of certain professional planning, architect-engineer, engineering, construction management, materials testing, inspection services and land surveying services to be rendered to the District.

LEGISLATIVE AUTHORITY

This Policy is published in accordance with South Carolina Consolidated Procurement Code, Title 11, Chapter 35, Code of Laws of South Carolina, 1976, Section 11-35-50, et seq., as amended well as Federal Regulation 2 CFR Part 200 et seq. for procurements made using Federally funded sources.

POLICY PURPOSE

It is To consider and select the policy of appropriate method that allows the District to announce publicly all requirements for architect-engineer, construction management, and land surveying achieve the best professional services and to negotiate contracts for such services based on the basis of demonstrated competence and qualification for factors that are the particular type of services required and most beneficial to the District at fair and reasonable prices.

FEDERAL GRANT FUNDING

Any contract that is federally funded (Federal grant) is subject to this Policy, District procedures, and all applicable federal laws and regulations or assurances as directed by the Federal grant agreement. This includes, but is not limited to, Federal Aviation Administration (FAA) Advisory Circular's, Airport Improvement Program (AIP) procurement requirements and standard, and Disadvantaged Business Enterprise (DBE) requirements.

METHOD OF OPERATION

Definitions DEFINITIONS

"Act Amendment" means the South Carolina Consolidated Procurement Code.

"District" means the Greenville-Spartanburg Airport District.

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Section 11~~1~~2.00 – Selecting Professional Planning, **Design,** ~~and Construction Services Architectural and Engineering~~ **Services**

~~"Change order" means any a written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provisions of any contract accomplished by mutual agreement of the parties~~modification to the contract.~~a Contract.~~

~~"Chief procurement officer" means (a) the management officer for information technology, (b) the~~

~~"Design Services" means architect-engineer for areas of, construction, architectural and engineering, construction management, and/or land surveying services, and (c) the materials management officer for all other procurements.~~

~~"Construction" means the process of building, altering, repairing, remodeling, improving, or demolishing a District infrastructure facility, including any District structure, District building, or other District improvements of any kind to real property. It does not include the routine operation, routine repair, or routine maintenance of an existing District infrastructure facility, including structures, buildings, or real property.~~

~~"District" means the Greenville-Spartanburg Airport District.~~

~~"Compensation. The"~~means the total amount paid by the District for Professional Services.

~~"Consultant" means any legal business entity that performs architectural, engineering and/or professional planning services, or any other service which the District does not have the resources or expertise and that is employed by the District to perform such services.~~

~~"Consulting Agreement. An"~~means an agreement between the District and a firm for the performance of Professional Services awarded pursuant to the competitive selection requirements of this section.

~~"Contract" means all types of District agreements, regardless of what they may be called, for the procurement or disposal of supplies, services, information technology, or construction.~~

~~"Contract modification" means a written order signed by the procurement officer, directing the contractor to make changes which the changes clause of the contract authorizes~~

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~~the procurement officer to order without the consent of the contractor.~~

~~"Days" means calendar days. In computing any period of time prescribed by this policy or the ensuing regulations, the day of the event from which the designated period of time begins to run is not included. If the final day of the designated period falls on a Saturday, Sunday, or a legal holiday for the District, then the period shall run to the end of the next business day.~~

~~"Debarment" means the disqualification of a person to receive invitations for bids, or requests for proposals, or the award of a contract by the District, for a specified period of time commensurate with the seriousness of the offense or the failure or inadequacy of performance.~~

~~"Designee" means a duly authorized representative of a person with formal responsibilities under the policy.~~

~~"Invitation~~

~~"Request for bids"Qualifications (RFQ)" means a written or published solicitation issued by an authorized procurement officer for bids to all documents regarding product specifications, qualifications, experience, and ability to perform the requirements of the contract for the procurement or disposal of District supplies, from respondents in accordance with this Policy.~~

~~"Professional Services" means the services of accountants, architects, attorneys, auditors, consultants, engineers, information technology, professionals, or other individuals or organizations possessing a high degree of knowledge or construction, which will ordinarily result in the award of the contract to the responsible bidder making the lowest responsive bidskills in a particular subject area and who meet licensure or permit requirements of local, state, or federal government regulatory entities to render such services.~~

~~"Procurement" means buying, purchasing, renting, leasing, or otherwise acquiring any supplies, services, information technology, or construction. It also includes all functions that pertain to the obtaining of any supply, service, or construction, including description of requirements, selection, and solicitation of sources, preparation and award of contracts, and all phases of contract administration.~~

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"Procurement officer" means any person duly authorized by the District, in accordance with procedures prescribed by regulation, to enter into and administer contracts and make written determinations and findings with respect thereto. The term also includes an authorized representative of the governmental body within the scope of his/her authority.

"Real property" means any land, all things growing on or attached thereto, and all improvements made thereto including buildings and structures located thereon.

"Request for proposals (RFP)" means a written or published solicitation issued by an authorized District officer for proposals to provide supplies, services, information technology, or construction which ordinarily result in the award of the contract to the responsible bidder making the proposal determined to be most advantageous to the District. The award of the contract must be made on the basis of evaluation factors that must be District in the RFP.

"Services" means the furnishing of labor, time, or effort by a contractor not required to deliver a specific end product, other than reports which are merely incidental to required performance. This term includes consultant services other than architectural, engineering, land surveying, construction management, and related services. This term does not include employment agreements or services as defined in Section 11-35-310(1)(d).

"Staff" means the District employees working under the direction of the Chief Procurement Officer or the Commission.

"Subcontractor"

"Subconsultant" means any person having a contract to perform work or render service to a prime ~~contractor~~consultant as a part of the prime ~~contractor's~~consultant's agreement with a ~~governmental body~~the District.

"Suspension" means the disqualification of a ~~person~~an entity or individual to receive ~~invitations for bids, requests for proposals~~request for qualifications, or the award of a contract by the District, for a temporary period pending the completion of an investigation and any legal proceedings that may ensue because a person is suspected upon probable cause of engaging

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in criminal, fraudulent, or seriously improper conduct or failure or inadequacy of performance which may lead to debarment.

~~"Term contract" means contracts established by the chief procurement officer for specific supplies, services, or information technology for a specified time and for which it is mandatory that all governmental bodies procure their requirements during its term. As provided in the solicitation, if a District procurement unit is offered the same supplies, services, or information technology at a price that is at least ten percent less than the term contract price, it may purchase from the vendor offering the lower price after first offering the vendor holding the term contract the option to meet the lower price. The solicitation used to establish the term contract must specify contract terms applicable to a purchase from the vendor offering the lower price. If the vendor holding the term contract meets the lower price, then the governmental body shall purchase from the contract vendor. All decisions to purchase from the vendor offering the lower price must be documented by the procurement officer in sufficient detail to satisfy the requirements of an external audit. A term contract may be a multi-term contract as provided in Section 11-35-2030.~~

~~"~~

~~"Work Authorization"—~~A ~~means a~~ written authorization subject to the provisions of a ~~master~~Master Consulting Agreement for the award of a separate project within the scope of services for the Consulting Agreement.

Preference for Resident Design Services

~~"Design services" means architect-engineer, construction management, or land surveying services.~~

~~"Resident" means a business that (i) employs, either directly or through consultants, an adequate number of persons domiciled in South Carolina or (ii) performs in South Carolina a majority of the design services involved in the procurement.~~

~~A business responding to an invitation involving design services shall submit a certification with its response stating whether the business is a resident for purposes of the procurement. Submission of a certification under false pretenses is grounds for suspension or debarment.~~

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~~An award to a resident or nonresident of a contract involving design services must be supported by a written determination explaining why the award was made to the selected firm.~~

~~When qualifications appear to be equal, the resident firm must be selected.~~

~~This section does not apply to a procurement if either the procurement does not involve construction or the design services are a minor accompaniment to a contract for non-design services.~~

~~Qualifications-Based Selection Procedures~~

QUALIFICATIONS BASED SELECTION PROCEDURES

~~Selection Committee~~

SELECTION COMMITTEE

~~The District shall establish its own architect-engineer, construction management, and land surveying services selection committee, referred to as the selection committee, which must for all professional planning, design, and construction service requirements. The Committee shall be composed of those individuals the President/CEO determines to be qualified to make an informed decision as to the most competent and qualified firm for the proposed project. The President/CEO or his/her designee shall sit as a permanent member of the selection committee for the purpose of coordinating and accounting for the committee's work.(s).~~

~~Advertisement~~

~~The selection committee is responsible for:~~

- ~~• developing a description of the services required;~~
- ~~• enumerating all required professional services, and~~
- ~~• preparing a formal invitation to firms for submission of information.~~

~~The invitation must include, but not be limited to, the project title, the general scope of work, a description of all professional services required, the submission deadline, and how interested firms may apply for consideration. The invitation must be advertised at least once. Such notice shall be by publication in a newspaper of general circulation in the Greenville-Spartanburg County area and other advertising media which~~

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may be appropriate e.g. AAAE (American Association of Airport Executives), ACI (Airport Council International), etc., or by posting in a public place at the District or by such other method as the President/CEO shall determine to be reasonable.

Definition of Project(s)~~DEFINITION~~ ON OF PROJECT(S)

~~Prior to any such public announcement for Professional Services under the Act, the Staff will~~ The selection committee shall define the project(s) for which ~~the professional services are~~ Professional Services may be required. The ~~Staff~~ District may include within a single project:

- a grouping of minor construction, rehabilitation, or renovation activities~~;~~
- a grouping of substantially similar construction, rehabilitation or renovation activities~~;~~
- other grouping of construction, rehabilitation, or renovation activities that ~~the Staff determines~~ are determined to be in the best interest of the District to be included within a single project.

~~The District will encourage firms engaged in the lawful practice of their profession who desire to provide Professional Services to the District to submit annually a statement of qualifications and performance data.~~

Any firm or individual desiring to provide Professional Services to the District must first be qualified pursuant to law and regulations of the District. ~~The District will make a finding that the firm or individual is fully qualified to render the required service. Among the factors to be considered in making this finding are the capabilities, adequacy of personnel, past record, and experience of the firm or individual.~~

Response to Invitations~~ADVERTI~~ SEMENT

The selection committee is responsible for:

- developing a description of the services required;
- enumerating all required professional services, and

~~The date for submission of information from interested persons or firms in response to an invitation must not be less than fifteen days after publication of the invitation. Interested architect-engineer, construction management, and land surveying persons or firms shall respond to the invitation with the submission of a current and accurate Federal Standard Form~~

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~~254, Architect-Engineer and Related Services Questionnaire, and Federal Standard Form 255, Architect-Engineer and Related Services Questionnaire for Specific Project, or their successor forms or similar information as the board may prescribe by regulation, and other information that the particular invitation may require.~~

- preparing a formal Request for Qualifications (RFQ) to firms for submission of information.

The RFQ must include, but not be limited to, the project title, the general scope of work, a description of all professional services required, the submission deadline, and how interested firms may apply for consideration. The RFQ must be advertised at least once. At minimum, the advertisement shall be displayed on the District website in addition to other publicly available sources that may increase competition as determined by the District.

RESPONSE TO INVITATIONS

Responses to an invitation to submit qualifications shall be specified in the invitation and based on the needs of the selection committee and the District.

Interviews with Interested Firms **INTERVIEWS WITH INTERESTED FIRMS**

Following receipt of ~~information~~submittals from all interested persons and firms, the selection committee ~~shall~~may hold interviews with ~~at least three persons~~one (1) or more firms who respond to the committee's advertisement and who are considered most qualified on the basis of information available before the interviews. A list of firms selected for interview must be sent to all firms that submitted information in response to the advertisement, before the date selected for the interviews. ~~If less than three persons or firms respond to the advertisement, the committee shall hold interviews with those that did respond.~~

The selection committee's determination as to which are to be interviewed must be in writing and based upon its review and evaluation of all submitted materials. The written report of the committee must list specifically the names of all persons and firms that responded to the advertisement and enumerate the reasons of the committee for selecting those to be interviewed. The purpose of the interviews is to provide the further information that may be required by the selection committee to fully acquaint itself with the relative qualifications of the several interested firms.

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~~Selection and Ranking of the Three Most Qualified~~SELECTION AND RANKING THE MOST QUALIFIED

The selection committee shall evaluate each of the persons or firms interviewed ~~in view of their:~~

- ~~• past performance;~~
- based on criteria established in the ability of professional personnel; RFP document.
- ~~• demonstrated ability to meet time and budget requirements;~~
- ~~• location and knowledge of the locality of the project if the application of this criterion leaves an appropriate number of qualified firms, given the nature and size of the project;~~
- ~~• recent, current, and projected workloads of the firms;~~
- ~~• creativity and insight related to the project;~~
- ~~• related experience on similar projects;~~
- ~~• volume of work awarded by the using agency to the person or firm during the previous five years, with the objective of effectuating an equitable distribution of contracts by the State of South Carolina among qualified firms including Minority Business Enterprises certified by the Governor's Office of Small and Minority Business Assistance and firms that have not had previous state work; and~~
- ~~• any other special qualification required pursuant to the solicitation of the using agency.~~

~~The Staff evaluates in writing the performance of each firm under contract to the District to render Professional Services to the District, and makes that evaluation a part of the permanent record as information to be used when the firm is again under consideration for District work.~~

~~Based upon these evaluations, the selection committee shall select the three persons or firms that, in its judgment, are the best qualified, ranking the three in priority order. The selection committee's report ranking the three chosen persons or firms must be in writing and include data substantiating its determinations.~~

The committee

~~Staff~~ will recommend a ranking to the Commission of the firms that are qualified to perform Professional Services, along with a designation that indicates the category or type(s) of project(s) for which the firm is qualified. **The Commission has final approval of the ranking.**

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CANCELLATION OF INVITATION FOR QUALIFICATIONS

A Request for Qualifications may be cancelled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when it is in the best interest of the District. The reason for such cancellation shall be made part of the contract file. If a solicitation is cancelled by the above two methods, notice of the cancellation shall be publicly posted.

REJECTION OF INDIVIDUAL RESPONSES

The District reserves the right to reject a response to a solicitation by a prospective consultant if any of the following conditions are observed during evaluations:

- The prospective consultant is found to be non-responsive to any requirements of the solicitation;
- The prospective consultant is found to be not responsible;

The reasons for rejection a prospective consultant's response shall be documented and made part of the contract file that is available for public inquiry.

Notice of Selection and RankingNOTICE OF SELECTION AND RANKING Negotiation of ContractNEGOTIATI ON OF CONTRACT

When it is determined by the District that the ranking report is final, written notification of the highest ranked person or firm must be sent immediately to all firms interviewed.

The District shall negotiate a contract for services with the most qualified person or firm at a compensation that is fair and reasonable. If the District is unable to negotiate a satisfactory contract with this person or firm, negotiations must be terminated formally. Negotiations must commence in the same manner with the second and then the third most qualified until a satisfactory contract is negotiated. If an agreement is not reached with one of the three, additional persons or firms in order of their competence and qualifications must be selected after consultation with the selection committee, and negotiations must be continued in the same manner until agreement is reached.

Limits of ApprovalLIMITS OF APPROVAL

The President/CEO has authority to approve, and implement Consulting Agreements, Work Authorizations and/or Amendments to Work Authorizations for all items identified in the approved annual budget of the ~~GSP Airport~~ District, and other such items, provided funding is available within District funding sources. ~~All other Consulting Agreements, Work Authorizations or Amendments shall require the approval of the Commission.~~

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Section 11~~1~~2.00 – Selecting Professional Planning, ~~Design,~~ ~~and Construction Services~~ Architectural and Engineering Services

INSURANCE REQUIREMENTS

The District shall require appropriate insurance and bonding levels as well as other pertinent surety instruments to sufficiently mitigate the District's risk for each procurement. The following types of insurance are required for each procurement as determined by the District:

- Commercial General Liability (CGL)
- Automobile Liability
- Products-Completed Operations
- Professional Liability
- Bid Security Bond
- Performance Bond
- Payment Bond
- Workers Compensation

For each contract and at the discretion of the District, the District shall be listed as an additional insured on the contractor's insurance certificate.

Indemnification – The District is not permitted to indemnify any potential contractor or contractor in accordance with the Commission Bylaws and the State of South Carolina. Indemnification language protecting the District must be inserted in each contract awarded by the District for goods and services.

Waiver of Subrogation – The District shall require each potential contractor or contractor to waive their rights of recovery and cause their insurer to waive its right to subrogate on behalf of a potential contractor or contractor for damages howsoever cause.

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes	Scrivener Clarifications: 3/9/2011 Original: 7/12/2010
APPROVAL	September 9, 2019

~~SECTION 112.00 – CONSTRUCTION CONTRACTS & CHANGES~~

OBJECTIVE

~~To establish an organizational procedure for preparation, acceptance, and execution of and changes to construction contracts and change orders for District projects.~~

METHOD OF OPERATION

Definitions

~~**Amendment.** A written modification to a Contract modifying the scope of a project previously awarded.~~

~~**District.** Greenville Spartanburg Airport District.~~

~~**Bid Package.** A set of contract documents defining a particular scope of work to be performed by the contractor during construction.~~

~~**Change Order.** A written modification to a construction contract, approved in the manner set forth below, providing for additions or deletions in the plans, specifications, or scope of work that establishes the basis for additional compensation or credit, if any, and providing, if applicable, for an adjustment in contract time in order to accomplish the modification.~~

~~**Construction Contract.** A written agreement for construction, remodeling, paving, or, modification entered into between the Construction Contractor and the District.~~

~~**Construction Contractor.** A private sector business which is properly licensed to perform the type of construction services required for a construction contract.~~

~~**Construction Services.** Those services provided by a Construction Contractor.~~

~~**General Consultant.** The person(s) or firm(s) selected by the District to advise and represent it as its architectural, engineering, or planning consultant(s) in connection with planning, design, and construction matters.~~

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Section 11~~23~~.00 – Construction Services **Contracts & Changes**

	Legal Counsel. The person(s) or firm(s) appointed by the District to advise and represent the District in legal matters.
General	These procedures provide guidelines and policy for the development of District construction contracts and the approval and disapproval of change orders and amendments to construction contracts.
Public Announcement and Selection Procedures	
General	<p>The Staff publicly announces each occasion when Construction Services are required to be procured for a project when the estimated cost for such Construction Services exceeds \$10,000.00 except in cases of valid public emergencies so certified by the District, or if such project or services are exempted under the Act.</p> <p>The Staff causes its announcements to be published in a newspaper of general circulation within the Greenville-Spartanburg area, and other advertising media which may be appropriate e.g. AAAE (American Association of Airport Executives), ACI (Airport Council International), etc. The advertisement will provide a general description of the project(s) that require Construction Services and define procedures on how an interested Construction Contractor may apply for consideration by the District. A list of the project(s) also will be sent by the Staff to each firm that has expressed an interest in being notified.</p> <p>Prior to any such public announcement for Construction Services under the Act, the Staff will have prepared plans and specifications for the project for which the Construction Services are required.</p>
Competitive Selection	<p>Contracts may be awarded following a publicly advertised sealed bid process or by any other method allowed by any applicable local, state or federal District.</p> <p>Award of construction services contracts shall be based upon the lowest, responsive bidder or the most highly qualified proposer, price and other factors considered.</p> <p>The use of a prequalification process of contractors is authorized under this policy. If such process is used, bids taken or received</p>

Administrative Policies & Procedures

Section 1123.00 – Construction Services ~~Contracts & Changes~~

~~by prequalified companies will result in the low bidder being awarded the contract.~~

~~**Note:** The Public Announcement and Selection Procedures outlined above do not apply to a construction services contract for a project when the estimated cost of the project is less than \$10,000.00.~~

Negotiation

~~In the event the lowest responsible bid is in excess of the funds available for the project, Staff will enter into negotiations with the lowest responsible bidder making reasonable necessary changes in the plans and specification as may be necessary to bring the contract price within the funds available, and may execute a contract with the bidder if the bidder agrees to the changes.~~

Contract Preparation

~~After approval of contract award by the District, a contract is prepared and executed by the District and the Construction Contractor, and if necessary, Federal or State agency concurrence. The President/CEO issues the notice to proceed at the appropriate time.~~

Coordination of Project

~~Upon award of contract and subsequent notice to proceed, the President/CEO, or Designated Project Manager, serves as coordinator of the project.~~

PROCEDURES FOR CHANGES

Change Order Procedures

~~A Change Order may be initiated by a contractor's request or the District's issuance of a bulletin outlining the description of work, reasons for the change, and the estimated cost. The proposed Change Order request describes the scope of work involved, reason for the change, and the source of funding.~~

~~The President/CEO or designee:~~

- ~~1. Coordinates the documentation that describes and details the scope of the change including the estimated cost and time impact, if any;~~
- ~~2. Informs Federal and State agencies, when applicable, of the proposed change to determine funding eligibility for participation or reimbursement;~~

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~~3. Assigns a Change Order number that identifies both the contract and the Change Order sequential number within that contract;~~

~~4. Requests the Administration and Finance Department to confirm the source of funds;~~

~~5. Approves the Change Order or presents the Change Order to the Commission for approval, and obtains necessary signatures on the Change Order.~~

~~Payment for Change Orders~~

~~Unless otherwise set forth in the Construction Contract or the Change Order, partial payment to the contractor for work done pursuant to the Change Order will be made when work involved is satisfactorily completed.~~

~~Approval of Construction Contracts and Change Orders~~

~~The President/CEO is authorized to approve all Construction Contracts and Changes Orders for all items identified in the approved annual budget of the District, and other such items, provided funding is available within District funding sources. Commission approval is required for all Construction Contracts which involve Federal, State, or other governmental grant-in-aid funds which require such governmental entity's approval.~~

~~Bonds/Deposits~~

~~Payment and performance bonds (100%) and bid bonds/deposits (5%) are required for all projects valued at \$100,000 or more. The President/CEO or his or her designee has the District to determine whether payment and performance bonds are required for projects valued at less than \$100,000. Among the factors the President/CEO or designee will use to determine whether bonds will be required are:~~

- ~~• The complexity of the project;~~
- ~~• The reputation of the contractor for performance of work and payment of subcontractors; and~~
- ~~• The dollar value of the contract.~~

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Section 1123.00 – Construction Services ~~Contracts &~~
~~Changes~~

APPROVAL AND UPDATE HISTORY	
Approval	Scrivener Clarifications: 5/18/2015
Supersedes<u>APPR</u> <u>OVAL</u>	Scrivener Clarifications: 3/9/2011 Original: 7/12/2010 <u>September 9, 2019</u>

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OBJECTIVE

~~To establish criteria for public service advertising or exhibits in the Terminal complex at Greenville-Spartanburg International Airport.~~

To establish the appropriate construction project delivery approach that results in the most advantageous, economical, timely, and otherwise successful project for the District. The appropriate delivery approach that provides the District sufficient flexibility during the preparation, acceptance, execution of, and changes to construction contracts and change orders for District projects.

LEGISLATIVE AUTHORITY

This Policy is published in accordance with South Carolina Consolidated Procurement Code, Title 11, Chapter 35, Section 11-35-50, *et seq.*, as well as Federal Regulation 2 CFR Part 200 *et seq.* for procurements made using Federally funded sources.

METHOD OF OPERATION

~~Functions~~DEFINITIONS

~~In order to maintain a more orderly and comfortable environment in and about the Terminal Building (which is not a public forum, and which is not intended to be a public forum), art, craft and other displays and exhibitions in the Terminal Building and on the sidewalks adjacent thereto are prohibited. However, this policy does not apply to:~~

- ~~1.—Displays and exhibitions which are owned by the Greenville-Spartanburg Airport District ("District").~~
- ~~2.—Displays and exhibitions which are owned by the United States of America or the State of South Carolina or any of their respective subdivisions, agencies, authorities or departments; provided that the District or the District's President/CEO has given its or his/her prior written approval for each such display or exhibition.~~
- ~~3.—Any area in the Terminal Building which is leased to the United States of America, on behalf of the Federal Aviation Administration or the National Weather Service, or an airline or other concessionaire, if the applicable lease permits such a display or exhibition.~~
- ~~4.—Commercial airport display advertising which is provided pursuant to a contract with the District.~~

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~~South Carolina law shall govern and apply to this policy, and this policy may be amended from time to time by the District without notice.~~

"Amendment" means a written modification to a Contract modifying the scope of a project previously awarded.

"Bid Package" means a set of contract documents defining a particular scope of work to be performed by the contractor during construction.

"Change Order" means a written modification to a construction contract, approved in the manner set forth below, providing for additions or deletions in the plans, specifications, or scope of work that establishes the basis for additional compensation or credit, if any, and providing, if applicable, for an adjustment in contract time in order to accomplish the modification.

"Construction Contract" means a written agreement for construction, remodeling, paving, or modification entered into between the Construction Contractor and the District.

"Construction Contractor" means a private sector business which is properly licensed to perform the type of construction services required for a construction contract.

"Construction Management Services" means those professional services associated with contract administration, project management and other specified services provided in connection with the administration of a construction project.

"Construction Management-At-Risk" means a project delivery method where a construction manager acts as a consultant to the District in the development and design phases of a project but assumes the risk for construction performance as the equivalent of a general contractor during the construction phase.

"Construction Services" means those services provided by a Construction Contractor.

"Design Assist" means a project delivery method which the District engages the construction team early in the design phase to collaborate with the architect or engineer in order to reduce the cost and time for construction, improve constructability and add value.

“Design-Bid-Build” means a project delivery method where the District awards separate contracts for each phase of the project: design, procurement, and construction.

“Design-Build” means a project delivery method where the District combines the project design services and construction services into a single contract award.

“Indefinite Delivery/Indefinite Quantity” (IDIQ) is a type of on call service contract or delivery method that provides for indefinite quantity of services to be furnished by one or more vendors within a fixed period of time.

“Project Costs” means the combined total cost of design, construction, construction administration, resident project representative, geotechnical, survey and inspection services.

PUBLIC
ANNOUNCEMENT
AND SELECTION
PROCEDURES

GENERAL

At minimum, the advertisement shall be displayed on the District website in addition to other publicly available sources that may increase competition for the solicitation as determined by Staff. The advertisement will provide a general description of the project(s) that require Construction Services and define procedures on how an interested Construction Contractor may submit a proposal for consideration by the District.

The District may elect to utilize a pre-qualification process on any project. Advertisement for any pre-qualification shall be displayed on the District website in addition to other publicly available sources as determined by Staff.

Prior to any such public announcement for Construction Services, the District will have prepared plans and specifications for the project for which Construction Services are required depending on which construction delivery method will be used for the project.

CONSTRUCTION
PROJECT DELIVERY
METHODS

The District should consider all appropriate and effective means for both the design and construction of the project when determining the appropriate construction project delivery

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method. Prior to determining the appropriate construction project delivery method, an analysis shall be completed of the specific requirements the project must satisfy and take other considerations into account that serve in the best interest of the District, such as project complexity, schedule, financing availability or the funding source of the project. The construction project delivery methods most commonly used by the District are as follows:

- Design Assist
- Design-Build
- Design-Bid-Build
- Construction Management Services

COMPETITIVE SELECTION

Construction Services will be procured through a competitive public process or by any other method allowed by applicable local, state, federal regulations or District policies.

Two categories of capital projects based on the dollar value are established as follows:

Capital Projects Less than \$5,000,000 in Project Costs:

The District may use an Indefinite Delivery Indefinite Quantity (IDIQ) contracting method for up to a period of five (5) years for non-federally funded construction projects with an estimated value less than \$5,000,000 in total Project Costs. For the selection of capital projects IDIQ contractors, staff shall prepare a Request for Qualifications/Request for Proposal (RFQ/RFP) and publicly advertise for interested contractors. Qualified contractors will be selected based upon the evaluation criteria outlined in the RFQ/RFP. After an IDIQ contractor pool is established, the selected contractors will be contracted for a period up to five (5) years. Staff may utilize any of the Construction Project Delivery Methods outlined above. Price proposals will be solicited from the IDIQ contractors during the term of the agreement. Proposals will be evaluated, and contracts shall be awarded based on the best proposal in the District's sole interest. Staff is not required to utilize the IDIQ contractors for all projects less than \$5,000,000, if it is determined by Staff that the IDIQ contractors are not best suited to deliver on a particular project.

Capital Projects Greater than \$5,000,000 in Project Costs and all Federally Funded Projects:

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Construction Services for projects greater than \$5,000,000 in Project Costs shall be publicly advertised and procured.

Staff may utilize any of the Construction Project Delivery Methods outlined above.

The use of a prequalification process of contractors may be utilized for such projects.

CANCELLATION OF SOLICITATION

Any solicitation may be cancelled, or any response to a solicitation may be rejected in whole or in part at any time when it is in the best interest of the District. If a solicitation is cancelled after the submittal due date, all proposers shall be notified promptly of the cancellation. If a solicitation is cancelled prior to the submittal due date, notification of the cancellation shall be publicly posted in a similar method to the original solicitation.

REJECTION OF INDIVIDUAL RESPONSES

The District reserves the right to reject a response to a solicitation by a prospective contractor if the following conditions are observed during evaluations:

- The prospective contractor is found to be non-responsive to any requirements of the solicitation;
- The prospective contractor is found to be not responsible;
or
- The prospective contractor's price is considered unreasonable based on a price evaluation.

The reasons for rejection a prospective contractor's response shall be documented and made part of the contract file that is available for public inquiry.

NEGOTIATION

In the event the lowest responsible bid is in excess of the funds available for the project, Staff may enter into negotiations with the lowest responsible bidder making reasonable changes in the plans and specification as may be necessary to bring the contract price within the funds available, and may execute a contract with the bidder if the bidder agrees to the changes.

CONTRACT PREPARATION

After approval of contract award by the District, a contract is prepared and executed by the District and the Construction Contractor, and if necessary, Federal or State agency concurrence. The District shall issue the notice to proceed at the appropriate time.

INSURANCE REQUIREMENTS

The District shall require appropriate insurance and bonding levels as well as other pertinent surety instruments to sufficiently

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Section 1123.00 – Construction Services ~~Contracts &~~ Changes

mitigate the District's risk for each procurement. The following types of insurance are required for each procurement as determined by the District:

- Commercial General Liability (CGL)
- Automobile Liability
- Products-Completed Operations
- Professional Liability
- Bid Security Bond
- Performance Bond
- Payment Bond

For each contract and at the discretion of the District, the District shall be listed as an additional insured on the contractor's insurance certificate.

Indemnification – The District is not permitted to indemnify any potential contractor or contractor in accordance with the Commission Bylaws and public policy of the State of South Carolina. Indemnification language protecting the District must be inserted in each contract awarded by the District for goods and services.

Waiver of Subrogation – The District shall require each potential contractor or contractor to waive their rights of recovery and cause their insurer to waive its right to subrogate on behalf of a potential contractor or contractor for damages howsoever cause.

COORDINATION OF PROJECT

Upon award of contract and subsequent notice to proceed, the designated Project Manager as delegated by the President/CEO, serves as coordinator of the project.

CHANGE ORDER PROCEDURES

A Change Order may be initiated by a contractor's request or the District's issuance of a bulletin outlining the description of work, reasons for the change, and the estimated cost. The proposed Change Order request describes the scope of work involved, reason for the change, and the source of funding.

The President/CEO or designee:

1. Coordinates the documentation that describes and details the scope of the change including the estimated cost and time impact, if any;
2. Informs Federal and State agencies, when applicable, of the proposed change to determine funding eligibility for participation or reimbursement;

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3. Assigns a Change Order number that identifies both the contract and the Change Order sequential number within that contract;
4. Requests the Administration and Finance Department to confirm the source of funds;
5. Approves the Change Order or presents the Change Order to the Commission for approval, if necessary, and obtains necessary signatures on the Change Order.

PAYMENT FOR CHANGE ORDERS

Unless otherwise set forth in the Construction Contract or the Change Order, partial payment to the contractor for work done pursuant to the Change Order will be made when work involved is satisfactorily completed.

APPROVAL OF CONSTRUCTION CONTRACTS AND CHANGE ORDERS

The President/CEO or designee is authorized to approve all Construction Contracts and Changes Orders for all items identified in the approved annual budget of the District, and other such items, provided funding is available within District funding sources.

BONDS/DEPOSITS

The District may require forms of security to assure the timely, faithful, and uninterrupted performance of a project or ongoing services. Such security requirements shall be determined by the President/CEO prior to issuing a solicitation for a project or service. Forms of security for a project that is acceptable to the District are as follows:

- Payment and performance bonds (100%) and bid bonds/deposits (5%) for projects valued at \$500,000 or more. If a project is valued at less than \$500,000, the President/CEO or designee shall determine whether or not payment and performance bonds are required based on the project's complexity, reputation of the contractor, and dollar value of the project.
- Operations period surety bonds that secure the performance of the contractor's operations and maintenance operations;
- Letters of Credit in an amount appropriate to cover the cost of preventing project interruptions for up to one (1) year;

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~~Changes~~

- Written guarantees from a contractor to secure the recovery of reprourement costs to the District if the contractor defaults in performance; and
- Cash deposits

APPROVAL AND UPDATE HISTORY	
Approval	Scrivener Clarifications: 3/9/2011
Supersedes<u>APPR</u> <u>OVAL</u>	Original: 7/12/2010 <u>September 9, 2019</u>

Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use

Internet Usage Policy

OBJECTIVE

To describe the normal procedures for Internet usage. The procedure outlines the processes and designates the responsible parties for controlling how the Internet and the Local/Wide Area Networks shall be used.

The purpose of this policy is to outline the acceptable use of computer equipment at the District. These rules are in place to protect the employee and the District. Inappropriate use exposes the District to risks including malicious attacks, compromise of network systems and services, and legal issues.

METHOD OF OPERATION

~~General~~ ~~Policy~~GENERAL POLICY

Computer networks and Internet access are available to staff of the District. The goal is to promote excellence by facilitating resource sharing, innovation, and communication. To further expand our services to the community, several technologies may be available to the public. It is necessary to regulate the use of such resources to prevent misuse and to clarify the responsibilities of the users. Misuse is defined as any use not consistent with the overall intent and objectives of the District. This policy applies to the use of information, electronic and computing devices, and network resources to conduct District business or interact with internal networks and business systems, whether owned or leased by the District, the employee, or a third party. All employees, contractors, consultants, temporary, and other workers at the District and its subsidiaries are responsible for exercising good judgment regarding appropriate use of information, electronic devices, and network resources in accordance with District policies and procedures, and local laws and regulation

~~User~~ ~~Eligibility~~OVERVIEW

Staff is entitled to an individual system account. Request for staff accounts should be made directly to the President/CEO or his/her designee.

- Public access to public network systems (such as free internet access via wireless or wired technologies), stand-alone computers, and the Internet are limited to guest login accounts with browse-only capability. Guests may save created files on their own diskettes, as space is not provided on local or network storage devices.

- Other system accounts may be provided to persons or organizations not included above, provided that account use is consistent with the mission of the District and have merit.

Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use

Internet Usage Policy

~~Requests or accounts must be approved by the President/CEO or his/her/her designee.~~

~~The District is committed to protecting employees, partners and the organization from illegal or damaging actions by individuals, either knowingly or unknowingly.~~

~~Internet/Intranet/Extranet-related systems, including but not limited to computer equipment, software, operating systems, storage media, network accounts providing electronic mail, WWW browsing, and File Transfer Protocol (FTP), are the property of District. These systems are to be used for business purposes in serving the interests of the District, and of our clients and customers in the course of normal operations.~~

~~Effective security is a team effort involving the participation and support of every District employee and affiliate who deals with information and/or information systems. It is the responsibility of every computer user to know these guidelines, and to conduct their activities accordingly.~~

~~-~~

RegulationsGENERAL USE AND OWNERSHIP

~~The network or individual communication system will remain in operation during the District's normal business hours and at other times, unless there are hardware/software malfunctions or maintenance requirements. Shutdowns for extended periods of time will be announced.~~

~~-~~

~~A system account name and password will be issued to eligible users. A password may be replaced upon proper validation of user identity.~~

~~-~~

~~An electronic mailbox (Email) or user sub-directory will be provided. Internet Email capability is reserved for administration and staff of the District. Users are advised that electronic mail is not a secure method of transmission. There is no guarantee that only the recipient will see any Email message. Caution should be exercised when sending personal information such as credit card numbers, social security numbers, etc.~~

~~Do not send confidential information.~~

~~Staff accounts are removed when employment ends. All files and Email will be erased when the account is removed.~~

~~-~~

Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use

Internet Usage Policy

~~Only the President/CEO or his/her/her designee may install programs after thorough inspection for virus(es) and copyright violation(s).~~

District proprietary information stored on electronic and computing devices whether owned or leased by District, the employee or a third party, remains the sole property of District. Each user must ensure through legal or technical means that proprietary information is protected in accordance with data protection standards.

Each user has a responsibility to promptly report the theft, loss or unauthorized disclosure of District proprietary information.

Each user may access, use or share District proprietary information only to the extent it is authorized and necessary to fulfill assigned job duties.

Employees are responsible for exercising good judgment regarding the reasonableness of personal use. Individual departments are responsible for creating guidelines concerning personal use of Internet/Intranet/Extranet systems. In the absence of such policies, employees should be guided by departmental policies on personal use, and if there is any uncertainty, employees should consult his/her supervisor or manager.

For security and network maintenance purposes, authorized individuals within District may monitor equipment, systems and network traffic at any time.

District reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.

System MonitoringSECURIT Y AND PROPRIETARY INFORMATION

~~Privacy—In order to enforce the policies and procedures herein, the District's President/CEO or his/her/her designee is permitted to monitor all activity on the computing facility network or stand-alone equipment for which they are responsible. The staff will strive to protect the privacy of the user. Staff may search the file systems of computer hardware for violations as specified in the section "System Monitoring" below. When there is evidence of a possible violation, they may view user files, read Email, monitor keystrokes and screens, and observe user activities in accordance with this policy.~~

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Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use

Internet Usage Policy

~~This statement serves as notice to all users that regular monitoring of system activities will occur. Only the President/CEO or his/her/her designee may perform such monitoring.~~

~~The following information shall be monitored by the District's President/CEO or his/her/her designee:~~

- ~~• Local Area Network/Wide Area Network (LAN/WAN) System log files containing information pertaining to all processes executed on the system.~~
- ~~• LAN/WAN System directories, temporary storage areas, work areas and all areas outside the users' home sub-directories and Email files.~~
- ~~• Email messages with invalid recipient or sender fields.~~
- ~~• All directories regarding the presence of non-essential and "hidden" files.~~
- ~~• Unsuccessful attempts to log into a LAN/WAN system account.~~
- ~~• Attempts to disguise the source of Email. Any activity which, in the opinion of the staff, appears to compromise the security or integrity of a computer's operating system.~~
- ~~• Relevant information regarding a complaint brought by another user.~~

~~Providing access to another individual, either deliberately or through failure to secure its access, is prohibited.~~

~~All computing devices must be secured with a password-protected screensaver with the automatic activation feature set to 15 minutes or less. User must lock the screen or log off when the device is unattended.~~

~~Passwords are an important aspect of computer security. A poorly chosen password may result in unauthorized access and/or exploitation of District resources. All users, including contractors and vendors with access to District systems, are responsible for taking the appropriate steps to select and secure their passwords.~~

Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use

Internet Usage Policy

Prohibited Activities **UNACCEPTABLE USE**

Postings by employees from a District email address to newsgroups is prohibited, unless posting is in the course of business duties.

Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain malware.

~~Unauthorized use and the use of profanity or sexually explicit material are prohibited. Violation of these rules shall result in immediate termination of the account.~~

~~Removal of access privileges may be reviewed by the District's President/CEO. Decisions shall protect laws, privacy, data, system operations, and equipment.~~

~~If the unauthorized usage involves activities which are considered harmful or damaging to others or illegal, the computer system, network, or another computer (includes offenses listed in South Carolina Code Section 16-16-20), the account will be terminated immediately and the user investigated for criminal liability.~~

~~"Misuse" includes, but is not limited to, the following activities:~~

- ~~• Attempting to modify computer equipment or a computer's operating software, including terminals, communication devices, or other peripherals, or to deny access to such equipment to other users.~~
- ~~• Using an account for a purpose for which it was not intended, i.e., personal or commercial enterprises not consistent with the mission of the District, or allowing such use by other individuals.~~
- ~~• Using the LAN/WAN system account of another person.~~
- ~~• Attempting to read, alter, change, execute, or delete electronic files belonging to another user.~~
- ~~• Violating property rights and copyrights in data and computer programs or violations of other intellectual property rights, i.e., software piracy.~~
- ~~• Creating or introducing self-replicating messages, programs, chain letters, viruses, or any other action which~~

Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use Internet Usage Policy

~~purposely destroys or alters data and system files, or consumes excessive amounts of computer system resources.~~

- ~~• Sending, forwarding, or returning harassing, "flaming," libelous, threatening, or profane Email.~~
- ~~• Sending Email fraudulently, i.e., by misrepresenting the identity of the sender.~~
- ~~• Using a "loophole" in a computer's operating system or a privileged password to damage a computer system or to gain access to a system or resource.~~
- ~~• Using the District's facilities to gain unauthorized access to computer facilities that are off-site.~~
- ~~• Intentionally using an excessive amount of resources, such as processing time or disk space, without permission of the President/CEO or his/her/her designee.~~
- ~~• Interfering with the proper functioning of the LAN/WAN computer system(s) or impinging on another user's rights.~~
- ~~• Using the District's equipment to infringe on copyright laws, to make illegal copies, printouts, or duplicates of art, programs, or files, without proper authorization from the legal creator or owner.~~
- ~~• Creating or introducing games, network communications programs, or any foreign program onto any computer system in the District's LAN/WAN system.~~

~~Computer~~ The following activities are, in general, prohibited:

A. System and Network Activities:

- Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by District.
- Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of

Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use Internet Usage Policy

photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which District or the end user does not have an active license is strictly prohibited.

- Accessing data, a server or an account for any purpose other than conducting District business, even if you have authorized access, is prohibited.
- Introduction of malicious programs into the network or server (e.g., viruses, worms, Trojan horses, etc.).
- Revealing any District account password to others or allowing use of your account by others. This includes family and other household members when work is being done at home.
- Using a District computing asset to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws in the user's local jurisdiction.
- Making fraudulent offers of products, items, or services originating from any District account.
- Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.
- Port scanning or security scanning is expressly prohibited unless prior notification to the IT Department is made.
- Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.

Administrative Policies & Procedures

Section 1156.00 – Information Technology – Acceptable Use

Internet Usage Policy

- Circumventing user authentication or security of any host, network or account.
- Interfering with or denying service to any user other than the employee's host (for example, denial of service attack).

B. Email and Communication Activities:

- Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam).
- Any form of harassment via email, SMS, texting, or telephone, whether through language, frequency, or size of messages.
- Unauthorized use, or forging, of email header information.

The lists above are by no means exhaustive, but rather an attempt to provide a framework for activities which fall into the category of unacceptable use.

IT misuse shall be reported to the President/CEO immediate supervisor for appropriate disciplinary action. All disciplinary actions instituted for computer IT misuse shall be consistent with current policies, and procedures. The District reserves the right to proceed criminally or civilly against the violator for alleged misuse of current applicable state, federal, or local laws.

APPROVAL AND UPDATE HISTORY	
Approval	Scrivener Clarifications: 5/18/2015
Supersedes <u>APPR OVAL</u>	Scrivener Clarifications: 3/9/2011 Original: 7/12/2010 <u>September 9, 2019</u>

Administrative Policies & Procedures

Section 1167.00 – Air Service Partnership Plan

OBJECTIVE

To prescribe the range of options available for air service development for the Greenville Spartanburg International Airport ~~Commission (Commission)-District~~ ("District").

METHOD OF OPERATION

INTRODUCTION

In an effort to stimulate air carrier growth and provide an incentive to incumbent and new entrant airlines for the addition of new air service at the Greenville Spartanburg International Airport (Airport), the ~~Commission should establish~~ District shall have a range of options that ~~it will make available~~ can be utilized. This policy provides the parameters within which Staff will be able to negotiate air service development on behalf of the ~~Commission~~ District.

INCENTIVE PROGRAM

For new nonstop service to one of Greenville-Spartanburg's top ~~3050~~ destinations based on U.S. Department of Transportation data or a new hub destination, the following range of options ~~will may~~ be available for use in negotiating air service development at the Airport with current and prospective air service carriers:

- Marketing and advertising of new service up to \$250,000. Service must be maintained for a period of at least twelve (12) months consecutively.
- Waiver of one or more of the following fees/rents for a period of up to ~~12~~ twenty-four (24) months:
 - Landing Fees for the new service.
 - Rental fees for new or expanded preferential lease space (~~ticket counter and office~~ Ticket Counter, ATO, BSO, OPS space), etc.)
 - ~~Rent for common use areas (baggage claim, tug drive, screening):~~
 - Per turn fees.
 - Airport imposed security fees.
 - FBO into-plane fees.
 - Assistance with airport facility improvements and/or equipment purchases may be negotiated on a case by case basis.

For new ~~direct (single plane nonstop international service)~~ service to one of Greenville-Spartanburg's top 30 destinations based on U.S. Department of Transportation data or a new hub

Administrative Policies & Procedures

Section 11~~6~~7.00 – Air Service Partnership Plan

~~destination~~, the following range of options will be available for use in negotiating air service development at the Airport with current ~~en~~or prospective air service carriers:

- Marketing and advertising of new service ~~up to \$150,000~~to be negotiated on a case by case basis depending on whether the service is daily, less than daily, and/or seasonal.
- Waiver of one or more of the following fees/rents for a period of up to ~~12~~twenty-four (24) months:
 - Landing ~~Fees~~fees for the new service.
 - Rental fees for new or expanded preferential use lease
 - ~~Space (ticket counter and office space).~~ (Ticket Counter, ATO, BSO, OPS space, etc.).
 - ~~Rent for common use areas (baggage claim, tug drive, screening)~~
 - Per turn fees
 - Airport imposed security fees.
 - FBO into-plane fees.
- Assistance with airport facility improvements and/or
 - Equipment equipment purchases may be negotiated on a case by case basis.

Basis

For increased capacity/passengers to an existing nonstop or hub destination, the following range of options will be available for use in negotiating air service development at the Airport with current air service carriers:

- Marketing and advertising of the new service up to ~~\$100~~150,000.
- _____ Waiver of one or more of the following fees/rents for a _____ period of up to twelve (12) months, which will be based _____ on the increased capacity/passengers using a rolling _____ two (2) year average for each category unless the air _____ service carrier has provided service for less than two (2) _____ years:
 - _____ Landing fees for the expanded portion of the _____ service.
 - _____ Rental fees for new or expanded ~~and~~ preferential use

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Section 1167.00 – Air Service Partnership Plan

~~_____ lease space (ticket counter and office Ticket Counter, ATO, BSO, OPS~~

~~_____ space) as a result of the expanded, etc.)~~

- ~~○ Per turn fees.~~
- ~~○ FBO into-plane fees.~~
- ~~○ Airport imposed security fees.~~

~~○ For new service.~~

~~○ Rent for common use areas (baggage claim, tug drive, screening) related specifically to the expanded service.~~

~~For the establishment of an airline crew base and/or scheduled international service, the to a domestic seasonal nonstop or hub destination, the following range of options may be available for use in negotiating air service development at the Airport shall be consistent with those items outlined above for the initiation of new nonstop service.~~

~~Note: Anwith current air service carrier simultaneously initiating carriers:~~

- ~~• Marketing and maintaining air advertising of new service up to \$75,000. Service must be maintained for a period of at least four (4) months.~~
- ~~• Waiver of one or more new non-stop/direct destinations for a twenty four (24) month period may be eligible for a waiver of of the following fees/rents for a period of up to an additional twelve (12) months for a total of twenty-four (24) months.~~
 - ~~○ Landing fees for the new service.~~
 - ~~○ Rental fees for new or expanded preferential use lease space (Ticket Counter, ATO, BSO, OPS space, etc.).~~
 - ~~○ Per turn fees.~~
 - ~~○ FBO into-plane fees.~~
 - ~~○ Airport imposed security fees.~~

REQUIREMENTS

For those items identified under the “Air Service Partnership Plan” section of this policy, a formal contract is not required. However, Staff will codify the arrangement and provide air service entity with a written outline of the components that have been negotiated and approved.

APPLICABILITY

This policy applies to both incumbent and new entrant commercial or scheduled charter air service entities utilizing the Airport and desiring to provide new or expanded nonstop or hub

Administrative Policies & Procedures

Section 1167.00 – Air Service Partnership Plan

service. ~~The options outlined above are based on new year round daily service being provided. Seasonal and/or charter service may be eligible for benefits as determined by Staff.~~

The District budgets for air service incentives annually. ~~Therefore~~Incentives are first-come, first serve, therefore, once the ~~District~~District's budgeted funds are exhausted for a given fiscal year further incentives may not be available until the next fiscal year. Incentives are not retroactive from one fiscal year to the next.

RIGHT TO AMEND POLICY

The District reserves the right to adopt such amendments to this policy from time to time as it determines is necessary or desirable to reflect current trends of airport activity for the benefit of the general public or the operation of the Airport.

APPROVAL AND UPDATE HISTORY	
Approval	<u>Amended: 5/18/2015</u>
Supersedes <u>APPR OVAL</u>	<u>Original: 7/12/2010</u> <u>September 9, 2019</u>

Administrative Policies & Procedures

Section 1178.00 – Non-Tenant Business Policy

<p>OBJECTIVE</p>	<p>To promote and enhance the quality of Commercial Ground Transportation, the public convenience, the safe and efficient movement of passengers and their luggage to and from the Airport.</p> <p><u>To address businesses operating at the Airport without a lease agreement, space use permit, or other concessions contract.</u></p>
<p>COMMISSION DIRECTIVES GENERAL OVERVIEW AND SCOPE</p>	<p>The Commission<u>Greenville-Spartanburg Airport District</u> ("District") finds that in order to control the movement of traffic on the Airport premises; to retire Commission<u>District</u> debts incurred for construction, renovation, maintenance of facilities and the purchase of equipment; to pay for and provide financing for Airport improvements and additional facilities when and as the need arises; to protect and preserve public order, safety, health and welfare; to enhance the financial stability of the District; and to maintain, administer, govern and operate the Airport, it is necessary and proper to fix charges and fees for the use of its property and facilities and to regulate those persons, firms and corporations who use the same for private business and commercial purposes without having leases, lease agreements, space use permits, <u>space use permits,</u> or concession contracts with the Commission<u>District</u> and desire to exercise the privilege of using Airport property and facilities in such business endeavors, including the servicing of customers and supplying business services for profit to persons <u>or tenants</u> using the Airport on<u>or</u> Airport premises.</p> <p>The Commission<u>District</u> finds that there are certain classes of persons individuals and firms doing business on the Airport who operate without any lease, agreement, space use permit, concessions <u>contract, permit</u> or other agreement with the Commission<u>District</u> and, by reason of the nature of their business activity and/or the direct relationship between such business activity and travelers arriving at or departing from the Airport, conduct a substantial portion of their business on, at or from Airport property ("non-tenant business") and in doing so use Airport property in furthering their own business and commercial interests, and that such users should be regulated and charged reasonable fees for use of Airport property and premises for business purposes and profit.</p> <p>The Commission<u>District</u> finds that non-tenant businesses using Airport property and facilities in the furnishing of services to their customers and conducting their activities at the Airport not only use Airport roadways, provide services to their business customers, pick up and discharge customers and goods at the passenger terminal buildings and elsewhere, and otherwise</p>

Administrative Policies & Procedures

1178.00 – Non-Tenant Business Policy

	<p>conduct business on Airport property; that such business activities create additional vehicular and pedestrian traffic, thereby increasing the cost and expense of regulating and protecting the health, safety and welfare of the public, Airport tenants, and the customers of said non-tenant businesses but also cause a direct loss of revenue which the Airport would otherwise receive from its concessionaires on account of rentals generated by persons using the Airport who would otherwise use the services provided by concessionaires; and that said businesses should be charged reasonable and uniform fees and be required to abide by reasonable rules and regulations for the exercise of such privileges of use of Airport property and facilities, having due regard for the property and improvements used, loss of revenue and the expense of operation to the Commission<u>District</u>.</p>
DEFINITIONS	<p>The following words, terms and phrases shall have the meanings herein given, unless otherwise specifically defined:</p> <p><u>"Airline Personnel Transportation Service--"</u> The transportation, on a recurring basis, of airline employees (including but not necessarily limited to pilots and flight attendants) to or from the Airport pursuant to an agreement between an airline and an Operator, whether such agreement is written or oral or a combination thereof.</p> <p><u>"Catering Vehicle--"</u> Any vehicle that delivers food and beverages to be loaded onto aircraft.</p> <p><u>"Commercial Ground Transportation--"</u> Any and all of the following: the act of providing the carriage of, airport users, passengers or luggage in a Commercial Vehicle to or from the Airport, including but not limited to the Terminal Building or the premises of any fixed base operation; the act of using a Private Vehicle to provide Commercial Ground Transportation to or from the Airport for the owner or other person in possession thereof, when such owner or other person is engaging in air travel, and when the Private Vehicle is to be placed in a commercial off-Airport parking lot or facility; the transportation, on a recurring basis, of airline employees (including but not necessarily limited to pilots and flight attendants) to or from the Airport pursuant to an agreement between an airline and an Operator (whether such agreement is written or oral or a combination thereof).</p>

Administrative Policies & Procedures

1178.00 – Non-Tenant Business Policy

"Commercial Ground Transportation Operator" **(~~"Operator"~~)**

Any partnership, corporation, limited liability company, enterprise, person, or other entity engaged in any type or form of Commercial Ground Transportation. (For purposes of gender, the word "it" when used in lieu of the "Operator" in this Policy shall be deemed to also include "he/she and "she".)

"Commercial Vehicle"

Any vehicle, other than private vehicles that transports passengers, goods or services to or from the Airport including but not limited to Courtesy Vehicles, Limousines, Taxicabs, Buses, Luggage Transport Vehicles, Catering Vehicles, Fueling Vehicles and Freight Delivery Vehicles.

"Courtesy Vehicle"

A Commercial Vehicle of any size, with or without a meter, which is operated by, for, or for the benefit of, on behalf of, or pursuant to any contractual arrangement with a hotel, motel, off-Airport rent-a-car business, camp or off-Airport Parking lot or facility.

"Freight Service Vehicle"

Any vehicle that enters an Airport Restricted Area to load/unload aircraft freight.

"Fuel Service Vehicle"

Any vehicle that provides fueling services to airline Ground Service Equipment (GSE) on Airport property.

"Ground Handler"

Any partnership, corporation, limited liability company, enterprise, person, or other entity engaged in any type or form of servicing of an aircraft while it is on the ground or providing passengers services on Airport property.

Miscellaneous Business.

Any partnership, corporation, limited liability company, enterprise, person, or other entity engaged in any type or form of business activity that is providing a service on Airport property.

"Limousine"

A Commercial Vehicle that carries fifteen or fewer passengers for a fare, not determined by a meter.

"Loading Area"

Administrative Policies & Procedures

1178.00 – Non-Tenant Business Policy

A space or spaces designated by the President/CEO on the Terminal Building Curbside for the loading of Commercial Vehicles.

"Luggage Transportation Service--"

The transportation, on a recurring basis, of luggage from the Airport pursuant to an agreement between an airline and an Operator, whether such agreement is written or oral or a combination thereof.

"Miscellaneous Business Services"

This includes any entity that is furnishing services to a customer or conducting business activities on District property that is not specifically covered by this policy or any other policy of the District. However, this definition does not include business activities or services that are authorized to use the Centralized Receiving and Distribution Facility (CRDF) or other similar activities or services that are provided to tenants not utilizing the CRDF, janitorial services that are provided to a tenant with a lease agreement, space use permit, or other concessions contract executed by the District, and other related entities that the District in its sole discretion deems exempt from this policy.

"Non-Tenant Business--"

A business operation not having a contract, lease or agreement with the Airport District granting the privilege of having offices or other facilities at the Airport from which to conduct business, or permission to conduct such business on ~~Airport~~District property.

"Park or to be Parked--"

To put or leave or let a Commercial Vehicle stand or stop in any location on the Airport, whether the driver thereof leaves or remains in such vehicle, when such standing or stopping is in a place other than a parking space in a public parking lot and is not required: by a traffic control device, a Police Officer, or conditions beyond the control of the driver; or to enable a passenger, with his/her or her luggage (if any), to get into or out of such Commercial Vehicle.

"Pre-reservation--"

A passenger reservation, accommodation or arrangement for Commercial Ground Transportation made, provided for or arranged prior to the Commercial Vehicle's entry onto the Airport.

"Private Vehicle--"

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	<p>A vehicle which transports a person or persons to or from the Airport at no charge, either direct or indirect, to such person or persons or to any other person or entity. A vehicle which is operated by, for, or for the benefit of, on behalf of, or pursuant to any contractual arrangement with a hotel, motel, off-Airport rent-a-car business, camp or off-Airport parking lot or facility, and which carries passengers with Pre-reservations is not a Private Vehicle.</p> <p><u>"Solicitation."</u> Either directly or indirectly, actively or passively, and at the Airport, to ask, request, seek or try to obtain a passenger or passengers for Commercial Ground Transportation.</p> <p><u>"Taxicab."</u> A Commercial Vehicle that carries fifteen or fewer passengers for a fare, determined by a meter.</p>
METHOD OF OPERATION; RULES AND REGULATIONS	
<u>Application for Permit</u> <u>APPLICATION FOR PERMIT</u>	<p>Any person, firm or corporation desiring access to the Airport for the purpose of conducting non-tenant business operations on Airport property, either directly or indirectly, shall first apply to and obtain a Non-Tenant Business Permit (the "Permit") from the Commission<u>District</u> prior to conducting any business on Airport property.</p> <p>Each application for a Permit shall contain the following information, agreements and proof:</p> <p>The name and address of the "Applicant", of the person primarily responsible for its operations and of each person, firm or corporation having an interest in Applicant's business.</p> <p>a) For corporations not publicly traded, the name and address of each person having an interest in the corporation.</p> <p>b) Proof of the following minimum insurance coverages as listed in the S.C. Code of Regulations Chapter 103, Article 2 regarding Motor Carriers.</p> <ul style="list-style-type: none"> • Bodily injury and Property Damage: Limits of Liability Combined Each Occurrence \$1,000,000 • Automobile Liability Policy \$1,000,000 combined single limit

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- ~~• Bodily injury per person \$25,000~~
- ~~• Bodily injury per accident:
 - ~~○ 1-7 passengers: \$50,000~~
 - ~~○ 8-15 passengers: \$100,000~~
 - ~~○ 16+ passengers: \$300,000~~~~
- ~~• Workers Compensations Coverage: statutory limits as required by law~~

~~The insurance coverages referred to above in this subparagraph (c) will name the Airport as additional insured and the President/CEO of the Airport (the "President/CEO") shall be provided with a Certificate of Insurance evidencing all of the above referenced coverages~~

- ~~c) The make, model, color, identification (serial) number and motor vehicle license number of all vehicles to be operated on Airport property.~~
- ~~d) Within his/her sole discretion, the President/CEO may require proof of financial responsibility in the form of a cash bond, corporate surety bond, or letter of credit acceptable to the airport, assuring the faithful performance of all obligations under the Permit and permit application.~~
- ~~e) The names and job titles of all local personnel who directly or indirectly oversee and manage the operation of vehicles to be operated on Airport premises.~~
- ~~f) An agreement that the applicant will observe, obey and follow all standards, rules and regulations promulgated by the District, and that all operators of vehicles to be operated on airport property will be uniformed, wear badges, or be otherwise clearly identified to the public as employees of the Applicant.~~
- ~~g) Proof of all business and motor vehicle permits required by local, state and federal regulations.~~
- ~~h) An agreement that company vehicles will park only in parking areas or stand only in standing areas specifically designated by the President/CEO for non-tenant business vehicle use.~~
- ~~i) A written agreement to indemnify and hold the District harmless from any and all claims and actions whatsoever which arise out of business operations conducted by Applicant on, at or from Airport premises.~~
- ~~j) Agreement that the Permit may be revoked by the District for cause five days after delivery of notice to the holder thereof, either in person or by registered or~~

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	<p>certified mail, postage prepaid. The term "cause" shall include:</p> <p>(1) Breach of or failure to perform any agreement herein stated;</p> <p>(2) Failure to make timely payments of amounts due the District;</p> <p>(3) Violation of Airport rules or failure to comply with the reasonable requests or directions of any officer or employee of the Airport;</p> <p>(4) Violation of federal, state or local laws and ordinances;</p> <p>(5) The occurrence of an event or a situation which, in the opinion of the President/CEO, requires revocation of a permit in order to protect the public health, safety, welfare or morals, or to preserve the financial stability of the District.</p> <p>Agreement that, in the event of revocation of the Permit, all sums then owing to the District by the Permit holder shall immediately become due and payable.</p> <p>k) Payment of an annual charge of \$25.00 payable in advance to cover the administrative costs of processing each annual permit application. No part of such charge shall be refundable in the event the application is denied or the Permit, if issued, is subsequently revoked.</p> <p>l) Payment of an annual permit fee.</p> <p>m) Payment of transaction fee.</p>
RENTAL CARS	<p>No person, firm, corporation or other entity shall carry on, conduct or engage in the business of renting motor vehicles or providing parking facilities at or from the Airport, nor solicit for the rental of vehicles, without a concession agreement.</p> <p>The term "Rental Car Courtesy Vehicle" as used in this Section shall mean any motorized vehicle used to transport persons or rental vehicles to and from the Airport without a direct fee being paid by the person(s) being transported for the service so rendered. Each such vehicle shall clearly —display in permanent lettering the name of the rental car company for which the service is being provided. "Courtesy Cars", as defined below, shall not pick up non-tenant rental car customers at the Airport.</p> <p>Each rental car company operating customer courtesy vehicles which desires to use Airport premises for private business and commercial purposes shall first obtain from the District the</p>

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	<p>Permit hereinabove referred to, authorizing such use and pay the fee required therefor.</p> <p>Rental Car Courtesy Vehicles shall be operated on, at and from the Airport in accordance with procedures established from time to time by the President/CEO.</p> <p>The President/CEO is authorized to designate a customer loading and unloading area at or near the airline passenger terminal building for use by non-tenant rental car and parking lot courtesy vehicles. No other area or place on Airport premises shall be used for any business or commercial purpose, directly or indirectly, by a non-tenant rental car company.</p> <p>Rental Car Courtesy Vehicles shall not park or be left standing unattended in areas designated for use by the public or any other class of vehicle.</p> <p>Employees of non-tenant rental car companies and operators of Rental Car Courtesy Vehicles shall not cruise or solicit business in any manner on, at or from Airport property.</p> <p>Rental Car Courtesy Vehicles without Permits shall not enter upon Airport property to load passengers even though such passengers have made previous arrangements for their service. Any breach of this rule shall constitute a misdemeanor.</p> <p>Non-refundable annual fees for non-tenant Rental Car Courtesy Vehicles operating on Airport property shall be: <u>established annually through the budget process.</u></p> <ul style="list-style-type: none">a) \$25.00 Administrative fee (or such other amount as established by the President/CEO).b) \$250.00 Annual Permit Fee (or such other amount as established by the President/CEO); plus,c) A fee, adjusted annually as of January 1 for each transaction involving an Airport customer (the "Transaction Fee"). Each January 1 the Transaction Fee shall be adjusted by the President/CEO of the Airport based on 8% of the average transaction revenue during the first 9 months of the previous calendar year, as reported by all Airport rental car concessionaires (or via such other methodology as established by the President/CEO).
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	<p>All charges and fees shall be payable in advance prior to issuance of a permit and prior to each annual renewal thereof, except for the Transaction Fee which shall be due and payable monthly on the 15th of each month based upon the results of the rental car courtesy vehicle operator's business for the preceding month.</p>
OFF-AIRPORT PARKING FACILITIES	<p>The provisions of the previous section on Rental Cars (except provisions relating to fees) shall apply to off-airport parking facility permit holders and their vehicles.</p> <p>Annual Non-refundable fees for parking facility customer courtesy vehicles operating on Airport property shall be: <u>established annually through the budget process.</u></p> <ul style="list-style-type: none">a) \$25.00 Administration Fee (or such other amount as established by the President/CEO).b) \$250.00 Annual Permit Fee (or such other amount as established by the President/CEO); plus,c) 10% of gross receipts derived from airport customers (Transaction Fee) (or via such other methodology as established by the President/CEO).
OTHER COURTESY VEHICLES	<p>The following provisions shall be applicable to non-tenant businesses operating customer courtesy vehicles for business and commercial purposes on the Airport property other than vehicles herein elsewhere referred to:</p> <p>The term "Courtesy Car" as used herein, shall apply to all business courtesy vehicles other than rental car and parking customer courtesy vehicles, limousines and buses and shall mean any motorized vehicle used to transport persons to and from the Airport without a direct fee being paid by the person(s) being transported for the service so rendered. Each Courtesy Car shall clearly display in permanent lettering the name of the hotel, motel or other business organization for which the service is being rendered.</p> <p>Each business organization operating a Courtesy Car using the Airport shall first obtain from the Commission a permit and pay the fee required therefor.</p> <p>Courtesy Cars shall be operated on, at and from the Airport in accordance with procedures established from time to time by the President/CEO.</p>

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	<p>The President/CEO is authorized to designate a customer loading/unloading area at or near the airline passenger terminal building for use by Courtesy Cars. No other location on Airport property shall be used for any business or commercial purpose, directly or indirectly, by a Courtesy Car.</p> <p>Courtesy Cars shall not be parked or left standing unattended in any other parking place, area or road.</p> <p>Operators of Courtesy Cars and company personnel who may accompany them shall not solicit business in any manner on, at or from Airport property.</p> <p>Courtesy Cars or similar vehicles without Permits shall not in any manner cruise on the Airport property and shall enter upon Airport property only to unload passengers who have made previous arrangements for their service.</p> <p>Annual Non-refundable fees for hotel/motel Courtesy Car operations on airport property shall be: <u>established annually through the budget process.</u></p> <ul style="list-style-type: none">a) \$25.00 Administrative Fee (or such other amount as established by the President/CEO).b) \$250.00 Annual Permit Fee (or such other amount as established by the President/CEO); plus,c) \$3.25 for each room designated by such hotel/motel for overnight public accommodation. (Transaction Fee). Beginning January 1, 2015, and each January 1st thereafter, the fee shall be increased/decreased to reflect the net change in the Producers Price Index. (or via such other methodology as established by the President/CEO).
LIMOUSINES & BUSES	<p>The following provisions shall be applicable to non-tenant businesses operating limousines or buses for private business and commercial purposes on the Airport.</p> <p>The term "Limousine" shall mean any motorized vehicle with a seating capacity of six passengers or less utilized for the transportation of persons for a charge or fee by specific prior arrangement with the person being transported from the Airport.</p> <p>The term "Bus" shall mean any motorized vehicle with a seating capacity of more than six (6) passengers utilized for the</p>

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transportation of persons for a charge or fee by specific prior arrangement with the person being transported from the Airport. —Each Limousine/Bus shall be clearly marked in permanent lettering with the name of the business holding the Permit to operate the vehicle.

Each company operating a Limousine or Bus, which desires to use Airport property for private business and commercial purposes shall first obtain from the District a Permit authorizing such use and pay the fee required therefor.

Limousines and Buses shall be operated on, at or from the Airport in accordance with procedures established from time to time by the President/CEO.

The President/CEO is authorized to designate a customer loading/unloading area at or near the airline passenger terminal building for use by non-tenant Limousines and Buses. No other location on Airport property shall be used for any business or commercial purpose, directly or indirectly, by a non-tenant Limousine/Bus.

Limousines and Buses shall not use areas designated for use by any other class of vehicle.

Limousines and Buses shall not be left standing unattended in any parking place, area or road.

Operators of Limousines/Buses and company personnel who may accompany them, unless authorized by Permit or Concession Agreement to do so, shall not solicit business in any manner on, at or from the Airport.

Limousines or Buses without permits shall not in any manner cruise on the Airport and shall enter upon Airport property only to unload passengers who have made previous arrangements for their service. —Any breach of this rule shall constitute a misdemeanor.

Annual Non-refundable fees for Limousine or Bus operation on Airport property, shall be: established annually through the budget process.

~~a) \$ 25.00 Administrative Fee (or such other amount as established by the President/CEO)~~

~~b) \$250.00 Annual Permit Fee (or such other amount as established by the President/CEO); plus,~~

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	<p>c) Transaction Fee – Limousine: \$3.25 per pick-up (6 passengers or less capacity). Beginning January 1, 2015, and each January 1st thereafter, the fee shall be increased/decreased to reflect the net change in the Producers Price Index. (or via such other methodology as established by the President/CEO).</p> <p>d) Transaction Fee – Buses: \$8.09 per pick-up (more than 6 passenger capacity). Beginning January 1, 2015, and each January 1st thereafter, the fee shall be increased/decreased to reflect the net change in the Producers Price Index. (or via such other methodology as established by the President/CEO).</p> <p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, (except for transaction fees).</p>
BAGGAGE TRANSPORTATION	<p>The following provisions shall be applicable to non-tenant businesses operating at or from the Airport for the purpose of transporting baggage, luggage or similar items to or from other airports, or any other location under contract or for a fee.</p> <p>The operator of such a baggage transportation business shall procure a permit and each individual vehicle operated by such business shall be clearly marked in permanent lettering with the name of the business holding the permit.</p> <p>The President/CEO is authorized to designate an area or areas on the Airport property for the use of baggage transportation vehicles and no other location or area on the Airport property shall be used by any such vehicle nor shall any such vehicle be left standing unattended on any road or within an area on the airport property not designated for the specific use of such vehicles.</p> <p>Annual Non-refundable fees for baggage transportation vehicles operating under permit on airport property shall be: <u>established annually through the budget process.</u></p> <p>a) \$25.00 Administrative Fee (or such other amount as established by the President/CEO).</p> <p>b) \$250.00 Annual Permit Fee (or such other amount as established by the President/CEO); plus,</p> <p>c) Transaction Fee – \$1.66 per pick-up. Beginning January 1, 2015, and each January 1st thereafter, the fee shall be increased/decreased to reflect the net change in the</p>

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	<p>Producers Price Index.—(or via such other methodology as established by the President/CEO).</p> <p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except the pick-up fee which shall be due and payable monthly on the 15th day of each month based upon the results of baggage pick-up vehicle business for the preceding month.</p>
<u>GROUND HANDLING SERVICES</u>	<p>The following provisions shall be applicable to non-tenant businesses operating at the Airport for the purpose of providing ground handling services.</p> <p>The operator of such a ground handler shall procure a permit.</p> <p>The President/CEO is authorized to designate an area or areas on the Airport property for ground handling of aircraft and any other related activities and no other location or area on the Airport property shall be used by any such business.</p> <p>Annual Non-refundable fees for ground handling services operating on Airport property shall be established annually through the budget process.</p> <p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except the Transaction Fee which shall be due and payable monthly on the 15th day of each month based upon the results of ground handling services rendered for the preceding month.</p>
<u>OTHER MISCELLANEOUS SERVICES</u>	<p>The following provisions shall be applicable to non-tenant businesses operating at the Airport for the purpose of providing miscellaneous business services.</p> <p>The operator of a miscellaneous business shall procure a permit.</p> <p>The President/CEO is authorized to designate an area or areas on the Airport property for any miscellaneous business services and any other related activities and no other location or area on the Airport property shall be used by any such business.</p> <p>Annual Non-refundable fees for miscellaneous services operating on Airport property shall be established annually through the budget process.</p>

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	<p><u>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except the Transaction Fee which shall be due and payable monthly on the 15th day of each month based upon the results of miscellaneous business services rendered for the preceding month.</u></p>
ENTRY FEES	<p>The President/CEO may without further action of the Commission or amendment of this statement of Policy and Procedure, establish a gate through which all vehicles operated under permits issued in accordance with these procedures must pass each time such vehicle enters the Airport property. If such gate is established, an "Entry Fee" may be charged to some or all of the vehicles using the Airport under Non-Tenant Business Permits which may be in addition to or in lieu of other fees established herein as the President/CEO may direct. If an entry gate is provided, the following procedures shall apply:</p> <p>Every vehicle operated by or for a permit holder upon entering the Airport shall proceed directly to the area set aside and reserved for its use and enter the access gate to such area using the car or other device furnished for such vehicle by the Airport.</p> <p>If an Entry Fee is chargeable to the permit holder based upon vehicles entering space reserved under this Agreement, all such fees shall be due and payable on or before the 15th day of the next succeeding month.</p>
PAYMENT OF FEES	<p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except that all fees based on percentage of gross receipts or other unit charges shall be payable monthly on or before the 15th day of the succeeding month and shall be adjusted based upon an annual audit by a Certified Public Accountant furnished to the Airport at the permit holder's expense, within 120<u>one hundred and twenty (120)</u> days of their year-end accounting period.</p>
AUDIT	<p>The District shall have the right during this Agreement to authorize an audit of the non-tenant business records pertaining to its operation on the airport. Such audits may be conducted by Commission personnel or undertaken by a reputable firm of certified public accountants. The cost of such audits if undertaken by CPA shall be borne by the airport, unless the results of such audits reveal a discrepancy of more than five (5)</p>

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	percent between the gross sales reported to the airport. In case of such discrepancy, the full cost of the audit shall be borne by the non-tenant.
OTHER	<p>Anything to the contrary notwithstanding, nothing hereinabove shall be deemed to require more than one permit per vehicle which is to be operated for business or commercial purposes on the Airport.</p> <p>Persons convicted of violating the provisions of this Resolution shall be guilty of a misdemeanor and punished as provided by law. If such person is a permit holder, its agent or employee, the holder's permit may be revoked if the President/CEO so directs.</p> <p>In the event any portion of this Resolution is determined by a court of competent jurisdiction to be invalid, the remainder hereof shall continue in full force and effect.</p>
RIGHT TO AMEND POLICY	The District reserves the right to adopt such amendments to this policy from time to time as it determines is necessary or desirable to reflect current trends of airport activity for the benefit of the general public or the operation of the Airport.

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes <u>APPR OVAL</u>	Scrivener Clarifications: 3/9/2011 Original: 7/12/2010 <u>September 9, 2019</u>

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Section ~~118~~119.00 – ~~Check-Signing~~Payment Authorization Procedures

PROCEDURES

OBJECTIVE

To establish criteria for ~~signing checks~~issuing payments to enhance internal financial controls.

Payments could be issued using checks, automatic clearing house (ACH), wire transfers, credit card portal, etc.

METHOD OF OPERATION

~~Authorized Check Signers~~AUTHORIZED PAYMENT SIGNERS

Authorized ~~check~~payment signers for the District's bank and credit accounts include the following:

- President/CEO
- ~~CFO/VP~~Senior Vice President of ~~Finance and Administration~~and Finance/CFO
- ~~VP and Chief Operating Officer~~
- Senior Vice President/COO

~~Required Signatures~~REQUIRED SIGNATURES

For ~~check~~payments less than or equal to \$~~15~~5,000:

- Only one (1) signature is needed.

For ~~check~~payments greater than \$~~15~~5,000 and less than \$~~10~~15,000:

- Any two (2) signatures are needed.

For ~~check~~payments greater than or equal to \$~~10~~15,000:

- Two (2) signatures are needed, one of which must be the _____ President/CEO's.

APPROVAL AND UPDATE HISTORY	
Approval	Original: 1/17/2012
Supersedes<u>APPR OVAL</u>	September 9, 2019

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Section 104.00 – Property Management

OBJECTIVE

To establish a policy for the management of all property (land and/or buildings) comprising the District.

Note: This policy does not apply to the commercial passenger terminal. The terminal complex rental methodology utilizes a compensatory cost rate recovery methodology under which tenants pay only for the space that they occupy. Also, the rental methodology for concessions located within the terminal complex is based on a Minimum Annual Guarantee (MAG) or percentage fee that is established through either a competitive selection process or direct negotiation.

METHOD OF OPERATION

1. The District will not lease property for a commercial use except at its fair market rental value. For purposes of this policy, the fair market rental value of property leased for a commercial use shall equal the then fair market rental value of such property for its highest and best use. The fair market rental value shall be based on an appraisal of such property (or of comparable property) performed or updated not more than twenty-four (24) months prior to such use by an appraiser designated as a "Member Appraisal Institute ("MAI") appraiser by the American Institute of Real Estate Appraisers or comparable person qualified to appraise real estate ("Qualified Appraiser"). All rentals under leases of commercial property may be increased every five (5) years to the then fair market rental value of such real property, based on reappraisal by a Qualified Appraiser. Typically, Annual Consumer Price Index (CPI) adjustments will also be applied.
2. The District will not lease property for aeronautical uses except at a fair and reasonable rental value. Such rental value will allow the District to be as self-sustaining as possible under all circumstances then existing at such airport. Typically, rates will equal the then fair market rental value of such property for its highest and best use. The fair market rental value shall be based on an appraisal of such property (or of comparable property) performed or updated not more than twenty-four (24) months prior to such use by an appraiser designated as a "MAI" appraiser by the American Institute of Real Estate Appraisers or comparable person qualified to appraise real estate ("Qualified Appraiser"). Leases of property for aeronautical purposes shall provide for increases in rental rates at least every five (5) years to ensure that the rental value remains fair and reasonable. If the District is asked to approve a lease for aeronautical purposes at less than Fair Market Rental Value (FMV), the Commission shall be advised in writing of the justification for the proposed rent, the amount by which such rent differs from the existing fair market rental value of such property for its highest and best use (if this amount has been determined), and of the

Administrative Policies & Procedures

Section 104.00 – Property Management

comparable rent charged by other airports in South Carolina for property used for similar aeronautical purposes. Typically, Annual Consumer Price Index (CPI) adjustments will also be applied.

This policy shall not prevent the District from providing lessees of property with reasonable market incentives to promote interest in developing the property (including without limitation, reasonable limitations on increases in the annual rent resulting from reappraisal during a portion of the lease term).

3. The District shall have the right to approve leases that vary from this policy, but the justification for any such variation shall be provided to the Commission in writing at the time approval by the Commission is requested.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

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Section 105.00 – Lease Management

OBJECTIVE

To describe the normal procedures for the proper management of revenue generating lease agreements. The procedure outlines the processes and designates the responsible parties for controlling both monetary and non-monetary matters associated with lease agreement.

METHOD OF OPERATION

NEGOTIATION OF LEASES

Once staff is aware of a party's ("tenant") desire to lease space at the airport, a meeting is conducted with the tenant to determine the type of business that the tenant desires to conduct from the premises and the various uses of the property that would result from the business, the amount of space required, need for access to the airfield, etc. Once these factors are known staff will recommend, on a preliminary basis, a general site for the location of the tenant. A range of rental values may be given to the tenant, with the understanding that the actual rental rate will be based on the fair market value of the property or a reasonably equivalent property having close proximity and of like use, to the intended parcel.

DRAFTING OF LEASE AGREEMENTS

Unless the proposed business is of a unique nature, or will potentially have terms that are unique, staff will provide the potential tenant with a standard form lease for the type of business to be conducted.

If a standard form lease is not available, staff will draft an appropriate document. After review by the District's legal counsel, staff will send a copy of the drafted agreement to the tenant. In some instances, staff may request that legal counsel prepare the initial document.

Staff and legal counsel will then negotiate a final form of lease document with the tenant.

DRAFTING OF LEASE AGREEMENTS- INITIAL APPRAISAL

If an appraisal of the property to be leased, or an appraisal of reasonably equivalent property in close proximity to the property to be leased, has not been obtained within the last twenty-four (24) months, staff will contact a Qualified Appraiser (as that term is defined in the Property Management Policy) familiar with airport property and procure the appraisal based upon the approximate size of the leasehold for its highest and best use. The appraisal will be used to determine the base rental rate in conformance with the Property Management Policy.

PROPERTY SURVEYS

If deemed necessary by the President/CEO, a boundary drawing or survey of the property is obtained to accurately describe the lease boundaries and the size of the premises. From this information rental amounts are calculated on the gross area of the premises and included in the lease agreement.

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Section 105.00 – Lease Management

APPROVAL OF LEASES WITH TERMS EQUAL TO OR LESS THAN 5 YEARS

The President/CEO has the authority to approve any and all leases with an initial term equal to or less than five (5) years. Option periods not exceeding five (5) years may be included so long as each such option period is subject to mutual agreement and execution.

Concessions Program Agreement Terms are addressed in Section 106.00

APPROVAL OF LEASES WITH TERMS GREATER THAN 5 YEARS

All other leases with an initial term exceeding five (5) years must be submitted to the Commission for approval.

Staff will prepare a memorandum for Commission consideration discussing the type of lease, uses of leasehold, leasehold size, length of term, rental rate, rental rate adjustments, investment requirements by lessee, and any obligations of the District. This memorandum shall identify any market incentives contained in the proposed lease, the justification for the proposed rental (if the lease is for aeronautical purposes), and the justification for any variations from the Property Management Policy.

LEASE EXECUTION

Upon execution of the agreement by the tenant, the tenant must provide to the District all required evidence of insurance coverages and evidence of financial security (bond, letter of credit, deposit, etc.) as may be required in the agreement. The agreement is again reviewed by the District's legal counsel and if approved, is then presented to an Officer of the District or President/CEO for execution.

LEASE FORM SUMMARY

Once the lease agreement has been fully executed, a lease summary form outlining the terms of the agreement will be prepared. The summary form includes financial terms, commencement and expiration dates, dates of rental adjustments, obligations of both parties including the filing of "as built" construction plans, final construction costs, etc.

PERIODIC RENTAL ADJUSTMENTS AND RE-APPRAISALS

Periodic rental adjustments to the financial terms of the lease agreement are monitored through a lease management system. A tickler system based on the information provided on the summary form generates a monthly report notifying staff in advance of upcoming changes.

Appraisals required for periodic rental adjustments are obtained after the notification provided by the monthly tickler report. The notification is normally provided six (6) months in advance of the rent adjustment date. When the appraisal is received, the adjustment is calculated and a notice is provided to the tenant. The tenant has the period specified in the lease (normally thirty (30) days) to disagree with the appraisal and rental increase amount. If the tenant does not timely protest the increase, the Finance Department is notified of the change in the rent and its effective date. If the tenant disagrees with the appraisal and rental increase on a timely basis, procedures outlined in the lease agreement are followed to resolve the protest.

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Section 105.00 – Lease Management

MONITORING OF LEASE COMPLIANCE

There are several facets of a lease which need to be monitored including: insurance, construction and as-built plans, certified costs for improvements, payment of taxes and assessments, changes in financial terms, length of lease term and options, and condition of premises.

Most of these items are monitored through a lease management system for expiration dates or tickler dates. Construction plans are reviewed by the President/CEO or designee for approval prior to construction. As-built drawings are obtained once any construction is completed and these drawings are then reviewed by President/CEO or designee. Certified statements of the cost of the construction are reviewed by the President/CEO or designee. The cost statement document is then filed with the agreement. The lease management system is also used to monitor the expiration of an agreement along with renewal option notices.

In conjunction with Greenville and/or Spartanburg County, staff monitors payment of taxes and assessments by its tenants and notifies those that are delinquent if it receives notification from the taxing body. In addition, the tenant premises are inspected routinely by District staff.

REQUIRED DOCUMENTATION IN LEASE FILES

All contract files shall have the following type of information:

- (a) Original appraisal and re-appraisals including notices to the tenant of rental increases.
- (b) Memoranda to the Commission containing the information required by the Property Management Policy, with minutes showing action taken on the original lease and any subsequent amendments.
- (c) Documentation supporting the rental rate if the rate is less than fair market rental value.
- (d) FAA consent letter for non-aviation leases, if required.
- (e) The lease summary, and
- (f) General correspondence

TENANTS LISTS

Staff will maintain a list of leases at the airport. This list will be broken down by general location on the airports and will include the name of the tenant, lease term, square footage/acreage and the current rental rates for each tenant. This list will be updated every six (6) months.

Administrative Policies & Procedures

Section 105.00 – Lease Management

MARKETING OF DEVELOPABLE LEASEHOLDS

Staff will market its properties in various ways including, but not limited to: marketing brochures, posting of site availability signs on developable parcels, publishing requests for proposals for various sites, advertising in trade journals, website, and trade shows & conferences.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 106.00 – Concessions Program

OBJECTIVE

To establish a policy for managing and developing the concessions program within the commercial passenger terminal.

PROGRAM GOALS

The goals for the concessions program are as follows:

- Attract the best local, national, and international food and beverage, retail, and service concepts and tenants as well as retain a “best in class” concessions program.
- Keep the concessions program fresh and dynamic by introducing new concepts services, and technologies that are consistent with the needs and desires of the traveling public.
- Pursue creative concessions design to entice and excite customers by merging architecture, design, graphics, and concessions concept branding together in a cohesive way while still preserving the commercial passenger terminal’s aesthetically pleasing appearance.
- Maximize commercial passenger terminal revenue while providing customers with high quality goods and services that are competitively priced, conveniently located, and that reflect the needs, desires, and the expectations of the traveling public.
- Maximize small and local business as well as joint ventures, franchises, and corporate opportunities for Airport Concessions Disadvantaged Business Enterprise (ACDBE) firms. The District will comply with all FAA ACDBE requirements.

CONTINUOUS IMPROVEMENT

Concessions programs are a major determinant of passenger satisfaction within the overall airport experience. Passengers are spending more time in airports, particularly in the areas beyond security. Food and beverage as well as lounge services have become more important as airlines continue to reduce or eliminate meal services. Customers prefer having varieties of food, beverage, and retail options as well as different types of services available to them.

Therefore, passengers today have come to expect a wide range of high-quality dining, shopping, and consumer service offerings at reasonable prices in modern and well-designed restaurants, lounges, and stores. As customer preferences change, the concessions program should adapt as well. This may require adjusting specific aspects of a concept at the mid-term refurbishment (where applicable) or completely changing the use of a space to a different type of concept at the expiration of a concession agreement.

Administrative Policies & Procedures

Section 106.00 – Concessions Program

METHOD OF OPERATION

CONCESSIONS BUSINESS TERMS

The District may utilize either a competitive selection process or direct negotiations for each concession's opportunity within the commercial passenger terminal. The term of each opportunity may vary depending upon total investment by the tenant. However, in no case shall any concessions lease agreement be for a term longer than ten (10) years.

If a competitive selection process is used, selection of the concessionaire should be based upon evaluation criteria that are established before proposals are solicited and should be communicated to all prospective concessionaires. The evaluation criteria may include, but need not be limited to, the current qualifications of the proposer, the proposer's collective experience in operating a business similar to the proposed concessions, the proposer's specific experience in operating a concessions at a similar sized or larger airport based on enplanements, the degree to which the proposer is able to conform to the District's operating requirements, the annual revenue to the District based on the proposal, the ability of the proposer to fund and manage the concession, the degree to which the proposer's concession business would complement the current mix of other concessions, and the quality of the concept.

If the direct negotiation process is used, it does not mean that a proposer is not in competition for the concession opportunity, as the District is expected to still exercise due diligence in determining the contract terms that could be obtained from other proposers or are otherwise commercially reasonable.

Regardless of which method is used, all prospective concessionaires shall meet the following minimum qualifications:

1. Minimum Years of Experience Required. Each proposer must have a minimum of four (4) years of experience within the past five (5) years in the ownership, management and operation of a retail, food and beverage, or service business. Ownership means control of more than 50% of the equity of the business. If a proposer has multiple owners, a majority of the equity must be held by individual(s) who meet this minimum qualification.

2. Financial Capability. The District will review information concerning the proposer's financial capability (defined as the ability to finance the improvements and provide working capital necessary to operate the concession in accordance with the concession lease agreement provisions) and may contact the proposer to obtain any additional information needed to make this determination in the District's sole discretion.

Administrative Policies & Procedures

Section 106.00 – Concessions Program

DESIGNATION OF CONCESSIONS AREAS

The President/CEO or designee of the District shall be in charge of designating areas within the commercial passenger terminal for concessions.

CENTRALIZED RECEIVING AND DISTRIBUTION FACILITY

All concessionaires located in the commercial passenger terminal shall be required through their lease agreement to utilize the Centralized Receiving and Distribution Facility for the receipt and return of all goods and products. This service shall be provided by the District at a reasonable cost as determined by the President/CEO or designee of the District.

APPROVAL AND UPDATE HISTORY	
APPROVAL	Original: September 9, 2019

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

OBJECTIVE	To establish a Records Management Program to plan, organize, coordinate, direct, control, and supervise all public records within the District, from creation to final disposition.
METHOD OF OPERATION	<p>Public Records Act (PRA), Code of Laws of South Carolina 1976, as amended, Sections 30-1-10 through 30-1-170, administered by the State of South Carolina:</p> <ul style="list-style-type: none">• defines "public records", "public body", "agency", "subdivision", "archives" and "director, "• establishes the legal basis for custody and disposal of records and for public access to such records,• provides a system for the scheduling and disposal of records,• establishes uniform techniques for efficient and economical record making and keeping.
DEFINITIONS	<p>Agency – The Greenville-Spartanburg Airport District.</p> <p>Custodian - President/CEO or designee.</p> <p>Archives – South Carolina Department of Archives and History.</p> <p>Public Records - "all books, papers, maps, photographs, cards, tapes, recordings, or other documentary materials regardless of physical form or characteristics prepared, owned, used, in the possession of, or retained by a public body."</p> <p>Records Management - The systematic control of records to meet the Agency's needs.</p> <p>Records Officer - The Chief Administrative Officer of an agency or subdivision is the "legal custodian" of public records. He/she may appoint a records officer to act on his/her behalf. (Section 30-1-20).</p> <p>Retention - The safekeeping of all District Public Records.</p> <p>Retention Schedules - The form or document that establishes the authorized standard for the orderly retention, transfer, or other disposition of records, taking into consideration their legal, historical, and administrative values.</p>
RESPONSIBILITY	The Records Officer is designated by the President/CEO of the District, and has the authority to create suitable guidelines and

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

rules for the orderly management, scheduling, and disposition of public records in compliance with established rules and regulations of the District and within the provisions of the South Carolina Public Records Act.

PROTECTION OF RECORDS

The legal custodian of public records must protect them against deterioration, mutilation, theft, loss or destruction, and make them available for easy use.

No records of long term or enduring value, including those generated by and stored in electronic information systems or on magnetic, optical, film, or other media may be destroyed or erased without an approved retention schedule.

DESTRUCTION OF PUBLIC RECORDS

Destruction of records is accomplished through the process of shredding, maceration, incineration, recycling, burial in a landfill, or other method that has been approved by the District in accordance with its established guidelines.

SURVEY OF RECORDS

A survey is made of each department's records by the Department Director at the end of each fiscal year. As a result of this survey, recommendations for the transfer of inactive records to storage, scheduling of unidentified records and/or destruction of any of these records, is submitted by the Department Director to the Records Officer for appropriate action.

PENALTY

Refusal or willful neglect of the PRA's provisions constitutes a misdemeanor offense with a fine of not less than two hundred dollars and not more than five thousand dollars.

OBJECTIVE

To provide a central location for all inquiries concerning the District and its employees.

METHOD OF OPERATION

PROCEDURES

Inquiries Concerning the District

Employees shall at all times be courteous to those members of the public who seek information. Employees are cautioned that information concerning subjects under discussion or consideration often change in content and meaning before becoming an accomplished fact. Any release of such information before final decisions or disposition of the matter could cause misunderstanding and confusion resulting in waste of time and money. An employee will decline courteously to reveal such information and shall direct the inquiry to the President/CEO or

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

his/her designee, keeping in mind that it is not the intent of the District to be secretive, or to withhold valid information, but to assure that all information released is true and accurate. This policy is in no way intended to restrict the release of information concerning matters of fact that the employee is expected to provide the public, or other employees or officials in the normal course of employment.

Inquiries Concerning the Employees

All employment verification inquiries from current or former employees, prospective employer of current or former employees, governmental agencies, or other organizations such as a financial or lending institution, are to be directed to the Human Resources Department for an official response.

Under no circumstances is any other employee authorized to provide a written or official employment verification response for the District. The Human Resources Department personnel are trained in responding to employment verification requests. Human Resources will also know whether a signed authorization to release information, from the current/former employee, is on file.

All requests for employment verification must contain the employee's or former employee's signature authorizing the release of information. In the case of current employees, as a courtesy, the Human Resources Department will notify the employee when employment verification information is requested.

When the signed authorization to release information is present, the Director of Human Resources, or designee, will release the following information as requested:

1. whether the individual is currently employed by the District
2. the employee's current or last job title
3. the dates of employment with the District
4. the current or final salary paid to the employee

Depending on the circumstances of the request, the District may give additional information.

The District does comply with the U.S. Department of Transportation (DOT) regulations in accordance with the Omnibus Transportation Employees Testing Act of 1991 and the with U.S. DOT rule 49 CFR Part 40.

Administrative Policies & Procedures

Section 107.01 – Inquiries for Public Information

Those personnel records, which are declared to be public records by virtue of South Carolina Code of Laws, Title 30 (Public Records) Chapter 1 and Chapter 4 (Freedom of Information Act), will be opened for inspection to any person in accordance with the provisions of that statute.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 107.02 – Inspection & Copying of Public Records

OBJECTIVE

To establish a procedure for inspection of all Greenville-Spartanburg Airport District public records in compliance with Title 30-Public Records, Chapter 4-Freedom of Information Act, South Carolina Code of Laws, as amended.

METHOD OF OPERATION

Title 30, Chapter 4, of the South Carolina Code of Laws, administered by the State of South Carolina:

- establishes general state policy on public records; i.e., “The General Assembly finds that it is vital in a democratic society that public business be performed in an open and public manner so that citizens shall be advised of the performance of public officials and of the decisions that are reached in public activity and in the formulation of public policy. Toward this end, provisions of this chapter must be construed so as to make it possible for citizens, or their representatives, to learn and report fully the activities of their public officials at a minimum cost or delay to the persons seeking access to public documents or meetings”;
- define “public records” and “public body”
- establish the legal basis for custody and disposal of records and public access to such records; and
- promulgate rules for the inspection, examination, and duplication of records; exemptions.

DEFINITIONS

Public Body - The Greenville-Spartanburg Airport District.

District Offices - The offices of the Greenville-Spartanburg Airport District.

Custodian - President/CEO or designee.

Electronic Files - This includes any electronic media content (other than computer programs or systems files) that are intended to be used in either an electronic form or as printed output.

Public Records - “includes all books, papers, maps, photographs, cards, tapes, recordings, or other documentary materials regardless of physical form or characteristics prepared, owned, used, in the possession of, or retained by a public body. Records such as income tax returns, medical records, hospital medical staff reports, scholastic records, adoption records, records related to registration, and circulation of library materials which contain names or other personally identifying

Administrative Policies & Procedures

Section 107.02 – Inspection & Copying of Public Records

details regarding the users of public, private, school, college, technical college, university, and state institutional libraries and library systems, supported in whole or in part by public funds or expending public funds, or records which reveal the identity of the library patron checking out or requesting an item from the library or using other library services, except non-identifying administrative and statistical reports of registration and circulation, and other records which by law are required to be closed to the public are not considered to be made open to the public under the provisions of this act."

Records Officer - The Chief Administrative Officer of an agency or subdivision is the "legal custodian" of public records. He/she may appoint a records officer to act on his/her behalf. (Section 30-1-20).

RESPONSIBILITIES

All District employees receiving public records requests are to immediately refer the requesting party to the department's Records Officer or their designee and notify the Chief Administrative Officer that a request to inspect and/or produce records has been received. The Chief Administrative Officer will instruct the Records Officer as to the disposition of a public records request.

REQUESTS TO INSPECT DISTRICT RECORDS

In compliance with South Carolina Code of Laws

Section 30-4-30. Right to inspect or copy public records; fees; notification as to public availability of records; presumption upon failure to give notice; records to be available when requestor appears in person.

Any person has a right to inspect or copy any public record and the right to inspect, copy or receive an electronic transmission of any public record of a public body, except as otherwise provided by Section 30-4-40, in accordance with reasonable rules concerning time and place of access.

A public body is not required to create an electronic version of a public record when one does not exist to fulfill a records request.

Unless exempt by law or court order, the public records of the District are open to inspection, examination and copying, **at the District offices**, by any person during normal business hours, 8:30 a.m. to 5:00 p.m., Monday through Friday. Requests may be made in person, by telephone, or in writing. **Requests do not have to be in writing.** If a request is overly broad and/or vague, the person may be asked to be more specific about the records they are seeking.

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Section 107.02 – Inspection & Copying of Public Records

AUTHORIZED CHARGES FOR COPIES & SCANS

Any person, requesting copies of District documents, is to be advised that 50% of the **authorized charges must be paid to the District prior to making copies**. The District has authorized charges posted online at www.gspairport.com.

For all other copies, including multiple volume documents, actual cost of duplication.

REQUESTS FOR ELECTRONIC FILES

Although not required by SC Code to create electronic versions of public records, the District may elect, if convenient at District's discretion, to do so. If not, paper copies will remain available at the posted charges.

ELECTRONIC RECORDS/ INFORMATION SYSTEMS

Paper output copies generated from a computer system same as above.

Charges for output to any other medium (i.e., diskettes, tape cartridge, tape reel, etc.) will be the cost to the District for such medium.

Charges will be imposed for the "extensive use" of information technology. When the central processing unit (C.P.U.) time exceeds five (5) minutes/three (3) hundred seconds, the charge will be at the rate posted online per C.P.U. second for the entire run of the request.

LABOR CHARGES

Requests requiring more than de-minimis staff time will be assessed a labor charge at the rate posted online in addition to the cost of duplication.

MAILING COPIES

The District is not required to mail requested copies. If a request to mail copies is honored, the appropriate amount of postage is to be included and collected with the copy charges.

RECEIPTS

Any person paying for copies of documents and/or postage is to be issued a receipt. A copy of the receipt and the collected funds are to be immediately submitted to the Finance Department.

REQUEST TO FAX DOCUMENTS

Records requested pursuant to the public records law **are not normally faxed** unless authorized in advance by the Custodian.

LITIGATION

If the subject matter of the public records request is in litigation, or may soon be in litigation, contact the Senior Vice President of Administration and Finance/CFO for instructions, and/or actual production.

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Section 107.02 – Inspection & Copying of Public Records

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 109.00 – Smoking, Tobacco Use and Vaping

OBJECTIVE

The District is committed to providing a safe, healthy and pleasant environment for all District employees, tenant employees, contractors, volunteers, passengers and the general public.

It is the policy of the District to prohibit smoking, tobacco use and vaping on all District property, except in designated areas.

METHOD OF OPERATION

DEFINITIONS

"Tobacco products" include cigarettes, cigars, chewing tobacco, dip, smokeless tobacco, snuff, electronic cigarettes or any other items containing or classified as such.

"Tobacco uses" includes smoking, chewing, dipping, or any other ingesting, consumption, or bodily intake of tobacco products.

"Vaping" refers to the use of electronic nicotine delivery systems or electronic smoking devices such as e-cigarettes, e-pipes, e-hookahs, and e-cigars.

PROCEDURES

Smoking, Tobacco Use, and Vaping is prohibited in all enclosed areas of the District, including all bathrooms, break-rooms, conference rooms/offices, hallways, stairwells, hangars, working areas, District equipment and District vehicles. Smoking, Tobacco Use, and Vaping is also prohibited in fuel storage areas, within 50ft of a fuel truck, within the AOA, or anywhere smoking is prohibited by signage.

Smoking, Tobacco Use and Vaping, is allowed outside of District buildings in designated areas only. **Such areas shall be designated by the President/CEO.**

Employees are expected to keep the smoking areas free of debris.

This policy applies to all District employees, tenant employees, contractors, volunteers, passengers and the general public.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 111.00 –Procurement

OBJECTIVE	Commitment to a procurement process that is open and transparent which utilizes full and open competition to the maximum extent practicable when procuring goods, equipment, or services required by the District (excluding those services described in Sections 112.00 and 113.00). This procurement policy shall establish reliable and consistent practices to protect District staff against fraud, waste, and abuse while fostering public confidence when Bidders and Contractors compete for contract awards.
LEGISLATIVE AUTHORITY	This Policy is published in accordance with South Carolina Consolidated Procurement Code, Title 11, Chapter 35, Section 11-35-50, <i>et seq.</i> , as well as Federal Regulation 2 CFR Part 200 <i>et seq.</i> for procurements made using Federally funded sources.
PURPOSE	To provide for a procurement framework that ensures all goods, equipment, or services are procured with integrity, quality, and efficiently at the most advantageous prices available. The District seeks to maximize the purchasing value of available funds through fair and equitable contractor treatment.
PRESIDENT/CEO	<p>The President/CEO has overall responsibility for compliance and the practical and efficient administration of this policy for the purchase of all goods, equipment, or services, required by the District.</p> <p><u>President/CEO Authorization.</u> The President/CEO of the District shall be authorized to make all purchases provided funding is available within the approved annual budget of the District or other District funding sources. The President/CEO may delegate procurement authority to any person who is authorized to make purchases.</p>
FEDERAL GRANT FUNDING	Any contract that is federally funded (Federal grant) is subject to this Policy, District procedures, and all applicable federal laws and regulations or assurances as directed by the Federal grant agreement. This includes, but is not limited to, Federal Aviation Administration (FAA) Advisory Circular's, Airport Improvement Program (AIP) procurement requirements and standards, and Disadvantage Business Enterprise (DBE) requirements.
PURCHASES BETWEEN \$0 - \$10,000	Purchases that do not exceed \$10,000 are authorized without securing competitive quotations if the prices are considered fair and reasonable.

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Section 111.00 –Procurement

PURCHASES BETWEEN \$10,001 - \$50,000

Purchases require written quotes from a minimum of three (3) qualified sources. Documentation of the solicitation and discussions about the quotes must be attached to the purchase requisition and made part of the contract file. The award must be made to the lowest responsive and responsible source.

PURCHASES BETWEEN \$50,001 - \$100,000

Written solicitations are required for bids, or proposals must be made. The procurement must be advertised at least once for a minimum of five (5) business days. Such notice shall be at the discretion of the District. However, at a minimum, the solicitation must be advertised on the District website. A copy of the solicitation and bids or proposals must be attached to the purchase requisition and made part of the contract file. The award of a contract will be based on the requirements of the written solicitation.

PURCHASES ABOVE \$100,001

Purchases greater than one hundred thousand and one dollars (\$100,001) must have written solicitations and advertised to the public for a minimum of ten (10) business days. This level of purchase must be advertised on the District website. The purchaser has the option to competitively award a contract through an Invitation for Bids or Request for Proposals .

The solicitation should result in bids from an adequate number of potential bidders. All bids or proposals shall be publicly opened at a time and place prescribed in the solicitation. The award of a contract will be based on the requirements of the written solicitation.

INVITATION FOR BIDS

Invitation for Bids:

An invitation for bids (competitive sealed bidding) must be issued in an efficient and economical manner and must include specifications and all contractual terms and conditions applicable to the procurement.

Public Notice:

An Invitation for Bid shall be displayed on the District website in addition to other publicly available sources that may increase competition for the solicitation as determined by the District.

Receipt and Safeguarding of Bids:

All bids, including modifications, received before the time of opening must be kept secure and unopened.

Bid Opening:

Bids shall be opened publicly in the presence of at least one witness at the time and place designated in the Invitation for Bids. The bid opening shall, at minimum, have the following

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Section 111.00 –Procurement

information recorded: the bidder's name and contact information, amount of each bid, the bidder's compliance with the solicitation documents, and any other relevant information as determined by the District. The record and each bid shall be open to public inspection after award.

Bid Acceptance and Bid Evaluation:

All bids that comply with the requirements listed in the invitation for bid shall be unconditionally accepted without alteration or correction. Bids shall be evaluated based on the requirements set forth in the Invitation for Bids.

Correction or Withdrawal of Bids; Cancellation of Awards:

Corrections or withdrawal of erroneous bids before or after award, based on such bid mistakes, may be permitted where appropriate. After bids are opened, no changes in bid prices or other provisions of bids prejudicial to the interest of the District or fair competition shall be permitted. The District reserves the right to cancel the award of any solicitation at any time, for any reason.

Discussions:

The District shall be allowed to enter discussions with bidders for the purpose of clarifying a bid and to assure full understanding of the requirements set forth in the invitation for bid. Any bid that has been accepted in response to a solicitation that requires further clarification shall be afforded an opportunity to clarify such ambiguities so long as the clarifications do not materially influence the bid price in the bidder's favor.

Award:

Notice of an award shall be made based on the requirements of the written solicitation. The District may, prior to posting notice of the award, negotiate with the lowest responsible and responsive bidder to lower his/her bid within the scope of the Invitation for Bids.

In determining the lowest responsible and responsive bidder, in addition to price, the District shall consider items outlined in the solicitation.

Disqualification of Bidders:

Awards are to be made to bidders who have been found to be both "responsive" and "responsible." An intended contract award is to be made to the lowest **responsive** and

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Section 111.00 –Procurement

responsible bidder whose bid meets the requirements set forth in the Invitation for Bid.

The Standard of Responsiveness

A "responsive bidder" means the person who has submitted a bid which conforms in all material respects to the invitation for bids. Bids from individual bidders which fail to conform to the essential requirements of the invitation for bids shall be rejected.

The Standard of Responsibility

A written determination of non-responsibility is required.

Factors to be considered in determining whether the standards of responsibility have been met include whether a prospective contractor has:

1. available the appropriate financial, material, equipment, facility, and personnel resources and expertise, or the ability to obtain them, necessary to indicate its capability to meet all contractual requirements;
2. a satisfactory record of performance;
3. a satisfactory record of integrity;
4. qualified legally to contract with the Airport; and
5. supplied all necessary information in connection with the inquiry concerning responsibility.

If a bidder or offer or who otherwise would have been awarded a contract is found non-responsible, a written determination of non-responsive setting forth the basis of the finding shall be prepared.

Request for Qualifications:

Prior to issuing an Invitation for Bid, the District may issue a request for qualifications from prospective bidders. The request shall contain a description of the goods or services, the general scope of the work, the deadline for submission of information and how a prospective bidder may seek consideration by the District. The request may require information regarding the prospective bidder's product specifications, qualifications, experience, organization, assets and equipment, safety record, safety and quality control programs, financial stability and any other information deemed relevant by the District in determining the prospective bidder's ability to properly perform the requirements of the contract. The District shall give adequate public notice of the request for qualifications in the manner specified above.

The District shall review all information received in response to a Request for Qualifications and rank each prospective bidder

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REQUEST FOR PROPOSALS

from most qualified to least qualified on the basis of the information received. The solicitation shall then be sent to the most qualified bidder(s). The failure of a prospective bidder to receive a solicitation based on their order of rank during the request for qualifications shall not be grounds for protest.

Conditions for Use

When the District determines in writing that competitive sealed bidding through an invitation for bids is either not practicable or not advantageous, the District may solicit competitive sealed proposals through a request for proposals.

At minimum, a request for proposals should include the following:

- A description of the work that is required by the contract;
- Relevant information required by the District to be in the offeror's proposal;
- Criteria that will be used to evaluate the proposals; and
- Terms and conditions applicable to the contract.

Public Notice:

Public notice of the Request for Proposals shall be given not less than five (5) business days prior to the date set forth therein for the opening of proposals. A Request for Proposal shall be displayed on the District website in addition to other publicly available sources that may increase competition for the solicitation such as an industry specific website.

Proposal Opening:

Proposals shall be opened publicly at the time and place designated in the Request for Proposals. The amount of each proposal and the name of each offeror shall be recorded in the office of the District. Proposals shall be open for public inspection after contract award. Proprietary or confidential information marked, as such in each proposal shall not be disclosed without the written consent from the offeror.

Discussion with Responsible Offerors and Revisions to Proposals

The District may conduct discussions with responsible offerors who submit proposals, which the District determines to be reasonably susceptible of being selected for award for the purpose of clarifying the solicitation requirements.

Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any

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information derived from proposals submitted by competing offerors.

Award:

Award shall be made to the responsible offeror whose proposal is determined in writing to be most advantageous to the District.

EXEMPT PURCHASES

The President/CEO may, with the approval of the Commission, exempt specific supplies or services from the procurement procedures in this policy based on operational need. Initially the exemptions shall include the following, but are not limited to these items:

- Purchase of utilities such as water, electricity, gas and telephone. Memberships, subscriptions, sponsorships, and advertising/marketing.
- Purchase of legal services.
- Financial services required by the District.
- Travel, lodging, and other expenses described in the Travel Policy, Section 115.00.
- Contracts for professional services other than what is listed in Section 112.00.

The purchase of supplies, material, services or equipment that have gone through the bidding process for a State Procurement Contract, another Public Cooperative Purchasing Agreement, or Federal General Service Administration Contract (GSA).

COOPERATIVE PURCHASING "Piggybacking"

Authorized by the State of South Carolina, the District may enter into cooperative purchasing agreements that have been entered into between one or more public procurement units, regardless of the procurement unit's location inside or outside the State of South Carolina. The District may enter into an agreement with the public procurement unit for cooperative use of personnel, information, supplies, services, warehousing, and capital equipment in accordance with an agreement between the participants; provided, such cooperative use will be more cost effective.

- Prior to using cooperative purchasing agreements to procure goods and services, advance discussion and approval must be obtained by the President/CEO before executing the purchase.

Piggybacking – If an identical item to be so purchased has already been purchased by another entity which has gone through a competitive bidding process or competitive sealed proposal process equivalent or more stringent than that required

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by the District, whether it be in the State of South Carolina or any other state, AND a vendor will honor the same bid price to the District, THEN the exemption would still apply, and said item can be purchased without going through the procurement procedures outlined in this policy.

EMERGENCY PROCUREMENTS

Notwithstanding any other provision of this procurement code, the President/CEO, or designee, may make or authorize others to make emergency procurements only when there exists an immediate threat to public health, welfare, critical economy and efficiency, or safety under emergency conditions. Additionally, the President/CEO, or designee, may authorize emergency procurements for critical property damage if such damage threatens occupant safety and security. Such emergency procurements shall be made with as much competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file.

SINGLE/SOLE SOURCE PROCUREMENTS

The District seeks to award competitive procurements to the maximum extent possible. From time to time, the President/CEO may authorize for a contract to be awarded for a supply, service, information technology or construction item without competition when the District determines that there is only one source that is either reasonably available in the marketplace or only one source is known to exist.

CANCELLATION OF INVITATION FOR BIDS OR REQUESTS FOR PROPOSALS

An Invitation for Bid, a Request for Proposal, or other solicitation may be cancelled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when it is in the best interest of the District. The reason for such cancellation shall be made part of the contract file. If a solicitation is cancelled by the above two methods, notice of the cancellation shall be publicly posted.

REJECTION OF INDIVIDUAL RESPONSES

The District reserves the right to reject a response to a solicitation by a prospective contractor if any of the following conditions are observed during evaluations:

- The prospective contractor is found to be non-responsive to any requirements of the solicitation;
- The prospective contractor is found to be not responsible;
- The prospective contractor's price is considered unreasonable based on a price evaluation.

The reasons for the rejection of a prospective contractor's response shall be documented and made part of the contract file that is available for public inquiry.

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INSURANCE REQUIREMENTS

The District shall require appropriate insurance and bonding levels as well as other pertinent surety instruments to sufficiently mitigate the District's risk for each procurement. The following types of insurance may be required as determined by the District:

- Commercial General Liability (CGL)
- Automobile Liability
- Products-Completed Operations
- Professional Liability
- Bid Security Bond
- Performance Bond
- Payment Bond
- Workers Compensation

For each contract and at the discretion of the District, the District shall be listed as an additional insured on the contractor's insurance certificate.

Indemnification – The District is not permitted to indemnify any potential contractor or contractor in accordance with the Commission Bylaws and the State of South Carolina. Indemnification language protecting the District must be inserted in each contract awarded by the District for goods and services.

Waiver of Subrogation – The District shall require each potential contractor or contractor to waive their rights of recovery and cause their insurer to waive its right to subrogate on behalf of a potential contractor or contractor for damages howsoever cause.

PROCUREMENT CONTRACT

Every contract for procurement entered into by the District may include, in addition to other relevant requirements, clauses to define responsibilities and rights of the parties to the contract with respect to the following matters:

- General Terms and Conditions
- Commercial Terms and Conditions
- Special Terms and Conditions as they may relate to mandated provisions for Federally funded goods, services, or construction
- Scope of Work

All contracts entered into under this Policy shall be executed in accordance with the *GSP Procurement Authorization Guidelines*.

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Section 111.00 –Procurement

For all multi-term contracts, the President/CEO must authorize and execute the contract.

PROCUREMENT RECORDS AND AUDITS

Contract File

All determinations and other written records pertaining to solicitation, award, or performance of a contract shall be maintained and periodically updated in a contract file by the District.

Retention of Procurement Records

All formal, written executed, contract documents shall be retained for six (6) years. All other procurement records shall be disposed of in accordance with records retention guidelines approved by the President/CEO and this policy. If a contract is funded in whole or in part by assistance from a State or Federal agency, then all procurement records pertaining to that contract shall be maintained for the period of time required by such agency.

DISPOSAL OF SURPLUS SUPPLIES

All surplus supplies, materials, and equipment which are no longer useful to the District may be sold to the highest bidder in accordance with and upon such terms and conditions as determined by the District with respect to such surplus supplies and materials. However, the District shall sell, lease or dispose of any supplies, materials or junk which has value of less than Five Thousand (\$5,000) Dollars.

AUTHORITY TO RESOLVE PROTESTS

The President/CEO shall have exclusive authority to settle and resolve the protest of an aggrieved bidder, offeror, or contractor, actual or prospective, concerning the solicitation or award of a contract. The procedure for the resolution of bid protest shall be as follows:

Right to Protest; Exclusive Remedy

Any prospective bidder, offeror, contractor, or subcontractor who is aggrieved in connection with the solicitation of a contract shall be afforded the opportunity to protest to the President/CEO in the manner stated below within ten (10) business days of the date of issuance of the Invitation for Bids or Requests for Proposals or other solicitation documents, whichever is applicable, or any amendment thereto, if the amendment is at issue.

Any actual bidder, offeror, contractor, or subcontractor who is aggrieved in connection with the intended award or award of a contract shall protest to the President/CEO in the manner stated below within ten (10) business days of the date notification of award or notification of intent to award, whichever is earlier, is

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posted in accordance with this policy. An interested party to an actual bidder, offeror, or contractor is not allowed to initiate a protest for the actual bidder, offeror, or contractor.

The rights and remedies granted in this policy to a disappointed bidder, offeror, contractor or subcontractor are to the exclusion of all other rights and remedies of such disappointed bidder, offeror, contractor, or subcontractor against the State at common law or otherwise for the loss or potential loss of an award of a contract.

Protest Procedure

Protests shall be in writing, submitted to the President/CEO, received within the timelines set forth above, and shall set forth the grounds of the protest and the relief requested with enough particularity to give notice of the issues to be decided.

Duty and Authority to Attempt to Settle Protests

Prior to commencement of an administrative review as provided for below, the President/CEO thereof shall attempt to settle by mutual agreement a protest of an aggrieved bidder, offeror, contractor, or subcontractor, actual or prospective, concerning the solicitation or award of the contract. The President/CEO thereof shall have the authority to approve any settlement reached by mutual agreement.

Administrative Review and Decision

If in the opinion of the President/CEO, after reasonable attempt, a protest cannot be settled by mutual agreement, the President/CEO shall promptly conduct an administrative review, no later than fifteen (15) business days after the deadline for receipt of a protest has expired and shall issue a decision in writing within ten days of completion of the review. The decision shall state the reasons for the action taken.

Finality

The decision of the President/CEO is final as to administrative review and may be appealed to the circuit court under the provisions of the South Carolina Administrative Procedures Act. Suspension and debarment are actions taken to prohibit an individual or legal entity for cause from participating in solicitations or from consideration for a contract award if there is adequate evidence to support suspension or a preponderance of evidence to support debarment. The District shall have the authority to, and the President/CEO must approve of, the suspension or debarment of an individual or legal entity if probable cause exists.

SUSPENSION AND DEBARMENT

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FINANCIAL INTEREST OF COMMISSION & EMPLOYEES PROHIBITED

No member of the Commission or any officer or employee of the District shall have a financial interest in any contract or in the sale to the District or to a contractor who supplies the District with any real or personal property, materials, supplies or services, except and unless a majority of the Commissioners shall determine that an exception is in the best interest of the District. In such case, the Commissioner whose interest is involved shall not vote on the questions. Any willful violation of this section shall constitute malfeasance in office, and any Commissioner or employee of the District found guilty thereof shall forfeit his/her office or position. A violation of this section with the knowledge, express or implied, of the person or corporation contracting with the Commission shall render the contract voidable by the President/CEO or the Commission.

GIFTS AND REBATES

No employee shall accept, or agree to accept, directly or indirectly, a favor, gift, loan, money, fee, service or other item of value in any form whatsoever from any entity, organization or individual if it is intended to reward or influence, or gives the appearance of rewarding or influencing the employee with respect to his/her employment. This policy is not intended to prevent an employee from accepting an award or recognition for meritorious or outstanding achievement for community or government service.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 112.00 – Selecting Professional Planning, Architectural and Engineering Services

OBJECTIVE	Commitment to a selection process that is open and transparent which utilizes full and open competition to the maximum extent practicable when providing for the selection of certain professional planning, architect, engineering, construction management, materials testing, inspection services and land surveying services to be rendered to the District.
LEGISLATIVE AUTHORITY	This Policy is published in accordance with South Carolina Consolidated Procurement Code, Title 11, Chapter 35, Section 11-35-50, <i>et seq.</i> , as well as Federal Regulation 2 CFR Part 200 <i>et seq.</i> for procurements made using Federally funded sources.
PURPOSE	To consider and select the appropriate method that allows the District to achieve the best professional services based on factors that are the most beneficial to the District at fair and reasonable prices.
FEDERAL GRANT FUNDING	Any contract that is federally funded (Federal grant) is subject to this Policy, District procedures, and all applicable federal laws and regulations or assurances as directed by the Federal grant agreement. This includes, but is not limited to, Federal Aviation Administration (FAA) Advisory Circular's, Airport Improvement Program (AIP) procurement requirements and standard, and Disadvantaged Business Enterprise (DBE) requirements.
METHOD OF OPERATION	
DEFINITIONS	<p>"Amendment" means a written modification to a Contract.</p> <p>"Design Services" means architect-engineer, construction management, or land surveying services.</p> <p>"District" means the Greenville-Spartanburg Airport District.</p> <p>"Compensation" means the total amount paid by the District for Professional Services.</p> <p>"Consultant" means any legal business entity that performs architectural, engineering and/or professional planning services, or any other service which the District does not have the resources or expertise and that is employed by the District to perform such services.</p> <p>"Consulting Agreement" means an agreement between the District and a firm for the performance of Professional Services awarded pursuant to the competitive selection requirements of this section.</p>

Administrative Policies & Procedures

Section 112.00 – Selecting Professional Planning, Architectural and Engineering Services

"Contract" means all types of District agreements, regardless of what they may be called, for the procurement or disposal of supplies, services, information technology, or construction.

"Debarment" means the disqualification of a person to receive invitations for bids, or requests for proposals, or the award of a contract by the District, for a specified period of time commensurate with the seriousness of the offense or the failure or inadequacy of performance.

"Designee" means a duly authorized representative of a person with formal responsibilities under the policy.

"Request for Qualifications (RFQ)" means all documents regarding product specifications, qualifications, experience, and ability to perform the requirements of the contract from respondents in accordance with this Policy.

"Professional Services" means the services of accountants, architects, attorneys, auditors, consultants, engineers, information technology professionals, or other individuals or organizations possessing a high degree of knowledge or skills in a particular subject area and who meet licensure or permit requirements of local, state, or federal government regulatory entities to render such services.

"Subconsultant" means any person having a contract to perform work or render service to a prime consultant as a part of the prime consultant's agreement with the District.

"Suspension" means the disqualification of an entity or individual to receive request for qualifications, or the award of a contract by the District, for a temporary period pending the completion of an investigation and any legal proceedings that may ensue because a person is suspected upon probable cause of engaging in criminal, fraudulent, or seriously improper conduct or failure or inadequacy of performance which may lead to debarment.

"Work Authorization" means a written authorization subject to the provisions of a Master Consulting Agreement for the award of a separate project within the scope of services for the Consulting Agreement.

Administrative Policies & Procedures

Section 112.00 – Selecting Professional Planning, Architectural and Engineering Services

QUALIFICATIONS BASED SELECTION PROCEDURES

SELECTION COMMITTEE

The District shall establish a selection committee for all professional planning, design, and construction service requirements. The Committee shall be composed of those individuals the President/CEO determines to be qualified to make an informed decision as to the most competent and qualified firm for the proposed project(s).

DEFINITION OF PROJECT(S)

The selection committee shall define the project(s) for which Professional Services may be required. The District may include within a single project:

- a grouping of minor construction, rehabilitation, or renovation activities;
- a grouping of substantially similar construction, rehabilitation or renovation activities;
- other grouping of construction, rehabilitation, or renovation activities that are determined to be in the best interest of the District to be included within a single project.

Any firm or individual desiring to provide Professional Services to the District must first be qualified pursuant to law and regulations of the District. The District will make a finding that the firm or individual is fully qualified to render the required service. Among the factors to be considered in making this finding are the capabilities, adequacy of personnel, past record, and experience of the firm or individual.

ADVERTISEMENT

The selection committee is responsible for:

- developing a description of the services required;
- enumerating all required professional services, and
- preparing a formal Request for Qualifications (RFQ) to firms for submission of information.

The RFQ must include, but not be limited to, the project title, the general scope of work, a description of all professional services required, the submission deadline, and how interested firms may apply for consideration. The RFQ must be advertised at least once. At minimum, the advertisement shall be displayed on the District website in addition to other publicly available sources that may increase competition as determined by the District.

Administrative Policies & Procedures

Section 112.00 – Selecting Professional Planning, Architectural and Engineering Services

RESPONSE TO INVITATIONS

Responses to an invitation to submit qualifications shall be specified in the invitation and based on the needs of the selection committee and the District.

INTERVIEWS WITH INTERESTED FIRMS

Following receipt of submittals from all interested persons and firms, the selection committee may hold interviews with one (1) or more firms who respond to the committee's advertisement and who are considered most qualified on the basis of information available before the interviews. A list of firms selected for interview must be sent to all firms that submitted information in response to the advertisement, before the date selected for the interviews.

The selection committee's determination as to which are to be interviewed must be in writing and based upon its review and evaluation of all submitted materials. The written report of the committee must list specifically the names of all persons and firms that responded to the advertisement and enumerate the reasons of the committee for selecting those to be interviewed. The purpose of the interviews is to provide the further information that may be required by the selection committee to fully acquaint itself with the relative qualifications of the several interested firms.

SELECTION AND RANKING THE MOST QUALIFIED

The selection committee shall evaluate each of the persons or firms interviewed based on criteria established in the RFP document.

The committee will recommend a ranking to the Commission of the firms that are qualified to perform Professional Services, along with a designation that indicates the category or type(s) of project(s) for which the firm is qualified. **The Commission has final approval of the ranking.**

CANCELLATION OF INVITATION FOR QUALIFICATIONS

A Request for Qualifications may be cancelled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when it is in the best interest of the District. The reason for such cancellation shall be made part of the contract file. If a solicitation is cancelled by the above two methods, notice of the cancellation shall be publicly posted.

REJECTION OF INDIVIDUAL RESPONSES

The District reserves the right to reject a response to a solicitation by a prospective consultant if any of the following conditions are observed during evaluations:

- The prospective consultant is found to be non-responsive to any requirements of the solicitation;
- The prospective consultant is found to be not responsible;

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Section 112.00 – Selecting Professional Planning, Architectural and Engineering Services

The reasons for rejection a prospective consultant's response shall be documented and made part of the contract file that is available for public inquiry.

NOTICE OF SELECTION AND RANKING

When it is determined by the District that the ranking report is final, written notification of the highest ranked person or firm must be sent immediately to all firms interviewed.

NEGOTIATION OF CONTRACT

The District shall negotiate a contract for services with the most qualified person or firm at a compensation that is fair and reasonable. If the District is unable to negotiate a satisfactory contract with this person or firm, negotiations must be terminated formally. Negotiations must commence in the same manner with the second and then the third most qualified until a satisfactory contract is negotiated. If an agreement is not reached with one of the three, additional persons or firms in order of their competence and qualifications must be selected after consultation with the selection committee, and negotiations must be continued in the same manner until agreement is reached.

LIMITS OF APPROVAL

The President/CEO has authority to approve, and implement Consulting Agreements, Work Authorizations and/or Amendments to Work Authorizations for all items identified in the approved annual budget of the District, and other such items, provided funding is available within District funding sources.

INSURANCE REQUIREMENTS

The District shall require appropriate insurance and bonding levels as well as other pertinent surety instruments to sufficiently mitigate the District's risk for each procurement. The following types of insurance are required for each procurement as determined by the District:

- Commercial General Liability (CGL)
- Automobile Liability
- Products-Completed Operations
- Professional Liability
- Bid Security Bond
- Performance Bond
- Payment Bond
- Workers Compensation

For each contract and at the discretion of the District, the District shall be listed as an additional insured on the contractor's insurance certificate.

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Section 112.00 – Selecting Professional Planning, Architectural and Engineering Services

Indemnification – The District is not permitted to indemnify any potential contractor or contractor in accordance with the Commission Bylaws and the State of South Carolina. Indemnification language protecting the District must be inserted in each contract awarded by the District for goods and services.

Waiver of Subrogation – The District shall require each potential contractor or contractor to waive their rights of recovery and cause their insurer to waive its right to subrogate on behalf of a potential contractor or contractor for damages howsoever cause.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

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Section 113.00 – Construction Services

OBJECTIVE

To establish the appropriate construction project delivery approach that results in the most advantageous, economical, timely, and otherwise successful project for the District. The appropriate delivery approach that provides the District sufficient flexibility during the preparation, acceptance, execution of, and changes to construction contracts and change orders for District projects.

LEGISLATIVE AUTHORITY

This Policy is published in accordance with South Carolina Consolidated Procurement Code, Title 11, Chapter 35, Section 11-35-50, *et seq.*, as well as Federal Regulation 2 CFR Part 200 *et seq.* for procurements made using Federally funded sources.

METHOD OF OPERATION

DEFINITIONS

"Amendment" means a written modification to a Contract modifying the scope of a project previously awarded.

"Bid Package" means a set of contract documents defining a particular scope of work to be performed by the contractor during construction.

"Change Order" means a written modification to a construction contract, approved in the manner set forth below, providing for additions or deletions in the plans, specifications, or scope of work that establishes the basis for additional compensation or credit, if any, and providing, if applicable, for an adjustment in contract time in order to accomplish the modification.

"Construction Contract" means a written agreement for construction, remodeling, paving, or modification entered into between the Construction Contractor and the District.

"Construction Contractor" means a private sector business which is properly licensed to perform the type of construction services required for a construction contract.

"Construction Management Services" means those professional services associated with contract administration, project management and other specified services provided in connection with the administration of a construction project.

"Construction Management-At-Risk" means a project delivery method where a construction manager acts as a consultant to the District in the development and design phases of a project but assumes the risk for construction performance

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Section 113.00 – Construction Services

as the equivalent of a general contractor during the construction phase.

"Construction Services" means those services provided by a Construction Contractor.

"Design Assist" means a project delivery method which the District engages the construction team early in the design phase to collaborate with the architect or engineer in order to reduce the cost and time for construction, improve constructability and add value.

"Design-Bid-Build" means a project delivery method where the District awards separate contracts for each phase of the project: design, procurement, and construction.

"Design-Build" means a project delivery method where the District combines the project design services and construction services into a single contract award.

"Indefinite Delivery/Indefinite Quantity" (IDIQ) is a type of on call service contract or delivery method that provides for indefinite quantity of services to be furnished by one or more vendors within a fixed period of time.

"Project Costs" means the combined total cost of design, construction, construction administration, resident project representative, geotechnical, survey and inspection services.

PUBLIC ANNOUNCEMENT AND SELECTION PROCEDURES

GENERAL

At minimum, the advertisement shall be displayed on the District website in addition to other publicly available sources that may increase competition for the solicitation as determined by Staff. The advertisement will provide a general description of the project(s) that require Construction Services and define procedures on how an interested Construction Contractor may submit a proposal for consideration by the District.

The District may elect to utilize a pre-qualification process on any project. Advertisement for any pre-qualification shall be displayed on the District website in addition to other publicly available sources as determined by Staff.

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Section 113.00 – Construction Services

Prior to any such public announcement for Construction Services, the District will have prepared plans and specifications for the project for which Construction Services are required depending on which construction delivery method will be used for the project.

CONSTRUCTION PROJECT DELIVERY METHODS

The District should consider all appropriate and effective means for both the design and construction of the project when determining the appropriate construction project delivery method. Prior to determining the appropriate construction project delivery method, an analysis shall be completed of the specific requirements the project must satisfy and take other considerations into account that serve in the best interest of the District, such as project complexity, schedule, financing availability or the funding source of the project. The construction project delivery methods most commonly used by the District are as follows:

- Design Assist
- Design-Build
- Design-Bid-Build
- Construction Management Services

COMPETITIVE SELECTION

Construction Services will be procured through a competitive public process or by any other method allowed by applicable local, state, federal regulations or District policies.

Two categories of capital projects based on the dollar value are established as follows:

Capital Projects Less than \$5,000,000 in Project Costs:

The District may use an Indefinite Delivery Indefinite Quantity (IDIQ) contracting method for up to a period of five (5) years for non-federally funded construction projects with an estimated value less than \$5,000,000 in total Project Costs. For the selection of capital projects IDIQ contractors, staff shall prepare a Request for Qualifications/Request for Proposal (RFQ/RFP) and publicly advertise for interested contractors. Qualified contractors will be selected based upon the evaluation criteria outlined in the RFQ/RFP. After an IDIQ contractor pool is established, the selected contractors will be contracted for a period up to five (5) years. Staff may utilize any of the Construction Project Delivery Methods outlined above. Price proposals will be solicited from the IDIQ contractors during the term of the agreement. Proposals will be evaluated, and contracts shall be awarded based on the best proposal in the

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District's sole interest. Staff is not required to utilize the IDIQ contractors for all projects less than \$5,000,000, if it is determined by Staff that the IDIQ contractors are not best suited to deliver on a particular project.

Capital Projects Greater than \$5,000,000 in Project Costs and all Federally Funded Projects:

Construction Services for projects greater than \$5,000,000 in Project Costs shall be publicly advertised and procured.

Staff may utilize any of the Construction Project Delivery Methods outlined above.

The use of a prequalification process of contractors may be utilized for such projects.

CANCELLATION OF SOLICITATION

Any solicitation may be cancelled, or any response to a solicitation may be rejected in whole or in part at any time when it is in the best interest of the District. If a solicitation is cancelled after the submittal due date, all proposers shall be notified promptly of the cancellation. If a solicitation is cancelled prior to the submittal due date, notification of the cancellation shall be publicly posted in a similar method to the original solicitation.

REJECTION OF INDIVIDUAL RESPONSES

The District reserves the right to reject a response to a solicitation by a prospective contractor if the following conditions are observed during evaluations:

- The prospective contractor is found to be non-responsive to any requirements of the solicitation;
- The prospective contractor is found to be not responsible; or
- The prospective contractor's price is considered unreasonable based on a price evaluation.

The reasons for rejection a prospective contractor's response shall be documented and made part of the contract file that is available for public inquiry.

NEGOTIATION

In the event the lowest responsible bid is in excess of the funds available for the project, Staff may enter into negotiations with the lowest responsible bidder making reasonable changes in the plans and specification as may be necessary to bring the contract price within the funds available, and may execute a contract with the bidder if the bidder agrees to the changes.

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CONTRACT PREPARATION

After approval of contract award by the District, a contract is prepared and executed by the District and the Construction Contractor, and if necessary, Federal or State agency concurrence. The District shall issue the notice to proceed at the appropriate time.

INSURANCE REQUIREMENTS

The District shall require appropriate insurance and bonding levels as well as other pertinent surety instruments to sufficiently mitigate the District's risk for each procurement. The following types of insurance are required for each procurement as determined by the District:

- Commercial General Liability (CGL)
- Automobile Liability
- Products-Completed Operations
- Professional Liability
- Bid Security Bond
- Performance Bond
- Payment Bond

For each contract and at the discretion of the District, the District shall be listed as an additional insured on the contractor's insurance certificate.

Indemnification – The District is not permitted to indemnify any potential contractor or contractor in accordance with the Commission Bylaws and public policy of the State of South Carolina. Indemnification language protecting the District must be inserted in each contract awarded by the District for goods and services.

Waiver of Subrogation – The District shall require each potential contractor or contractor to waive their rights of recovery and cause their insurer to waive its right to subrogate on behalf of a potential contractor or contractor for damages howsoever cause.

COORDINATION OF PROJECT

Upon award of contract and subsequent notice to proceed, the designated Project Manager as delegated by the President/CEO, serves as coordinator of the project.

CHANGE ORDER PROCEDURES

A Change Order may be initiated by a contractor's request or the District's issuance of a bulletin outlining the description of work, reasons for the change, and the estimated cost. The proposed Change Order request describes the scope of work involved, reason for the change, and the source of funding.

The President/CEO or designee:

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1. Coordinates the documentation that describes and details the scope of the change including the estimated cost and time impact, if any;
2. Informs Federal and State agencies, when applicable, of the proposed change to determine funding eligibility for participation or reimbursement;
3. Assigns a Change Order number that identifies both the contract and the Change Order sequential number within that contract;
4. Requests the Administration and Finance Department to confirm the source of funds;
5. Approves the Change Order or presents the Change Order to the Commission for approval, if necessary, and obtains necessary signatures on the Change Order.

PAYMENT FOR CHANGE ORDERS

Unless otherwise set forth in the Construction Contract or the Change Order, partial payment to the contractor for work done pursuant to the Change Order will be made when work involved is satisfactorily completed.

APPROVAL OF CONSTRUCTION CONTRACTS AND CHANGE ORDERS

The President/CEO or designee is authorized to approve all Construction Contracts and Changes Orders for all items identified in the approved annual budget of the District, and other such items, provided funding is available within District funding sources.

BONDS/DEPOSITS

The District may require forms of security to assure the timely, faithful, and uninterrupted performance of a project or ongoing services. Such security requirements shall be determined by the President/CEO prior to issuing a solicitation for a project or service. Forms of security for a project that is acceptable to the District are as follows:

- Payment and performance bonds (100%) and bid bonds/deposits (5%) for projects valued at \$500,000 or more. If a project is valued at less than \$500,000, the President/CEO or designee shall determine whether or not payment and performance bonds are required based on the project's complexity, reputation of the contractor, and dollar value of the project.
- Operations period surety bonds that secure the performance of the contractor's operations and maintenance operations;

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- Letters of Credit in an amount appropriate to cover the cost of preventing project interruptions for up to one (1) year;
- Written guarantees from a contractor to secure the recovery of reprourement costs to the District if the contractor defaults in performance; and
- Cash deposits

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 116.00 – Information Technology – Acceptable Use

OBJECTIVE

The purpose of this policy is to outline the acceptable use of computer equipment at the District. These rules are in place to protect the employee and the District. Inappropriate use exposes the District to risks including malicious attacks, compromise of network systems and services, and legal issues.

METHOD OF OPERATION

GENERAL POLICY

This policy applies to the use of information, electronic and computing devices, and network resources to conduct District business or interact with internal networks and business systems, whether owned or leased by the District, the employee, or a third party. All employees, contractors, consultants, temporary, and other workers at the District and its subsidiaries are responsible for exercising good judgment regarding appropriate use of information, electronic devices, and network resources in accordance with District policies and procedures, and local laws and regulation

OVERVIEW

The District is committed to protecting employees, partners and the organization from illegal or damaging actions by individuals, either knowingly or unknowingly.

Internet/Intranet/Extranet-related systems, including but not limited to computer equipment, software, operating systems, storage media, network accounts providing electronic mail, WWW browsing, and File Transfer Protocol (FTP), are the property of District. These systems are to be used for business purposes in serving the interests of the District, and of our clients and customers in the course of normal operations.

Effective security is a team effort involving the participation and support of every District employee and affiliate who deals with information and/or information systems. It is the responsibility of every computer user to know these guidelines, and to conduct their activities accordingly.

GENERAL USE AND OWNERSHIP

District proprietary information stored on electronic and computing devices whether owned or leased by District, the employee or a third party, remains the sole property of District. Each user must ensure through legal or technical means that proprietary information is protected in accordance with data protection standards.

Each user has a responsibility to promptly report the theft, loss or unauthorized disclosure of District proprietary information.

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Section 116.00 – Information Technology – Acceptable Use

Each user may access, use or share District proprietary information only to the extent it is authorized and necessary to fulfill assigned job duties.

Employees are responsible for exercising good judgment regarding the reasonableness of personal use. Individual departments are responsible for creating guidelines concerning personal use of Internet/Intranet/Extranet systems. In the absence of such policies, employees should be guided by departmental policies on personal use, and if there is any uncertainty, employees should consult his/her supervisor or manager.

For security and network maintenance purposes, authorized individuals within District may monitor equipment, systems and network traffic at any time.

District reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.

SECURITY AND PROPRIETARY INFORMATION

Providing access to another individual, either deliberately or through failure to secure its access, is prohibited.

All computing devices must be secured with a password-protected screensaver with the automatic activation feature set to 15 minutes or less. User must lock the screen or log off when the device is unattended.

Passwords are an important aspect of computer security. A poorly chosen password may result in unauthorized access and/or exploitation of District resources. All users, including contractors and vendors with access to District systems, are responsible for taking the appropriate steps to select and secure their passwords.

Postings by employees from a District email address to newsgroups is prohibited, unless posting is in the course of business duties.

Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain malware.

UNACCEPTABLE USE The following activities are, in general, prohibited:

A. System and Network Activities:

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Section 116.00 – Information Technology – Acceptable Use

- Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by District.
- Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which District or the end user does not have an active license is strictly prohibited.
- Accessing data, a server or an account for any purpose other than conducting District business, even if you have authorized access, is prohibited.
- Introduction of malicious programs into the network or server (e.g., viruses, worms, Trojan horses, etc.).
- Revealing any District account password to others or allowing use of your account by others. This includes family and other household members when work is being done at home.
- Using a District computing asset to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws in the user's local jurisdiction.
- Making fraudulent offers of products, items, or services originating from any District account.
- Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.

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Section 116.00 – Information Technology – Acceptable Use

- Port scanning or security scanning is expressly prohibited unless prior notification to the IT Department is made.
- Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.
- Circumventing user authentication or security of any host, network or account.
- Interfering with or denying service to any user other than the employee's host (for example, denial of service attack).

B. Email and Communication Activities:

- Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam).
- Any form of harassment via email, SMS, texting, or telephone, whether through language, frequency, or size of messages.
- Unauthorized use, or forging, of email header information.

The lists above are by no means exhaustive, but rather an attempt to provide a framework for activities which fall into the category of unacceptable use.

IT misuse shall be reported to the immediate supervisor for appropriate disciplinary action. All disciplinary actions instituted for IT misuse shall be consistent with current policies and procedures. The District reserves the right to proceed criminally or civilly against the violator for alleged misuse of current applicable state, federal, or local laws.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 117.00 – Air Service Partnership Plan

OBJECTIVE To prescribe the range of options available for air service development for the Greenville Spartanburg International Airport District ("District").

METHOD OF OPERATION

INTRODUCTION In an effort to stimulate air carrier growth and provide an incentive to incumbent and new entrant airlines for the addition of new air service at the Greenville Spartanburg International Airport (Airport), the District shall have a range of options that can be utilized. This policy provides the parameters within which Staff will be able to negotiate air service development on behalf of the District.

INCENTIVE PROGRAM For new nonstop service to one of Greenville-Spartanburg's top 50 destinations based on U.S. Department of Transportation data or a new hub destination, the following range of options may be available for use in negotiating air service development at the Airport with current and prospective air service carriers:

- Marketing and advertising of new service up to \$250,000. Service must be maintained for a period of at least twelve (12) months consecutively.
- Waiver of one or more of the following fees/rents for a period of up to twenty-four (24) months:
 - Landing Fees for the new service.
 - Rental fees for new or expanded preferential lease space (Ticket Counter, ATO, BSO, OPS space, etc.)
 - Per turn fees.
 - Airport imposed security fees.
 - FBO into-plane fees.
- Assistance with airport facility improvements and/or equipment purchases may be negotiated on a case by case basis.

For new nonstop international service, the following range of options will be available for use in negotiating air service development at the Airport with current or prospective air service carriers:

- Marketing and advertising of new service to be negotiated on a case by case basis depending on whether the service is daily, less than daily, and/or seasonal.

Administrative Policies & Procedures

Section 117.00 – Air Service Partnership Plan

- Waiver of one or more of the following fees/rents for a period of up to twenty-four (24) months:
 - Landing fees for the new service.
 - Rental fees for new or expanded preferential use lease space (Ticket Counter, ATO, BSO, OPS space, etc.).
 - Per turn fees
 - Airport imposed security fees.
 - FBO into-plane fees.
 - Assistance with airport facility improvements and/or equipment purchases may be negotiated on a case by case basis.

For increased capacity/passengers to an existing nonstop or hub destination, the following range of options will be available for use in negotiating air service development at the Airport with current air service carriers:

- Marketing and advertising of the new service up to \$150,000.
- Waiver of one or more of the following fees/rents for a period of up to twelve (12) months, which will be based on the increased capacity/passengers using a rolling two (2) year average for each category unless the air service carrier has provided service for less than two (2) years:
 - Landing fees for the expanded portion of the service.
 - Rental fees for new or expanded preferential use lease space (Ticket Counter, ATO, BSO, OPS space, etc.)
 - Per turn fees.
 - FBO into-plane fees.
 - Airport imposed security fees.

For new service to a domestic seasonal nonstop or hub destination, the following range of options may be available for use in negotiating air service development at the Airport with current air service carriers:

- Marketing and advertising of new service up to \$75,000. Service must be maintained for a period of at least four (4) months.
- Waiver of one or more of the following fees/rents for a period of up to twelve (12) months
 - Landing fees for the new service.

Administrative Policies & Procedures

Section 117.00 – Air Service Partnership Plan

- Rental fees for new or expanded preferential use lease space (Ticket Counter, ATO, BSO, OPS space, etc.).
- Per turn fees.
- FBO into-plane fees.
- Airport imposed security fees.

REQUIREMENTS

For those items identified under the "Air Service Partnership Plan" section of this policy, a formal contract is not required. However, Staff will codify the arrangement and provide air service entity with a written outline of the components that have been negotiated and approved.

APPLICABILITY

This policy applies to both incumbent and new entrant commercial or scheduled charter air service entities utilizing the Airport and desiring to provide new or expanded nonstop or hub service.

The District budgets for air service incentives annually. Incentives are first-come, first serve, therefore, once the District's budgeted funds are exhausted for a given fiscal year further incentives may not be available until the next fiscal year. Incentives are not retroactive from one fiscal year to the next.

RIGHT TO AMEND POLICY

The District reserves the right to adopt such amendments to this policy from time to time as it determines is necessary or desirable to reflect current trends of airport activity for the benefit of the general public or the operation of the Airport.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 118.00 – Non-Tenant Business Policy

OBJECTIVE	To address businesses operating at the Airport without a lease agreement, space use permit, or other concessions contract.
GENERAL OVERVIEW AND SCOPE	<p>The Greenville-Spartanburg Airport District ("District") finds that in order to control the movement of traffic on the Airport premises; to retire District debts incurred for construction, renovation, maintenance of facilities and the purchase of equipment; to pay for and provide financing for Airport improvements and additional facilities when and as the need arises; to protect and preserve public order, safety, health and welfare; to enhance the financial stability of the District; and to maintain, administer, govern and operate the Airport, it is necessary and proper to fix charges and fees for the use of its property and facilities and to regulate those persons, firms and corporations who use the same for private business and commercial purposes without having lease agreements, space use permits, or concession contracts with the District and desire to exercise the privilege of using Airport property and facilities in such business endeavors, including the servicing of customers and supplying business services for profit to persons or tenants using the Airport or Airport premises.</p> <p>The District finds that there are certain individuals and firms doing business on the Airport who operate without any lease agreement, space use permit, concessions contract, or other agreement with the District and, by reason of the nature of their business activity and/or the direct relationship between such business activity and travelers arriving at or departing from the Airport, conduct a substantial portion of their business on, at or from Airport property ("non-tenant business") and in doing so use Airport property in furthering their own business and commercial interests, and that such users should be regulated and charged reasonable fees for use of Airport property and premises for business purposes and profit.</p> <p>The District finds that non-tenant businesses using Airport property and facilities in the furnishing of services to their customers and conducting their activities at the Airport not only use Airport roadways, provide services to their business customers, pick up and discharge customers and goods at the passenger terminal buildings and elsewhere, and otherwise conduct business on Airport property; that such business activities create additional vehicular and pedestrian traffic, thereby increasing the cost and expense of regulating and protecting the health, safety and welfare of the public, Airport tenants, and the customers of said non-tenant businesses but also cause a direct loss of revenue which the Airport would otherwise receive from its concessionaires on account of rentals</p>

Administrative Policies & Procedures

118.00 – Non-Tenant Business

	<p>generated by persons using the Airport who would otherwise use the services provided by concessionaires; and that said businesses should be charged reasonable and uniform fees and be required to abide by reasonable rules and regulations for the exercise of such privileges of use of Airport property and facilities, having due regard for the property and improvements used, loss of revenue and the expense of operation to the District.</p>
DEFINITIONS	<p>The following words, terms and phrases shall have the meanings herein given, unless otherwise specifically defined:</p> <p>"Airline Personnel Transportation Service" The transportation, on a recurring basis, of airline employees (including but not necessarily limited to pilots and flight attendants) to or from the Airport pursuant to an agreement between an airline and an Operator, whether such agreement is written or oral or a combination thereof.</p> <p>"Catering Vehicle" Any vehicle that delivers food and beverages to be loaded onto aircraft.</p> <p>"Commercial Ground Transportation" Any and all of the following: the act of providing the carriage of, airport users, passengers or luggage in a Commercial Vehicle to or from the Airport, including but not limited to the Terminal Building or the premises of any fixed base operation; the act of using a Private Vehicle to provide Commercial Ground Transportation to or from the Airport for the owner or other person in possession thereof, when such owner or other person is engaging in air travel, and when the Private Vehicle is to be placed in a commercial off-Airport parking lot or facility; the transportation, on a recurring basis, of airline employees (including but not necessarily limited to pilots and flight attendants) to or from the Airport pursuant to an agreement between an airline and an Operator (whether such agreement is written or oral or a combination thereof).</p> <p>"Commercial Ground Transportation Operator (Operator)" Any partnership, corporation, limited liability company, enterprise, person, or other entity engaged in any type or form of Commercial Ground Transportation. (For purposes of gender, the word "it" when used in lieu of the "Operator" in this Policy shall be deemed to also include "he/she and "she".)</p> <p>"Commercial Vehicle"</p>

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118.00 – Non-Tenant Business

	<p>Any vehicle, other than private vehicles that transports passengers, goods or services to or from the Airport including but not limited to Courtesy Vehicles, Limousines, Taxicabs, Buses, Luggage Transport Vehicles, Catering Vehicles, Fueling Vehicles and Freight Delivery Vehicles.</p> <p>"Courtesy Vehicle" A Commercial Vehicle of any size, with or without a meter, which is operated by, for, or for the benefit of, on behalf of, or pursuant to any contractual arrangement with a hotel, motel, off-Airport rent-a-car business, camp or off-Airport Parking lot or facility.</p> <p>"Freight Service Vehicle" Any vehicle that enters an Airport Restricted Area to load/unload aircraft freight.</p> <p>"Fuel Service Vehicle" Any vehicle that provides fueling services to airline Ground Service Equipment (GSE) on Airport property.</p> <p>"Ground Handler" Any partnership, corporation, limited liability company, enterprise, person, or other entity engaged in any type or form of servicing of an aircraft while it is on the ground or providing passengers services on Airport property. Miscellaneous Business. Any partnership, corporation, limited liability company, enterprise, person, or other entity engaged in any type or form of business activity that is providing a service on Airport property.</p> <p>"Limousine" A Commercial Vehicle that carries fifteen or fewer passengers for a fare, not determined by a meter.</p> <p>"Loading Area" A space or spaces designated by the President/CEO on the Terminal Building Curbside for the loading of Commercial Vehicles.</p> <p>"Luggage Transportation Service" The transportation, on a recurring basis, of luggage from the Airport pursuant to an agreement between an airline and an Operator, whether such agreement is written or oral or a combination thereof.</p> <p>"Miscellaneous Business Services"</p>
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Administrative Policies & Procedures

118.00 – Non-Tenant Business

This includes any entity that is furnishing services to a customer or conducting business activities on District property that is not specifically covered by this policy or any other policy of the District. However, this definition does not include business activities or services that are authorized to use the Centralized Receiving and Distribution Facility (CRDF) or other similar activities or services that are provided to tenants not utilizing the CRDF, janitorial services that are provided to a tenant with a lease agreement, space use permit, or other concessions contract executed by the District, and other related entities that the District in its sole discretion deems exempt from this policy.

"Non-Tenant Business"

A business operation not having a contract, lease or agreement with the Airport District granting the privilege of having offices or other facilities at the Airport from which to conduct business, or permission to conduct such business on District property.

"Park or to be Parked"

To put or leave or let a Commercial Vehicle stand or stop in any location on the Airport, whether the driver thereof leaves or remains in such vehicle, when such standing or stopping is in a place other than a parking space in a public parking lot and is not required: by a traffic control device, a Police Officer, or conditions beyond the control of the driver; or to enable a passenger, with his/her or her luggage (if any), to get into or out of such Commercial Vehicle.

"Pre-reservation"

A passenger reservation, accommodation or arrangement for Commercial Ground Transportation made, provided for or arranged prior to the Commercial Vehicle's entry onto the Airport.

"Private Vehicle"

A vehicle which transports a person or persons to or from the Airport at no charge, either direct or indirect, to such person or persons or to any other person or entity. A vehicle which is operated by, for, or for the benefit of, on behalf of, or pursuant to any contractual arrangement with a hotel, motel, off-Airport rent-a-car business, camp or off-Airport parking lot or facility, and which carries passengers with Pre-reservations is not a Private Vehicle.

"Solicitation"

Either directly or indirectly, actively or passively, and at the Airport, to ask, request, seek or try to obtain a passenger or passengers for Commercial Ground Transportation.

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118.00 – Non-Tenant Business

	<p>"Taxicab" A Commercial Vehicle that carries fifteen or fewer passengers for a fare, determined by a meter.</p>
METHOD OF OPERATION; RULES AND REGULATIONS	
APPLICATION FOR PERMIT	<p>Any person, firm or corporation desiring access to the Airport for the purpose of conducting non-tenant business operations on Airport property, either directly or indirectly, shall first apply to and obtain a Non-Tenant Business Permit (the "Permit") from the District prior to conducting any business on Airport property.</p>
RENTAL CARS	<p>No person, firm, corporation or other entity shall carry on, conduct or engage in the business of renting motor vehicles or providing parking facilities at or from the Airport, nor solicit for the rental of vehicles, without a concession agreement.</p> <p>The term "Rental Car Courtesy Vehicle" as used in this Section shall mean any motorized vehicle used to transport persons or rental vehicles to and from the Airport without a direct fee being paid by the person(s) being transported for the service so rendered. Each such vehicle shall clearly display in permanent lettering the name of the rental car company for which the service is being provided. "Courtesy Cars", as defined below, shall not pick up non-tenant rental car customers at the Airport.</p> <p>Each rental car company operating customer courtesy vehicles which desires to use Airport premises for private business and commercial purposes shall first obtain from the District the Permit hereinabove referred to, authorizing such use and pay the fee required therefor.</p> <p>Rental Car Courtesy Vehicles shall be operated on, at and from the Airport in accordance with procedures established from time to time by the President/CEO.</p> <p>The President/CEO is authorized to designate a customer loading and unloading area at or near the airline passenger terminal building for use by non-tenant rental car and parking lot courtesy vehicles. No other area or place on Airport premises shall be used for any business or commercial purpose, directly or indirectly, by a non-tenant rental car company.</p> <p>Rental Car Courtesy Vehicles shall not park or be left standing unattended in areas designated for use by the public or any other class of vehicle.</p>

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118.00 – Non-Tenant Business

	<p>Employees of non-tenant rental car companies and operators of Rental Car Courtesy Vehicles shall not cruise or solicit business in any manner on, at or from Airport property.</p> <p>Rental Car Courtesy Vehicles without Permits shall not enter upon Airport property to load passengers even though such passengers have made previous arrangements for their service. Any breach of this rule shall constitute a misdemeanor.</p> <p>Non-refundable annual fees for non-tenant Rental Car Courtesy Vehicles operating on Airport property shall be established annually through the budget process.</p> <p>All charges and fees shall be payable in advance prior to issuance of a permit and prior to each annual renewal thereof, except for the Transaction Fee which shall be due and payable monthly on the 15th of each month based upon the results of the rental car courtesy vehicle operator's business for the preceding month.</p>
OFF-AIRPORT PARKING FACILITIES	<p>The provisions of the previous section on Rental Cars (except provisions relating to fees) shall apply to off-airport parking facility permit holders and their vehicles.</p> <p>Annual Non-refundable fees for parking facility customer courtesy vehicles operating on Airport property shall be established annually through the budget process.</p>
OTHER COURTESY VEHICLES	<p>The following provisions shall be applicable to non-tenant businesses operating customer courtesy vehicles for business and commercial purposes on the Airport property other than vehicles herein elsewhere referred to:</p> <p>The term "Courtesy Car" as used herein, shall apply to all business courtesy vehicles other than rental car and parking customer courtesy vehicles, limousines and buses and shall mean any motorized vehicle used to transport persons to and from the Airport without a direct fee being paid by the person(s) being transported for the service so rendered. Each Courtesy Car shall clearly display in permanent lettering the name of the hotel, motel or other business organization for which the service is being rendered.</p> <p>Each business organization operating a Courtesy Car using the Airport shall first obtain from the Commission a permit and pay the fee required therefor.</p>

Administrative Policies & Procedures

118.00 – Non-Tenant Business

	<p>Courtesy Cars shall be operated on, at and from the Airport in accordance with procedures established from time to time by the President/CEO.</p> <p>The President/CEO is authorized to designate a customer loading/unloading area at or near the airline passenger terminal building for use by Courtesy Cars. No other location on Airport property shall be used for any business or commercial purpose, directly or indirectly, by a Courtesy Car.</p> <p>Courtesy Cars shall not be parked or left standing unattended in any other parking place, area or road.</p> <p>Operators of Courtesy Cars and company personnel who may accompany them shall not solicit business in any manner on, at or from Airport property.</p> <p>Courtesy Cars or similar vehicles without Permits shall not in any manner cruise on the Airport property and shall enter upon Airport property only to unload passengers who have made previous arrangements for their service.</p> <p>Annual Non-refundable fees for hotel/motel Courtesy Car operations on airport property shall be established annually through the budget process.</p>
LIMOUSINES & BUSES	<p>The following provisions shall be applicable to non-tenant businesses operating limousines or buses for private business and commercial purposes on the Airport.</p> <p>The term "Limousine" shall mean any motorized vehicle with a seating capacity of six passengers or less utilized for the transportation of persons for a charge or fee by specific prior arrangement with the person being transported from the Airport.</p> <p>The term "Bus" shall mean any motorized vehicle with a seating capacity of more than six (6) passengers utilized for the transportation of persons for a charge or fee by specific prior arrangement with the person being transported from the Airport. Each Limousine/Bus shall be clearly marked in permanent lettering with the name of the business holding the Permit to operate the vehicle.</p> <p>Each company operating a Limousine or Bus, which desires to use Airport property for private business and commercial purposes shall first obtain from the District a Permit authorizing such use and pay the fee required therefor.</p>

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	<p>Limousines and Buses shall be operated on, at or from the Airport in accordance with procedures established from time to time by the President/CEO.</p> <p>The President/CEO is authorized to designate a customer loading/unloading area at or near the airline passenger terminal building for use by non-tenant Limousines and Buses. No other location on Airport property shall be used for any business or commercial purpose, directly or indirectly, by a non-tenant Limousine/Bus.</p> <p>Limousines and Buses shall not use areas designated for use by any other class of vehicle.</p> <p>Limousines and Buses shall not be left standing unattended in any parking place, area or road.</p> <p>Operators of Limousines/Buses and company personnel who may accompany them, unless authorized by Permit or Concession Agreement to do so, shall not solicit business in any manner on, at or from the Airport.</p> <p>Limousines or Buses without permits shall not in any manner cruise on the Airport and shall enter upon Airport property only to unload passengers who have made previous arrangements for their service. Any breach of this rule shall constitute a misdemeanor.</p> <p>Annual Non-refundable fees for Limousine or Bus operation on Airport property, shall be established annually through the budget process.</p> <p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, (except for transaction fees).</p>
BAGGAGE TRANSPORTATION	<p>The following provisions shall be applicable to non-tenant businesses operating at or from the Airport for the purpose of transporting baggage, luggage or similar items to or from other airports, or any other location under contract or for a fee.</p> <p>The operator of such a baggage transportation business shall procure a permit and each individual vehicle operated by such business shall be clearly marked in permanent lettering with the name of the business holding the permit.</p> <p>The President/CEO is authorized to designate an area or areas on the Airport property for the use of baggage transportation vehicles and no other location or area on the Airport property</p>

Administrative Policies & Procedures

118.00 – Non-Tenant Business

	<p>shall be used by any such vehicle nor shall any such vehicle be left standing unattended on any road or within an area on the airport property not designated for the specific use of such vehicles.</p> <p>Annual Non-refundable fees for baggage transportation vehicles operating under permit on airport property shall be established annually through the budget process.</p> <p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except the pick-up fee which shall be due and payable monthly on the 15th day of each month based upon the results of baggage pick-up vehicle business for the preceding month.</p>
GROUND HANDLING SERVICES	<p>The following provisions shall be applicable to non-tenant businesses operating at the Airport for the purpose of providing ground handling services.</p> <p>The operator of such a ground handler shall procure a permit.</p> <p>The President/CEO is authorized to designate an area or areas on the Airport property for ground handling of aircraft and any other related activities and no other location or area on the Airport property shall be used by any such business.</p> <p>Annual Non-refundable fees for ground handling services operating on Airport property shall be established annually through the budget process.</p> <p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except the Transaction Fee which shall be due and payable monthly on the 15th day of each month based upon the results of ground handling services rendered for the preceding month.</p>
OTHER MISCELLANEOUS SERVICES	<p>The following provisions shall be applicable to non-tenant businesses operating at the Airport for the purpose of providing miscellaneous business services.</p> <p>The operator of a miscellaneous business shall procure a permit.</p>

Administrative Policies & Procedures

118.00 – Non-Tenant Business

	<p>The President/CEO is authorized to designate an area or areas on the Airport property for any miscellaneous business services and any other related activities and no other location or area on the Airport property shall be used by any such business.</p> <p>Annual Non-refundable fees for miscellaneous services operating on Airport property shall be established annually through the budget process.</p> <p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except the Transaction Fee which shall be due and payable monthly on the 15th day of each month based upon the results of miscellaneous business services rendered for the preceding month.</p>
ENTRY FEES	<p>The President/CEO may without further action of the Commission or amendment of this statement of Policy and Procedure, establish a gate through which all vehicles operated under permits issued in accordance with these procedures must pass each time such vehicle enters the Airport property. If such gate is established, an "Entry Fee" may be charged to some or all of the vehicles using the Airport under Non-Tenant Business Permits which may be in addition to or in lieu of other fees established herein as the President/CEO may direct. If an entry gate is provided, the following procedures shall apply:</p> <p>Every vehicle operated by or for a permit holder upon entering the Airport shall proceed directly to the area set aside and reserved for its use and enter the access gate to such area using the car or other device furnished for such vehicle by the Airport.</p> <p>If an Entry Fee is chargeable to the permit holder based upon vehicles entering space reserved under this Agreement, all such fees shall be due and payable on or before the 15th day of the next succeeding month.</p>
PAYMENT OF FEES	<p>All charges and fees shall be payable in advance prior to issuance of a Non-Tenant Business Permit and prior to each annual renewal thereof, except that all fees based on percentage of gross receipts or other unit charges shall be payable monthly on or before the 15th day of the succeeding month and shall be adjusted based upon an annual audit by a Certified Public Accountant furnished to the Airport at the permit holder's expense, within one hundred and twenty (120) days of their year-end accounting period.</p>

Administrative Policies & Procedures

118.00 – Non-Tenant Business

AUDIT	The District shall have the right during this Agreement to authorize an audit of the non-tenant business records pertaining to its operation on the airport. Such audits may be conducted by Commission personnel or undertaken by a reputable firm of certified public accountants. The cost of such audits if undertaken by CPA shall be borne by the airport, unless the results of such audits reveal a discrepancy of more than five (5) percent between the gross sales reported to the airport. In case of such discrepancy, the full cost of the audit shall be borne by the non-tenant.
OTHER	<p>Anything to the contrary notwithstanding, nothing hereinabove shall be deemed to require more than one permit per vehicle which is to be operated for business or commercial purposes on the Airport.</p> <p>Persons convicted of violating the provisions of this Resolution shall be guilty of a misdemeanor and punished as provided by law. If such person is a permit holder, its agent or employee, the holder's permit may be revoked if the President/CEO so directs.</p> <p>In the event any portion of this Resolution is determined by a court of competent jurisdiction to be invalid, the remainder hereof shall continue in full force and effect.</p>
RIGHT TO AMEND POLICY	The District reserves the right to adopt such amendments to this policy from time to time as it determines is necessary or desirable to reflect current trends of airport activity for the benefit of the general public or the operation of the Airport.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Administrative Policies & Procedures

Section 119.00 – Payment Authorization Procedures

OBJECTIVE

To establish criteria for issuing payments to enhance internal financial controls.

Payments could be issued using checks, automatic clearing house (ACH), wire transfers, credit card portal, etc.

METHOD OF OPERATION

AUTHORIZED PAYMENT SIGNERS

Authorized payment signers for the District's bank and credit accounts include the following:

- President/CEO
- Senior Vice President of Administration and Finance/CFO
- Senior Vice President/COO

REQUIRED SIGNATURES

For payments less than or equal to \$5,000:

- Only one (1) signature is needed.

For payments greater than \$5,000 and less than \$15,000:

- Any two (2) signatures are needed.

For payments greater than or equal to \$15,000:

- Two (2) signatures are needed, one of which must be the President/CEO's.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019



MEMORANDUM

TO: Members of the Airport Commission

FROM: Basil O. Dosunmu, Senior VP of Administration & Finance/CFO

DATE: September 9, 2019

ITEM DESCRIPTION - New Business Item B

Approval of the new Greenville-Spartanburg Airport District Employee Incentive Pay Plan (EIPP)

BACKGROUND

The purpose of the new Greenville-Spartanburg Airport District ("District") Employee Incentive Pay Plan (EIPP) is to establish the guidelines for determining eligibility, criteria, computation, termination, etc. It provides a framework for the District to operate an employee incentive pay plan.

On May 28, 2019, the Airport Commission approved the funding for the new Employee Incentive Pay Plan as part of the FY2019/2020 budget.

ISSUES

The District recognizes that employees are integral to its business as it continues to grow and expand its operation to enhance the economic prosperity and quality of life in the Upstate. The EIPP is essential in attracting, recruiting, and retaining high performing employees that will continue to fulfill the mission, vision, and values of the Airport District.

The EIPP will distinguish the District from other employers in the region.

ALTERNATIVES

No alternatives are recommended at this time.



FISCAL IMPACT

The Airport Commission approved \$575,000 to fund the program.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to approve the new Greenville-Spartanburg Airport District Employee Incentive Pay Plan as outlined in the attached document.

Attachment

Human Resources Policies & Procedures

Section XXX.00 – Employee Incentive Pay Plan

OBJECTIVE

To establish criteria for implementing an employee incentive pay plan (EIPP) to reward employees for their contributions to the District's achievement of defined goals and to encourage exceptional performance in administering their duties.

GUIDELINES:

ELIGIBILITY

To participate in the EIPP, employee must:

- Be a qualified full-time, qualified part-time, or qualified variable hours, not in a temporary status.
- Be an employee, as defined above, for at least one hundred and eighty calendar (180) days before the end of the District's fiscal year for which the incentive pay is being awarded. The District's Fiscal Year is July 1st to June 30th.
- Receive a satisfactory annual employee evaluation. Employees receiving an unsatisfactory annual evaluation shall not be eligible to participate in the EIPP.
- Not be on a performance improvement plan (PIP), and/or have an active Corrective Action at a written warning level or above at the time the EIPP payout is issued.
- Be employed by the District at the time the incentive payout date.
- The President/CEO is not eligible to participate in this program.

DETERMINATION OF INCENTIVE PAY

Incentive pay shall be awarded if all the following goals are met as an organization:

- Safety – Outperform average industry metrics concerning the number of workplace accidents/incidents through training and monitoring District employees' number of incidents per hours worked and passenger number of preventable incidents per enplaned passengers.
- Financial - District obtains an Annual Operating Margin for the fiscal year, as adopted in the Annual Budget.
- Airline Revenue - District obtains Annual Operating Revenues from Airlines Revenues as a percentage (%) of Annual Revenues for the fiscal year, as adopted in the Annual Budget.

Human Resources Policies & Procedures

Section XXX.00 – Employee Incentive Pay Plan

- Cost Per Enplaned Passenger (CPE) – District maintains an average Cost per Enplanement for the fiscal year, as adopted in the Annual Budget.
- Fund Balance - Retain cash and investment balance equivalent to one-year of operating expenses for the fiscal year, as adopted in the Annual Budget.
- Customer Service - Obtain an overall customer service satisfaction score of 80% or higher.

INCENTIVE AWARD COMPUTATION FOR EMPLOYEES

The incentive pay for an eligible employee who has been qualified by the District and employed for at least one hundred and eighty calendar (180) days is the employee's base salary times the approved part of the EIPP program, which is subject to change annually, but not less than one thousand five hundred dollars (\$1,500) and no more than ten percent (10%) of base salary, per qualified employee. Individual employee performance will be taken into consideration. Part-time employees would receive fifty percent (50%) of the incentive pay. The incentive pay for eligible employees employed at least at least one hundred and eighty calendar (180) days but less than three hundred and sixty-five (365) will be prorated based on the month in which they are hired.

Base salary is the established salary that is paid to an individual on the payout date and does not include any overtime, leave sell back of any kind, or other supplemental income.

INCENTIVE PAY PROCEDURES

- The incentive award will be initiated if the determinates of the incentive pay are met.
- In order for a new employee to participate in the first year of the EIPP they must be employed at least one hundred and eighty calendar (180) days before the end of the District's fiscal year for which the incentive pay is being awarded.
- The incentive pay for an eligible employee who has been qualified by the District and employed at least one hundred and eighty calendar (180) days before the end of the District's fiscal year for which the incentive pay is being awarded.

Human Resources Policies & Procedures

Section XXX.00 – Employee Incentive Pay Plan

- If an individual has been a District Employee for less than one hundred and eighty calendar (180) days before the end of the District's fiscal year for which the incentive pay is being awarded, said employee shall not be eligible to participate in the EIPP.
- Incentive Pay shall be paid in a separate payout.
- Employee's base salary shall not be adjusted by the incentive pay.
- Incentive Pay is subject to applicable federal and state taxes and will be paid out at the appropriate supplemental wage rate.
- Incentive pay is not included as compensation for retirement purposes.
- Incentive pay will be paid only to employees who meet the qualifications as set forth herein and are employed at the District on the payout date.
- Incentive pay is not carried forward to future years.

INCENTIVE PAY PLAN TERMINATION

The District EIPP may be terminated at any time. In the event the EIPP is terminated, the program will be discontinued for all employees participating in the program.

AUTHORITY AND INTERPRETATION

Questions regarding the application of this policy should be directed to the Human Resources Department. The District reserves the right to revise this policy at any time with or without notice.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019



MEMORANDUM

TO: Members of the Airport Commission

FROM: Ashley Bruton, Director of Human Resources

DATE: September 9, 2019

ITEM DESCRIPTION - New Business Item C

Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Human Resources Policies and Procedures

BACKGROUND

The purpose of the Greenville-Spartanburg Airport District ("District") Human Resources Policies and Procedures is to familiarize employees with District policies and procedures, provide general guidelines on work rules, benefits and other issues related to employment, and help answer questions that may arise in connection with employment.

The Airport Commission last adopted changes to the District Human Resources Policies and Procedures May 18, 2015.

ISSUES

From time to time, Staff will review and recommend changes to programs to address new issues, maintain compliance with applicable laws and regulations, and to clarify.

The current Human Resources Policies and Procedures were reviewed by Managers, Directors and District Executives to secure input for the proposed revisions.

Attached are the following documents:

- A summary matrix of the changes by Section #.
- A redlined copy of each Section with substantive changes.
- A clean copy of each Section with substantive changes.

In addition, minor grammatical revisions have been made as well to various Sections, which are not included, as they do not represent a substantive change in the intent of



any policy or procedure.

ALTERNATIVES

No alternatives are recommended at this time.

FISCAL IMPACT

There is no direct financial impact from the recommended changes.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to readopt the Greenville-Spartanburg Airport District Human Resources Policies and Procedures with the proposed substantive revisions as outlined in the attached documents.

Attachment

Greenville-Spartanburg Airport District
Human Resources Policies and Procedures Manual
Change Summary Matrix
September 9, 2019

Section	Subject	Comments
Entire Document	All	<ul style="list-style-type: none"> • Job titles have been updated • "Chairman" was changed to "Chair" • Header was changed from Organizational Policy and Procedure Human Resources" to "Human Resources Policies and Procedures" • Footer removed "Policy and Procedure Manual" • Duplicate Section Headers removed • Approval date updated to September 9, 2019 • Removed all forms. They will all be loaded on the Employee Intranet. • Other changes were made but not considered substantive.
NEW	Mission, Vision, Values	<ul style="list-style-type: none"> • Added the District's Mission, Vision and Values. • Added new value, Servant Attitude.
NEW	Playbook	<ul style="list-style-type: none"> • Added the District's Playbook, which answers the questions of: <ul style="list-style-type: none"> ○ Why do we exist? ○ What do we do? ○ How to we behave? (includes the District's Permission to Play behaviors)
NEW	Commitment to Safety	<ul style="list-style-type: none"> • Added Commitment to Safety statement.
203.00	Drug-Free Workplace	<ul style="list-style-type: none"> • Added verbiage to address employees that transfer into DOT regulated positions. • Added Reasonable Suspicion Procedures • Added Random Testing guidelines. • Added verbiage to note electronic Chain of Custody forms are allowed. • Removed Notice to Applicants form. This form will still be used for during onboarding but is not a part of the employee manual. • Removed Acknowledgement/Authorization for Alcohol/Drug Testing form. This form will still be acknowledged during onboarding but is not a part of the employee manual.

204.00	Harassment Policy	<ul style="list-style-type: none"> • Re-stated the District's commitment to a harassment free workplace. • Added definition "Discrimination" • Redefined "Harassment" and "Sexual Harassment". • Added definition of "Workplace Bullying" and provided examples of prohibited conduct. • Outlined Employee Responsibilities and Supervisor Responsibilities. • Added verbiage of the expectation of employees to cooperate with an investigation.
205.00	Workplace Violence	<ul style="list-style-type: none"> • Renamed "Workplace Violence and Weapons Policy" • Made clear that <u>personal</u> weapons are not allowed. Removed that ARFF employees can carry a weapon. • Expanded on Procedure for Filing a Complaint or Reporting Threatening or Violent Behavior. • Added statement regarding notifying HR of any protective or restraining order, in addition to Employee Assistance Program (EAP) resources. • Added statement that depending on the risk, the appropriate law enforcement agency may be notified.
209.00	Classification Plan	<ul style="list-style-type: none"> • Renamed policy "Employment Categories & Classification Plan". • Added definitions to included Full-time, Part-time, Work Week, Pay Period, Differential Shift, Non-Differential Shift. • Updated employee categories, to include ARFF and Police. • Moved responsibility to calculate part-time employee hours worked from Finance to Human Resources. • Updated outline of the purpose of The Classification Plan. • Updated the elements of what each job description shall contain. • Added that new or additional position requests should occur during the budget process. • Outlined what should be included in a request for Classification/Reclassification of a position, addressed how to adjust pay for a reclassified employee and address how to handle merit increases for a reclassified employee. • Clarified when a pay change would become effective.
210.00	Recruitment, Selection and Appointment	<ul style="list-style-type: none"> • Updated Job Posting section to be less specific, but still detail the various method that may be used in recruiting.

		<ul style="list-style-type: none"> • Added contingency statement for post-offer, pre-employment checks. • Added Internal Transfer Guidelines to provide more guidance to both employees and managers. • Added Employee Referral Program Guidelines. • Addressed unsolicited applications that may be received. • Addresses the District's intent to notify all applicants not selected.
212.00	Wage and Policy Plan	<ul style="list-style-type: none"> • Updated policy name to Employee Compensation Plan • Mirrored start pay guidelines for both Exempt and Non-Exempt positions. • Changed pay upon promotion from up to 10% above the current salary to a max of the midpoint of the new range. • Added guidelines for Exempt and Non-Exempt Employee Pay, to include permissible deductions, notification of improper deductions. • Change Call Back Pay to 4 hours, to mirror On-Call Pay which is currently at 4 hours.
214.00	Dress Code	<ul style="list-style-type: none"> • Renamed policy Personal Appearance & Dress Code. • Reorganized personal appearance & dress code guidelines. • Provided specific guidance on Body Art, Piercings, Hair Care, Hygiene, Medical Necessity, Safety, Airport issued badge, Specific Requirements that may be required depending on position/department. • Created new section for Addressing Violations.
215.01	Attendance	<ul style="list-style-type: none"> • Redefined policy objective. • Expanded verbiage in the General section. • Added statement to allow for voicemail/email/text call out, however placed responsibility to confirm receipt on employee. • Revised attendance occurrence tracking method. • With input from the Senior Director of Public Safety, redefined "Essential Personnel" since it may vary depending on the situation needing to be addressed (adverse weather vs. emergency public safety situation).
215.03	Sick Leave	<ul style="list-style-type: none"> • Added verbiage that addresses re-employment after a separation of employment. The employee will begin earning benefits as a new employee.

		<ul style="list-style-type: none"> • Added bullet item to address using sick leave when an employee is not able to pass a required fitness for duty exam, such as for ARFF and Police. • Added sentence clarifying that Exempt employees can use Administrative Leave for medical appointments. • Added that leave requests shall be made in UltiPro. • Incorporated communicable disease information into policy. • Clarified that an employee cannot elect to take time off unpaid if he/she has accrued paid leave to use.
215.09	Work Hours	<ul style="list-style-type: none"> • Renamed policy Pay Practices, Work Hours and Time keeping • Added District Admin Office hours. • Defined the District work week, pay period, and that employees are paid bi-weekly. • Added salary Deductions and withholdings (both voluntary and mandatory). • Added direct deposit verbiage • Added time keeping guidelines now that we are moving to an electronic time keeping system to include: timekeeping, employee time reports, official time of record, daily clock in/out requirements, clock locations, clock problems, falsification, tampering & unauthorized viewing, lunch/meal breaks, breaks, overtime, unreported hours, leave, processing of electronic time reports, managers/approvers and time clock system audits.
216.02	Health Insurance Benefits	<ul style="list-style-type: none"> • Renamed policy District Benefits • Deleted detailed description of benefits, listing them instead. • Added verbiage that employees should refer to the SC PEBA Accounts Guide for the benefits descriptions and eligibility restrictions. • Incorporated Life Insurance policy. • Incorporated deferred compensation verbiage from 216.01.
216.04	Reimbursement of Educational Expenses	<ul style="list-style-type: none"> • Provided guidance on Degree Program criteria vs Non-Degree Program criteria. • Expanded on Eligible/Ineligible Fees and Expenses • Changed reimbursement schedule from fiscal year to calendar year to coincide with IRS guidelines. • Modified verbiage for eligibility to participate to address underperforming employees. • Incorporated Educational Reimbursement Repayment Agreement in the case an employee leave District

		<p>employment in Repayment to the District Requirements section.</p> <ul style="list-style-type: none"> Added section outline securing approval for Educational Reimbursement to include completing an application which requires supervisor approval and will coincide with the budget process.
219.00	Disciplinary Actions	<ul style="list-style-type: none"> Renamed policy from Disciplinary Actions to Corrective Action. Stated that the intent of progressive corrective action is to make the employee aware of the District's concerns and to give the employee the opportunity to correct the situation. Simplified the four steps in the Corrective Action process, allowing the use of one form for notification and documentation instead of three. Provided guidelines for managers to consider before proceeding with corrective action. Added sections on an employee's right to appeal disciplinary actions through the grievance procedure. Added guidelines regarding re-hiring employees.
221.00	Employee Termination Process	<ul style="list-style-type: none"> Renamed policy Employee Resignation & Termination Process. Revised notice period for resignations, to be considered resigned in good standing, differentiating between positions Level 18 and above and positions Level 17 and below. Added notice requirements regarding the return of company property. Added guidelines stating that District property should be returned on or before the last day of the pay period in which the employee is employed.
222.00	Communicable Diseases	<ul style="list-style-type: none"> Deleted policy. Will incorporate into safety training, hazard communication standard, and also added verbiage into the Sick Policy regarding communicable diseases.
224.00	Electronic Communication Systems Use	<ul style="list-style-type: none"> Deleted policy due to the information being captured in the Administrative Policies and Procedures Manual.
227.02	Workers' Compensation	<ul style="list-style-type: none"> Revised policy so it's not as procedural but instead provides employee's with education about their rights and also their responsibilities.

227.03	Vehicle and Driver Safety	<ul style="list-style-type: none">• Added section "Assignment of District Vehicles for Operational Considerations" to provide guidelines for employees that are assigned a District vehicle.• Added section regarding using personal vehicles for District business.• Added section regarding using District vehicles for personal business.• Addressed incidental travel and stops while in a District vehicle.• Provided guidance on permitted and prohibited use of District vehicles.• Provided additional language to address Driver's licenses requirements.• Added language to address driver disqualifications.• Added guidance on what to do in case of an incident or accident, to include vehicle incident reporting guidelines.
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Human Resources Policies and Procedures

Section 20X.00 – Mission, Vision and Values

<u>Mission, Vision and Values</u>	
<u>Our Mission</u>	<u>Connecting Greenville with the World.</u> <u>We being each day fully committed to finding new ways to achieve our mission to advance the economic prosperity of the region by providing a safe, convenient, user-friendly and cost competitive air transportation system connecting the region with the nation with the world.</u>
<u>Our Vision</u>	<u>Serve as the region's global transportation hub and economic catalyst by providing best-in-class infrastructure and service.</u>
<u>Our Values</u> <u>Core Values are the values that lie at the heart of the District's identity.</u> <u>Aspirational Values are qualities and characteristics that the District desires to have and believes it must develop in order to maximize the success of the District.</u> <u>Permission-to-Play Values are the minimum behavioral standards that are required for all employees of the District.</u>	<u>We are especially proud of GSP's values, which speak to the "GSP Way". Our values express how we conduct our day-to-day business and provide a consistent set of expectations for all of us who work at the airport.</u> <u>SAFETY & SECURITY: We embrace them as our priority. <i>(Core)</i></u> <u>INNOVATION: We embrace innovative solutions and are always ready for change. <i>(Core)</i></u> <u>ACCOUNTABILITY: We accept responsibility for our actions. <i>(Core)</i></u> <u>INTEGRITY: We are dedicated to honest and ethical practices. <i>(Permission-to-Play)</i></u> <u>SERVANT ATTITUDE: We are dedicated to putting others before self. <i>(Permission-to-Play)</i></u> <u>TEAMWORK: We think and act like one team, bonded by mutual trust and respect. <i>(Permission-to-Play)</i></u> <u>EXCELLENCE: We are committed to ensuring excellence in all that we do. <i>(Aspirational)</i></u>

Human Resources Policies and Procedures

Section 20X.00 – Playbook

<u>PLAYBOOK</u>	
<u>Why do we exist?</u>	<u>We exist to enhance the economic prosperity and quality of life in the Upstate.</u>
<u>What do we do?</u>	<u>We provide air transportation infrastructure and services, as well as real estate opportunities for aviation and non-aviation businesses.</u>
<u>How do we behave?</u> <u>Permission to Play Behavior #1:</u> <u>Permission to Play Behavior #2:</u> <u>Permission to Play Behavior #3:</u>	<u>We behave with <i>integrity, a servant attitude and we are team players.</i></u> <u>Integrity - being honest and ethical</u> <u>As demonstrated by openness, admitting mistakes, being transparent, doing the right thing even when no one is watching, and calling out unethical behaviors.</u> <u>Servant Attitude - putting others before self</u> <u>As demonstrated by assisting others, selflessness, thinking of others first, empathy, commitment, sensitivity, a willingness to be inconvenienced, humility, listening, considering other's opinions, not being conceited, not being prideful, and not being politically motivated.</u> <u>Team Player - a person that works well with others doing what needs to be done to achieve a common goal.</u> <u>As demonstrated by a willingness to help, being reliable, keeping your word, being genuinely committed, and a positive and supportive attitude.</u>
<u>How will we succeed?</u>	<u>Strategic Anchors</u> <ul style="list-style-type: none"><u>• Utilizing sound business acumen</u><u>• Being the airport of choice for the region</u><u>• Investing in employee recruitment, retention and development</u>

Human Resources Policies and Procedures

Section 20X.00 – Commitment to Safety

COMMITMENT TO SAFETY

The District recognizes that employees are integral to our business. As the most critical resource, employees will be safeguarded through training, provision of appropriate work surroundings and procedures that foster protection of health and safety. All work conducted by District employees will consider the intent of this policy. No duty, no matter what its perceived results, will be deemed more important than employee health and safety.

The District is firmly committed to the safety of its employees. The District will do everything possible to prevent workplace accidents and is committed to providing a safe working environment for all employees.

The District values its employees not on as employees but also as human beings critical to the success of their family, the local community and the District.

Employees are required to report any unsafe work practices or safety hazards encountered on the job. All accident/incidents (no matter how slight) are to be immediately reported to the employee's immediate supervisor.

A key factor in implementing this policy will be the strict compliance to all applicable federal, state and local laws and District policies and procedures. Failure to comply may result in disciplinary action, up to and including termination.

Respecting this, the District will make every reasonable effort to provide a safe and healthful workplace that is free from any recognized or known potential hazards. Additionally, the District abides by these principles:

1. All accidents are preventable through implementation of effective safety and health control policies.
2. Safety and health controls are a major part of our work every day.
3. Accident prevention is good business. It minimizes human suffering, promotes better working conditions for everyone, holds us in higher regard with customers, passengers, and tenants and increases productivity. This is why the District will comply with all safety and health regulations which apply to the course and scope of operations.
4. The District is responsible for providing the safest workplace for employees. The District is committed to allocating and providing all of the resources needed to promote and effectively implement this safety policy.
5. Employees are responsible for following safe work practices, District policies and procedures, and for preventing accidents and injuries. The District will establish lines of communication to solicit and receive comments, information, suggestions and assistance from employees where safety and health are concerned.
6. All employees, regardless of position, will set an exemplary example with good attitudes and strong commitment to safety and health in the workplace.

Everyone's goal must be to constantly improve safety awareness and to prevent accidents and injuries. Together, we can prevent accidents and injuries. Together, we can keep each other safe and healthy in the workplace.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

OBJECTIVE

The District, in keeping with the provisions of the Drug-Free Workplace Act of 1988, has a longstanding commitment to providing and maintaining a substance abuse free working environment for the safety, physical and mental health of all employees and the public whom the District serves.

The District recognizes that drug and/or alcohol dependency abuse pose a threat to the health and safety as an illness and is a major health problem. As part of its commitment to provide a safe place for its employees to work and to promote a drug-free community, The-The District establishes this policy on the abuse of alcohol and the use of illegal drugs by its employees.

METHOD OF OPERATION

GENERAL

This section of the Human Resources Policy and Procedure is to state the policy of the The District regarding the effects of drug and/or alcohol use, and the unlawful possession of controlled substances and/or alcohol on the District premises or equipment. This policy establishes guidelines to provide a safe, healthy and secure work environment for employees and other individuals doing business with the District. This policy outlines the practice and procedure designed to correct instances of identified alcohol and/or drug use in the workplace. This policy applies to all employees and all applicants for employment with the District.

Employees are expected and required to report to work on time and free of alcohol or illegal drugs. It is our intent and obligation to provide a drug free/alcohol free, healthy, safe and secure work environment. Employees should report to work fit for duty and free of any adverse effects of illegal drugs or alcohol. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must, however, consult with his/her doctors about the medications' effect on his/her fitness for duty and ability to work safely and promptly disclose any work restrictions to his/her supervisor and/or department director and the Director of Human Resources. Employees should not, however, disclose underlying medication conditions unless directed to do so.

Some employees of the ~~Airport~~ District perform job duties which are specifically regulated by the Department of Transportation, ~~(Federal Aviation Administration, and/or the Federal Motor Carrier Safety Administration)~~. Those employees must meet the requirements of both this policy and the ~~District Substance Abuse Policy Procedures~~federal regulations for employees regulated by the Department of Transportation.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

The unlawful use, manufacture, distribution, dispensation, possession or use working while under the influence of an illegal drug or controlled substance in or on any District facility, owned/leased vehicle or equipment, or while on District business is strictly prohibited. ~~of controlled substances is absolutely prohibited.~~ Improper use of controlled substances and unauthorized possession or use of alcohol on District premises, or while conducting District business off the premises is prohibited. Alcoholic beverages may be dispensed at Official District functions. On duty District employees are prohibited from consuming alcoholic beverages at such functions, unless given authorization by a Department Director or above. Consumption of such alcoholic beverages should be limited.

No employee shall report for duty or remain on duty that requires performing safety sensitive functions when the employee uses any controlled substance, except when the use is at the instruction of a physician who has advised the employee that the substance does not adversely affect the ability to perform his/her job safely. Violations of this policy will result in disciplinary action, up to and including termination.

Employees needing help in dealing with such problems are encouraged to get assistance. Please contact the Director of Human Resources if you need information regarding whether the District's insurance benefits will cover counseling.

A copy of this Drug-Free Workplace Policy is issued and signed for by each employee. District employees who perform DOT regulated duties will also receive and sign for the US DOT Office of Drug & Alcohol Policy and Compliance: What Employees Need to Know about DOT Drug & Alcohol Testing, Substance Abuse Policy Procedures for DOT regulated positions. Employees must abide by the terms of the policy and report any conviction under criminal drug statute for violations occurring on or off ~~Airport- District~~ premises while conducting business. A report of a conviction must be made within five (5) business days after the conviction. The Drug-Free Workplace Act of 1988 mandates this requirement.

STATEMENT OF POLICY

It is the District's intent to maintain a "Drug-Free Workplace". Employees must refrain from reporting to work or working with the presence of drugs or alcohol in his/her body. In addition to possible disciplinary procedures and termination as a result of any violation of this Drug-Free Workplace Program, an employee injured in the course and scope of employment who after investigation and determination that testing is appropriate, but the employee refuses to submit to a test for drugs or alcohol, or is tested and had a positive confirmation of drug

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

or alcohol use, may forfeit his/her eligibility for medical and indemnity benefits under the Workers' Compensation Act.

While the District understands that employees and applicants under a physician's care may be required to use prescription and over-the-counter drugs, the failure to take prescription drugs in strict accordance with the prescription is a violation of this policy. – Any employee who abuses prescription medication is subject to disciplinary action up to and including termination.

DRUG USE

Employees are prohibited from using, possessing, distributing, manufacturing, selling, attempting to sell or being under the influence of illegal drugs while on or off the job. As used in this policy, improper drug use is the use of any drug which is not legally obtainable; which is legally obtainable, but has not been legally obtained; or which is being used in a manner or for a purpose other than prescribed (for example, use of depressants and stimulants not prescribed for current personal treatment by a locally treating licensed physician). Employees who violate this policy will be subject to disciplinary action including possible termination.

ALCOHOL USE

Employees are absolutely prohibited from using, possessing, distributing, manufacturing, selling, attempting to sell or being under the influence of alcohol while on duty, while on District property, or on any work site, with the exception of authorized official District functions. "Alcohol" meaning ethyl alcohol (ethanol) and includes beverage, mixture or preparation containing ethyl alcohol, including but not limited to, distilled spirits, wine, malt beverages, and intoxicating liquors. –With regard to alcohol, an employee may also be determined to be "under the influence of alcohol" for purposes of this policy if the employee has a breath alcohol concentration (BAC) of 0.04 or higher. Employees who violate this policy will be subject to disciplinary action including possible termination. — DOT regulated employees or District employees performing safety-sensitive functions or those with access to safety/sensitive areas will be prohibited from access or performance of such duties if his/her breath alcohol concentration is at or above 0.02 – 0.039.

USE OF PRESCRIPTION AND NON- PRESCRIPTION MEDICATION

Employees must notify his/her supervisor upon entry to the work area, when using any medication that may limit his/her ability to perform his/her job. Such notification may be confidentially given. Verification of any and all medication may be required. Where prescription medication is involved, verification may include the employee submitting a prescription copy of a physician's statement showing medication required and dates of use. Failure to report the use of medication or failure to verify the use of medication may result in disciplinary action including possible termination.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

DRUG OR ALCOHOL VIOLATIONS

Employees are required to notify his/her supervisor or the Director of Human Resources immediately upon his/her next reporting for work of any alcohol or drug-related arrest, conviction or administrative action.

In deciding what action to take, the employee's supervisor/department director, the Director of Human Resources, the Senior Vice President and Chief Operating Officer, and the President/CEO will take into consideration the nature of the charges, the employee's present job assignment, the employee's record with the District and other factors relative to the impact of the employee's conviction or nolo contendere plea upon the conduct of the District. The District complies with the EEOC's guidelines regarding criminal arrests and convictions and will consider all arrests and convictions on an individual basis as the arrest or conviction relates to the employee's job.

DUTY TO REPORT EMPLOYEE DRUG AND SUBSTANCE ABUSE

Employees must immediately report violations of these policies by other employees. Any employee who, in good faith based on reasonable suspicion, reports an alleged violation of this policy, or any supervisor who investigates or acts in good faith based on reasonable suspicion, shall not be harassed, retaliated against, or discriminated against in any way for making reports or participating in any investigation or action based thereon. To the extent possible, the reporting of employee drug and substance abuse will be kept confidential, if confidentiality can be maintained without impeding the investigation process.

CONFIDENTIALITY

All information, interviews, reports, statements, memoranda, and drug or alcohol test results, written or otherwise, received by the District through the drug and alcohol testing program will be kept confidential. Also, laboratories, employee assistance programs, drug and alcohol rehabilitation programs, and their personnel who receive or have access to information concerning drug test results shall keep all information confidential. Unless compelled by a hearing officer, regulatory auditor or inspector, court, professional or occupational licensing board, information regarding drug testing may be released only by the voluntary written consent of the person tested.

Nothing in this provision shall be construed to prohibit the District or laboratory conducting a drug test from having access to employee drug test information when information is relevant to a defense in a civil administrative matter and when necessary for employment decisions affecting an employee.

PRE-EMPLOYMENT DRUG TESTING

It will be the policy of the District for all applicants who are being considered for employment to undergo screening for the presence of Drugs. All applicants must successfully complete a pre-employment drug

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

testing after a conditional offer of employment has been made. An applicant who refuses to take the test or whose test results are confirmed positive, adulterated, substituted, or invalid will be denied employment at that time, but may apply for employment with the District after one (1) year.

The job applicant has the right to consult the Airport designated Medical Review Officer (MRO). The Human Resources Department maintains current contact information of the Medical Review Officer for technical information regarding prescription and non-prescription medication and the possible affect these drugs may have on the outcome of the drug test. If the job applicant is using prescription or nonprescription medications, which may affect the outcome of a drug test, he/she must report the use when contacted by the MRO who reviews and establishes the final result status of all drug tests.

EMPLOYEE DRUG/ALCOHOL TESTING

The District will maintain drug and alcohol testing practices to maintain a drug-free workplace and identify employees who are working under the influence of drugs or alcohol.

The District testing practices will include testing for the following reasons:

1. Reasonable suspicion will be conducted when a trained department head and/or supervisor and/or designee observes indicators of drug or alcohol abuse or drug or alcohol ~~which possession, which~~ may include:
 - Direct observation of drug use possession
 - Abnormal conduct, poor work performance, direct observation of drug use or unauthorized alcohol use.
 - When an employee who has been involved in an accident while at work demonstrates observable conditions of impairment.
 - An on-the-job unsafe practice that endangers the employee or others or risks significant property damage to county or others' property.
 - When an employee's observed behavior is significantly abnormal or indicative of impairment.
 - When there is evidence that an employee has used, possessed, sold, solicited or transferred drugs while working or while on District property, or while operating District vehicles, machinery or other equipment.
 - Employee's observed physical appearance or condition (smell, slurring speech, stumbling, or impaired gait, etc.) indicates potential use of alcohol or drugs. ~~(smell, slurring speech, stumbling, or impaired gait.~~
 - Information that is provided by reliable and credible sources and has been independently corroborated.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

- Evidence that the employee tampered with a previous drug test.

2. Follow-up testing designated by the Substance Abuse Professional for up to five (5) years after a voluntary admission or an employee who tests positive for alcohol or illegal drugs, and fully completes a required drug or alcohol rehabilitation program.
3. Post-accident testing will occur for those employees involved and for whom the investigation by a supervisor or designee indicates ~~their~~ that the employee's performance, behavior or physical condition did or may have contributed to the accident.

Testing will always occur following:

- a. Any serious workplace accident that causes a fatality,
 - b. Results in injury to any individual requiring immediate removal to a medical facility for treatment,
 - ~~b.—~~
- ~~Any accident that caused damage, estimated at the scene, in excess of \$2,500. damage to property.~~

4. The District will always test employees transferring into a position regulated by the FAA or FMCSA, as required by the DOT, prior to the transfer.

- 3.5. The District reserves the right to conduct random drug and alcohol testing of all employees.

- 4.6. Return to Work: An employee who was suspended for a positive alcohol/drug test, under District authority, may be returned to active duty, depending on job availability, when the District receives a return-to-work authorization from the District-approved ~~S~~substance ~~A~~abuse ~~P~~professional and the employee provides a negative return-to-work test.

7. Employees who are directed to submit to a drug and/or alcohol test and refuse to do so are in violation of this policy and will be subject to discipline including possible termination. Likewise, if the test results are confirmed positive, the employee will be in violation of this policy and subject to discipline including possible termination. Employees are also subject to disciplinary action, up to and including termination, for falsifying, tampering with, or ~~other~~ altering a drug test.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

REASONABLE SUSPICION PROCEDURES

Reasonable suspicion will be conducted when a trained department head and/or supervisor and/or designee observes indicators of drug or alcohol abuse or drug or alcohol possession.

The supervisor will request another supervisor's (trained employee and/or HR) opinion (both supervisors must agree) prior to requesting an employee to take a reasonable suspicion drug/alcohol test. This will not be construed as an opportunity for an employee to delay testing. Employees may not operate District vehicles or equipment after being notified that a reasonable suspicion test is warranted. Additionally, employees believed to be under the influence or impaired for any reason shall be tested at a medical facility designated by the District. Under no circumstance is the employee to drive him/herself. Following the testing, the employee will be transported home at the District's expense, or provided the opportunity to contact a non-employee for a ride. The employee will be informed that the law enforcement authorities shall be notified of his/her vehicle license number if the employee insists on driving. At least two district representatives must accompany the employee to the testing facility.

Employees who test negative will be transported back to the District and will remain on paid status for the completion of the shift or if normal work hours are exceeded, until leaving the normal place of work. Employees whose tests are not immediately available will be transported from the test site to his/her residence at the District's expense, or be provided the opportunity to contact a non-employee for a ride.

RANDOM TESTING

All employees will be subject to being selected for random drug/alcohol testing on an unannounced, random basis throughout the year. Employees may be selected for either drug testing alone or both drug and alcohol testing. Selection will be done by a third party. Every employee will have an equal chance of being selected every time a selection is made. Employees will be notified of his/her selection during the shift and will be expected to submit at that time to the drug/alcohol testing. Employees need not be escorted by supervisors to the testing site. Random testing selection rates will be in accordance with DOT regulations, for both DOT and non-DOT regulated employees.

REFUSAL TO TEST

Refusal or failing to submit an adequate specimen for drug or alcohol testing or specimen tampering during specimen collection, as defined by the Medical Review Officer (MRO), constitutes insubordination and will be treated as if the employee has tested positive. The employee will be subject to discipline up to and including termination.

Refusal to test includes, but is not limited to:

- Refusing to take a drug or alcohol test

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- Tampering with or attempting to adulterate the specimen or collection procedure
- Not reporting to the collection site in the time allotted
- Providing false or inaccurate information
- Leaving the scene of an accident or incident without a valid reason, after being instructed to submit for a drug and/or alcohol test

CONFIRMATION OF DRUG TEST

The District will perform a confirmation test on any positive test result for an employee under this policy, and the District will provide for the administration of a second breath alcohol test no sooner than fifteen (15) minutes or later than thirty (30) minutes of the first test. When an employee receives a positive test result, the District will notify the employee in writing within twenty-four (24) hours of the positive test result.

CHALLENGE OF A POSITIVE DRUG TEST

An employee who receives confirmed positive test result may request a retest of the same sample by notifying the District's MRO within seventy-two (72) hours of the MRO's notification to the donor of the positive test results. All retesting costs are the direct expense of the employee/individual requesting the retest of the samples.

DRUG/ALCOHOL TESTING PROCEDURE

Drug and alcohol testing shall be conducted in strict accordance with federal regulations to ensure accurate, reliability, and confidentiality. Testing records and results will be released only to those authorized by the federal drug and alcohol testing rules to receive such information. The District will make every appropriate effort to protect the employee's privacy and dignity during the sample collection, testing and notification process.

1. The District will determine for non-DOT regulated employees, which drugs the test will be performed and the cutoff levels at or above which a test result will be considered positive proof of drug and/or alcohol usage. All DOT regulated testing will comply with the use- federal drug and alcohol testing procedures and federal chain of custody or alcohol test forms. All chain of custody forms (non-DOT or DOT) may be electronic.

2. If an employee refuses to consent to testing, fails to appear for testing, tampers with the test, or otherwise fails to cooperate with the testing procedure, he will be considered to have refused testing, be in violation of this policy, and will suffer the same disciplinary action as a confirmed positive drug or alcohol test.

DISCIPLINARY ACTION

If an employee tests positive, the District shall immediately place the employee on personal leave. If there is insufficient accrued personal leave, the employee will be placed on leave of absence without pay. The purpose is three-fold:

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1. To prevent the employee from endangering co-workers, the public or himself.
2. To determine the appropriate disciplinary action to be taken under the particular circumstances.
- ~~3.~~ To comply with Department of Transportation (DOT) requirements found in separate DOT ~~Substance Abuse Policy~~ regulations, as appropriate.

4.3.

Violation of this policy will subject employee to disciplinary action up to and including immediate termination. ~~The~~ determination of what disciplinary action is appropriate for violation of this policy rests solely with the District. Discipline may be based not only on the violation of this policy, but also on prior poor performance, workplace misconduct, other rule or violations, and any other factors which the District determines to be relevant. This policy in no way implies or creates any contract or obligation to follow any particular procedure.

REFERRAL TO EMPLOYEE ASSISTANCE PROGRAM

An employee who has tested positive and who has been referred to the Employee Assistance Program or other appropriate treatment program and who refuses this referral shall be terminated for cause. Nothing in this policy guarantees an employee the opportunity for a referral to the Employee Assistance Program. The District shall determine the appropriate disciplinary action, and whether an employee will be provided the opportunity for referral to the Employee Assistance Program, under the particular facts of each case.

An Employee who accepts treatment must understand he/she is required to complete such program. Failure to do so will result in termination.

An Employee who completes treatment will be required to furnish proof of such completion to the Director of Human Resources or designee. This proof will be reviewed by the District designated Medical Review Officer or designee as part of a fitness for duty medical examination prior to the employee being reinstated to work status.

VOLUNTARY REQUEST FOR TREATMENT

The District maintains an EAP which provides help to employees who suffer from alcohol or drug abuse or other personal or emotional problems which may affect the workplace. Employees with such problems may seek confidential assistance from the EAP or other community resources before drug or alcohol problems lead to disciplinary action, which can include discharge for a first offense. Information about self-referral to the EAP is confidential and will not be disseminated without the employee's consent. An employee is not

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subject to discipline solely as a result of a self-referral to the EAP for treatment; however, use of the EAP or other community resources will not shield the employee from disciplinary action for a violation of the District's Drug-Free Workplace policy if such violation comes to the District's attention through other means, such as direct observation, poor performance, drug testing, etc.

An employee in this category shall be placed on personal leave. If there is insufficient accrued personal leave the employee will be placed on leave of absence without pay. The District also reserves the discretion to determine to reassign an employee during referral to the EAP. If it is necessary for an employee to miss extensive time away from work while enrolled in an EAP, the employee has no guarantee of job protection while in the EAP program.

The employee must understand he/she is to complete the treatment program and will be required to furnish proof of such completion to the Director of Human Resources or designee. This proof will be reviewed by the District's designated medical doctor as part of a fitness for duty medical examination prior to the employee being reinstated to work status.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

OBJECTIVE

The District is committed to providing a work environment in which all individuals are treated with equality, respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment. Therefore, the District expects that all relationships among persons in the office will be business-like and free of bias, prejudice and harassment.

The District will not tolerate discrimination or harassment of any kind. Through enforcement of this policy and by education of employees, the District will seek to prevent, correct and discipline behavior that violates this policy.

All employees, regardless of position, are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur. Any complaint in violation of this policy will promptly be investigated and resolved appropriately. Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include verbal or written reprimand, suspension, or termination of employment.

METHOD OF OPERATION

PROHIBITED CONDUCT AND DEFINITIONS

The District, in compliance with all applicable federal, state and local anti-discrimination and harassment laws and regulations, enforces this policy in accordance with the following definitions and guidelines:

Discrimination

It is a violation of the District's policy to discriminate in the provision of employment opportunities, benefits or privileges; to create discriminatory work conditions; or to use discriminatory evaluative standards in employment if the basis of that discriminatory treat is, in whole or in part, the person's race, color, sex (including pregnancy, sexual orientation and gender identity) national origin, age, religion, disability status, genetic information, marital status, or any other status protected under applicable federal, state, or local laws.

Discrimination of this kind may also be strictly prohibited by a variety of federal, state and local laws, including Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1967 and the Americans with Disabilities Act of 1990. This policy is intended to comply with the prohibitions states in these anti-discrimination laws.

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

Harassment

The District is committed to providing a work environment in which all individuals are treated with equality, respect and dignity. In keeping with this commitment, the District has adopted a policy of “zero tolerance” with regard to employee harassment.

Harassment is defined under federal law as unwelcome conduct (verbal, non-verbal, written or physical) that is based on race, color, religion, sex (including pregnancy, sexual orientation and gender identity), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where:

1. enduring offensive conduct become a condition of continued employment; or
2. the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Such conduct may include, but is not limited to: words, signs, jokes, pranks, cartoons, calendars, and comments about appearance, intimidation, bullying, physical contact or violence. Conduct can be considered harassment whether it occurs in person, via email, social media, etc.

Sexual Harassment

Sexual harassment is prohibited by federal, state and local laws, and applies equally to men and women. Federal law defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal, non-verbal, physical or written conduct of a sexual nature, when the conduct:

1. explicitly or implicitly affects a term of condition of an employee’s employment;
2. is used as the basis for employment decisions affecting the employees; or
3. unreasonably interferes with an employee’s work performance or creates an intimidating, hostile or offensive working environment.

Such conduct may include but is not limited to: subtle or over pressure for sexual favors, inappropriate touching, lewd, sexually oriented comments or jokes, foul or obscene language, posting of suggestive or sexually explicit posters, calendar, photographs, graffiti, or cartoons, and repeated requests for dates. Conduct can be considered sexual harassment whether it occurs in person, via email, social media, etc. The District further prohibits harassment and discrimination based on sex stereotyping. Sex stereotyping occurs

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Section 204.00 – Harassment Policy

when one person perceives a man to be unduly effeminate or a woman to be unduly masculine and harasses or discriminates against that person because he or she does not fit the stereotype of being male or female.

Workplace Bullying

The District defines bullying as repeated, health-harming mistreatment of one or more people by one or more perpetrators. It is abusive conduct that includes:

- Threatening, humiliating or intimidating behaviors.
- Work interferences/sabotage that prevents work from getting done.
- Verbal Abuse.

Such conduct may include, but is not limited to:

- Verbal Bullying: slandering, ridiculing or maligning a person or his or her family; persistent name-calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.
- Physical Bullying: Pushing, shoving, kicking, poking, tripping, assault or threat of physical assaults, damage to a person's work area or property.
- Exclusion: Socially or physically excluding or disregarding a person in work-related activities.

In addition, the following examples may constitute or contribute to evidence of bullying in the workplace:

- Persistent singling out of one person.
- Shouting or raising one's voice at an individual in public or in private.
- Using obscene or intimidating gestures.
- Not allowing the person to speak or express himself or herself (i.e., ignoring or interrupting).
- Personal insults and use of offensive nicknames.
- Public humiliation in any form.
- Constant criticism on matters unrelated or minimally related to the person's job performance or description.
- Public reprimands.
- Repeatedly accusing someone of errors that cannot be documented.
- Deliberately interfering with mail and other communications.
- Unwanted physical contact, physical abuse or threats of abuse to an individual or an individual's property (defacing or marking up property).
- Spreading rumors and gossip regarding individuals.

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- Encouraging others to disregard a supervisor's instructions.
- Manipulating the ability of someone to do his or her work (e.g. overloading, underloading, withholding information, setting deadlines that cannot be met, giving deliberately ambiguous instructions).
- Assigning menial tasks not in keeping with the normal responsibilities of the job.
- Refusing reasonable requests for leave in the absence of work-related reasons not to grant leave.

Deliberately excluding an individual or isolating him or her from work-related activities, such as meetings.

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What are some examples of harassment? Harassment can take many forms. It may be, but is not limited to: words, signs, jokes, pranks, cartoons, calendars, and comments about appearance, intimidation, bullying, physical contact or violence.

"Harassment" is defined as verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, religion, gender, sex, national origin, age, uniformed services, veteran status, or disability, or that of his or her relatives, friends, or associates, and that has the purpose or effect of creating a hostile or intimidating work environment or has the effect of unreasonably interfering with an individual's work performance or employment opportunities.

For example, sexually oriented jokes, remarks, gestures, pictures, the display or circulation of offensive objects or pictures, (including through e-mail or internet) or touching may often be offensive to other employees, and such actions are prohibited. The District has a zero tolerance for any form of unlawful harassment.

RESPONSIBILITIES

Employee Responsibilities

All employees of the District have a responsibility to keep our environment free from unlawful discrimination, harassment and bullying. Any employee who believes he/she has been subjected to discrimination, harassment or bullying must contact his/her immediate supervisor, designated manager, or the Director of Human Resources.

Any employee who becomes aware of an incident of unlawful discrimination, harassment or bullying by any employee, customer, vendor, passenger, tenant employee, etc. whether by witnessing the

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

incident or being told of it, must report it to his/her immediate supervisor, designated manager, the Director of Human Resources.

All reports of unlawful discrimination or harassment, or of bullying will be promptly investigated and will be kept as confidential as possible without impeding the investigation. If you are found to have acted improperly towards another employee, customer, vendor, etc. you will be subject to disciplinary action, up to and including termination of employment. The District will also take additional action necessary to appropriately address employee concerns about discrimination, harassment or bullying.

Any employee who knowingly provides a false report of unlawful discrimination or harassment, or bullying will be subject to disciplinary action, up to and including termination of employment. Any employee who makes such a false statement shall be personally liable for any legal action taken by another employee in response to a false report.

The District will not tolerate retaliation against anyone who makes a good faith effort to report alleged unlawful discrimination or harassment, or bullying, or for participating in any investigation, proceeding, or hearing conducted by the EEOC or any state agency.

If an employee believes he/she is being retaliated against, he/she should promptly contact his/her supervisor and/or department head or the Director of Human Resources, so an investigation can be conducted.

Supervisor Responsibilities

All supervisors are expected to ensure that the work environment is free from discrimination, sexual and other harassment, and bullying. Supervisors are responsible for the application and communication of this policy within his/her work areas. Supervisor's should:

- Encourage employees to report any violations of this policy before the conduct becomes severe or pervasive.
- Make sure the Director of Human Resources is made aware of any inappropriate behavior in the workplace.
- Create a work environment where discrimination, sexual and other harassment, and bullying is not permitted.
- _____

COMPLAINT PROCEDURES

Employees should report incidents of inappropriate behavior, as soon as possible after the occurrence. Any employee who feels that he or

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

she has suffered any form of discrimination, harassment, bullying or retaliation by anyone must immediately report the alleged conduct to his/her immediate supervisor, designated manager, the Director of Human Resources so that an investigation can be conducted. If the complaint concerns the supervisor, the employee should immediately report any concerns to the Director of Human Resources. Complaints of discrimination, harassment, bullying or retaliation may also be brought directly to the President/CEO.

Any employee witnessing, or having reason to believe a claim or instance of sexual harassment relating to an employee must report such potential claim to the Director of Human Resources.

INVESTIGATION PROCEDURES

Upon the receipt of a complaint of harassment, the President/CEO shall be advised; or if the complaint is against the President/CEO, the District Chair and/or Vice Chair shall be advised. It is the District's policy to investigate all harassment complaints thoroughly, impartially and promptly. To the fullest extent practicable, the District will maintain the confidentiality of those involved. The Director of Human Resources will have primary responsibility for investigating any and all complaints relating to employee misconduct. However, some investigations may be assigned to a District designee with direction from the Director of Human Resources. Any District designee assigned to conduct an investigation must have completed training with the Director of Human Resources in conducting investigations.

The Director of Human Resources or designee shall:

- Promptly interview and obtain full and written statements from all parties involved in the reporting, including but not limited to the complainant and accused.
- Determine if there is a potential for risk occurrence. If there is a potential, take all measures appropriate to protect employees, visitors and property.
- Complete an investigation report and provide all relevant and necessary information, including findings.

Based on the investigation, the Director of Human Resources or assigned designee must determine the outcome of the investigation and the appropriate action, if any, to be taken. This determination shall be documented in writing and made part of the investigative report.

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

All employees are expected to cooperate fully with any ongoing investigation regarding a discrimination, sexual or other harassment or bullying incident.

Retention and/or release of investigative reporting: The Director of Human Resources will retain all records relative to the investigation in a locked area. The District will not release any investigative files, including but not limited to interviews and findings, unless requested by a court authorized request, such as Subpoena or Court Order.

COMPLAINT DISPOSITION

The Director of Human Resources or designee will notify the complaining party of the outcome of the investigation.

DISCIPLINARY ACTIONS

Any employee of the District whom the Director of Human Resources or designee has determined to have ~~harassed~~violated this policy ~~another employee or applicant for employment~~ shall be subject to disciplinary action up to and including termination.

Any employee in a supervisor ~~position or higher, and/or department head capacity~~ that has actual knowledge of discrimination, sexual or other harassment, or bullying involving any employee(s) and does not take corrective action and report the matter directly to the Director of Human Resources may be subject to discipline up to and including termination.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 205.00 – Workplace Violence and Weapons Policy

OBJECTIVE

The District is committed to preventing workplace violence and to maintaining a safe work environment. The District has adopted the following guidelines to deal with intimidation, harassment or other threats of or actual violence that may occur on or offsite. To provide a safe working environment.

METHOD OF OPERATION

PROHIBITED CONDUCT

The District prohibits employees from possessing or carrying personal weapons of any kind in the District's buildings, facilities, property or vehicles, or while doing any work on District time. This includes:

- Any form of weapon, to include pocket knives, or explosive materials;
- Any and all firearms.

If an employee is unsure as to whether or not an item is covered by this policy, he/she should contact Human Resources.

The District has a **zero** tolerance for any type of workplace violence committed by or against employees. Employees are prohibited from making threats or engaging in violent activities.

This list of behaviors, while not inclusive, are examples of conduct that is prohibited.

1. Causing physical injury to another person.
2. Making threatening remarks.
3. Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subject another individual to emotional distress.
4. Committing acts motivated by, or related to unlawful harassment, sexual harassment or domestic violence.

~~Any potentially dangerous situation must be reported immediately to an employee's supervisor and/or department head, the Human Resources (HR) Manager, Vice President and Chief Operating Officer or the President/CEO. Reports can be made anonymously and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know basis. All parties involved in the situation will be counseled and the results of investigations will be discussed with them. The District will actively intervene at any indication of a possibly hostile or violent situation.~~

Human Resources Policies and Procedures

Section 205.00 – Workplace Violence and Weapons Policy

ENFORCEMENT

Threats, threatening conduct, ~~or~~ any other acts of aggression or violence, or carrying personal weapons in the workplace will not be tolerated. Any employee determined to have committed such acts will be subject to disciplinary action, up to and including termination. Non-employees engaged in violent acts on the District premises will be reported to the proper authorities.

PROCEDURE FOR FILING A COMPLAINT OR REPORTING THREATENING OR VIOLENT BEHAVIOR

Indirect or direct threats of violence, incidents of actual violence, and suspicious individuals or activities should be reported immediately to a supervisor, law enforcement personnel, human resources, or any member of the Executive Team. When reporting a threat of incident of violence, the employee should be as specific and detailed as possible. Employees, excluding law enforcement personnel, should not place themselves in peril, nor should they attempt to intercede during an incident.

Any potentially dangerous situation must be reported immediately to an employee's supervisor and/or Department Director, and/or the Director of Human Resources, and/or Senior Vice President and Chief Operating Officer and/or the President/CEO.

Reports can be made anonymously, and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know-basis.

Employees should promptly inform the Human Resources department of any protective or restraining order that they have obtained that lists the workplace as a protected area. Employees are encouraged to report safety concerns with regards to domestic violence. The District will not retaliate against employees making good-faith reports. The District is committed to supporting victims of domestic violence by providing referrals to the Employee Assistance Program (EAP) and community resources and providing a time off for reasons related to domestic violence.

INVESTIGATIVE PROCEDURES

Upon the receipt of a complaint of workplace violence, the President/CEO shall be advised; or if the complaint is against the President/CEO, the District Chair and/or Vice Chair shall be advised. It is the District's policy to investigate all complaints of workplace violence thoroughly, impartially and promptly. To the fullest extent practicable, the District will maintain the confidentiality of those involved. -The Director of Human Resources will have primary responsibility for investigating any and all complaints relating to employee misconduct. -However, some investigations may be assigned to a District designee with direction from the Director of Human Resources. Any District designee assigned to conduct an investigation

Human Resources Policies and Procedures

Section 205.00 – Workplace Violence and Weapons Policy

must have completed training with the Director of Human Resources in conducting investigations.

The Director of Human Resources or designee shall:

Promptly interview and obtain full and written statements from all parties involved in the reporting, including but not limited to the complainant. Determine if there is a potential for risk occurrence. If there is potential, take all measures appropriate to protect employees, visitors and District property, which may include notifying the appropriate law enforcement agency.

Retention and/or release of investigative reporting: The Director of Human Resources will retain all records relative to the investigation in a locked area. -The District will not release any investigative files, including but not limited to interviews and findings, unless requested by a court authorized request, such as Subpoena or Court Order.

**COMPLAINT
DISPOSITION**

When appropriate, the Director of Human Resources will inform the complaining party of the outcome of the investigation.

**DISCIPLINARY
ACTIONS**

Any employee of the District whom the Director of Human Resources, the Senior Vice President and Chief Operating Officer, the President/CEO, Vice Chair or Chair has determined to have demonstrated or been involved with workplace violence shall be subject to disciplinary action up to and including termination.

Any employee in a supervisory capacity who has actual knowledge of workplace violence involving employees he/she supervises involving District employee, or personal weapons being carried in violation of this policy, and does not ~~take corrective action or~~ report the matter directly to the Director of Human Resources shall be subject to discipline up to and termination.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 209.00 – **Employment Categories & Classification Plan**

OBJECTIVE

The purpose of this policy is to provide a uniform and objective system for categorizing and classifying positions and establish proper relationship levels of responsibilities and minimum qualifications to assure equal pay for equal work.

These employment categories and classification are designed to allow employees to understand his/her employment status and his/her eligibility for corresponding benefits. All employment remains "at-will", and these classifications do not alter that status or guarantee employment for any specific period of time. Also, to identify Exempt and Non-Exempt positions from which levels/grades and position titles are established.

METHOD OF OPERATION

DEFINITIONS

The following terms will be used to describe employment classifications and status:

Exempt Positions are not subject to the overtime pay provisions of the federal Fair Labor Standards Act (FLSA). An exempt employee is one whose specific job duties and salary meet all of the requirements of the U.S. Department of Labor's regulations. In general, an exempt employee is one who is paid on a salary basis who holds an administrative, professional, or management position. Certain outside sales persons and a few other job categories are also exempt.

~~—Are generally managers, professional, administrative, or technical staff who are exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act. Exempt employees normally must receive their full salary for any week in which they perform any work, without regard to the number of days or hours worked. Exempt employees are not entitled to overtime payments.~~

~~The District prohibits deductions from an exempt employees' salary except as allowed by the FLSA. If an employee is aware of improper deductions from his/her salary, this violation should be reported immediately to their Manager and/or the Director of Human Resources. All reported or suspected improper deductions from an exempt employees' pay will be promptly and thoroughly investigated. If the District determines that improper deductions were made from an exempt employees' salary, the District will promptly reimburse the employee the amounts improperly deducted. The District will also ensure that improper deductions from pay do not occur in the future.~~

Non-Exempt Positions are generally subject to the minimum wage and overtime provisions of the Fair Labor Standards Act (FLSA) and

Human Resources Policies and Procedures

Section 209.00 – **Employment Categories & Classification Plan**

are typically paid either on an hourly or salary basis. ~~Non-Exempt employees are entitled to overtime payments for all hours worked over 40 in a work week.~~

Full-time employees are those who are scheduled to work thirty (30) hours or more each work week.

Part-time employees are those who are scheduled to work less than thirty (30) hours per week.

Work Week is defined as Sunday-Saturday.

Pay Period is defined as the fourteen-calendar day period, Sunday to the following Saturday.

Differential Shift employees are those that work full-time and are regularly scheduled to work District observed holidays.

Non-differential Shift employees are those that work full-time and are regularly scheduled off on District observed holidays.

EMPLOYEE CATEGORIZATION

Based on the conditions of employment, employees, excluding certain ARFF and Police employees, of the District fall into one of the following ~~four-seven~~ (47) categories:

1. Qualified Full-time Exempt/Non-exempt Non-Differential Full-time – Employees who regularly work the standard working hours of the District each week (greater than thirty (30) hours or more per work week, which includes being regularly scheduled off on District holidays). Generally, they are eligible for the full benefit package, subject to the terms, conditions and limitations of each benefit program.
2. Qualified Full-time Exempt/Non-exempt Differential – Employees who are regularly scheduled to work thirty (30) hours or more per work week, which includes being scheduled for District observed holidays.
- 2.3. Qualified Part-time – Employees who are regularly scheduled to work between at least twenty (20) hours but less than thirty -and- (30) hours per work week (between >=20 and <=30 hours per week). Qualified Part-time employees are eligible for some of the benefits offered by the District subject to the terms, conditions and limitations of each benefit program.

Human Resources Policies and Procedures

Section 209.00 – **Employment Categories & Classification Plan**

3.4. Non-Qualified Part-time – Employees who are regularly scheduled to work less than twenty (20) hours per week. ~~Non-Qualified Part-time employees are not eligible for benefits provided by the District.~~

4.5. Qualified Variable Hhour employee – Employees who are hired either full-time or part-time with non-regularly scheduled hours but are still expected to work → at least twenty (-20) hours per work week for the fiscal year.

6. Non-Qualified Variable Hhour Permanent - employee – Employees who are hired either full-time or part-time with non-regularly scheduled hours, and are not expected to work more than twenty (20) hours per work week for the fiscal year.

7. Non-Qualified Temporary – Employees who are hired either full-time or part-time for a specified, limited period. (with < 20 hours per week) or those with no regularly scheduled hours. Non-qualified variable hour employees do not receive additional compensation or benefits provided by the District.

Based on the conditions of employment, employees in certain ARFF positions of the District fall into one of the following three (3) categories:

1. Qualified Full-time Non-exempt Differential (ARFF) – ARFF employees that are regularly scheduled to work twenty-four (24) hours on and forty-eight (48) hours off, which includes being scheduled to work District observed holidays, and work 106 hours or more during a fourteen (14) day pay period.

2. Qualified Part-time Non-exempt Differential (ARFF) - ARFF employees that are regularly scheduled to work every other twenty-four (24) hour shift scheduled for the shift the employee is assigned to, which includes being scheduled to work District observed holidays, not to exceed 106 hours per fourteen (14) day pay period.

3. Non-qualified Part-time (ARFF) – ARFF employees that are scheduled to work twenty-four (24) hour shifts on the shift assigned, which includes being scheduled to work District observed holidays, not to exceed one-hundred six (106) hours per fourteen (14) day pay period, and also work less than one-thousand four hundred fifty-five (1455) hours per fiscal year.

Human Resources Policies and Procedures

Section 209.00 – **Employment Categories & Classification Plan**

Based on the conditions of employment, employees in certain Police Department positions of the District fall into the following category:

- 1.—Qualified Full-time Non-exempt Differential (PD) — Police Department employees that are regularly scheduled to work twelve (12) hour shifts, which rotate days/night, which includes being scheduled to work District observed holidays.

Employees in the above-mentioned categories may or may not be eligible for all, some or none of the benefits offered by the District. Employees should refer to the individual policies in this manual, or to the Human Resources Department for benefits eligibility.

Employees will be assigned into one of the preceding five categories (full-time, qualified part-time, non-qualified part-time, qualified variable hour, or non-qualified variable hour) based upon the time their supervisors expect them to work. No less than once a year, the Director of Human Resources or designee will evaluate the classification of positions, to include part-time employee's actual hours worked, to determine if any changes need to be made.

Supervisors are responsible for ensuring employees are working the scheduled hours within the appropriate categorization and also for notifying Human Resources when a categorization change needs to be evaluated and/or changed. The President/CEO or designee is responsible for approving all changes to position categorizations. Once each fiscal year (after June 30th), Finance/Accounting will calculate each part-time employee's actual average hours worked for the preceding fiscal year. If the results of that calculation indicate that the part-time employee's categorization are different than his/her current categorization, a decision will be made by the President/CEO, on a case by case basis, as to whether or not to change the categorization and/or work schedule(s).

The Classification Plan consists of:

A.—Grouping positions into classes so that each position class:

- 1.—Requires basically the same entry qualifications.
- 2.—Can be filled by substantially the same methods of selection.
- 3.—Is of comparable value and therefore deserves the same pay range.

Written class specifications for each classification containing a statement describing the nature of the duties of the class, job qualifications and special requirements necessary.

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

ADMINISTRATION

The Director of Human Resources or designee shall have the responsibility for the overall coordination, administration, review and maintenance of the classification plan.

Department Directors, along with the Director of Human Resources or designee, shall establish ~~and maintain~~ a uniform job classification plan applicable to all positions in the District, ~~and shall be responsible for the overall coordination, review and maintenance of the plan.~~

JOB CLASSIFICATIONS

The District's Classification Plan provides a classification structure by grade for position within the District. A grade/class is established for each group of positions in which the degree of similarity in the duties and responsibilities warrant common treatment in the selection, appointment, compensation and other employment processes.

Each class shall be assigned to the appropriate pay grade.

The Classification Plan is the foundation upon which all major phases of the personnel program are constructed and should be used as follows:

1. As a guide in recruiting and evaluating candidates for employment.
2. To determine lines of promotion and in developing an employee training program.
3. To determine the salary range to be paid for each type of work.
4. To provide uniform job descriptions which are understandable by District employees and the general public.
- To aid in perfecting and revising District organizational structure, clarifying lines of authority and fixing responsibility.
5.

~~The President/CEO, the applicable Department Head, along with the Human Resources (HR) Manager or designee shall establish and maintain a uniform classification plan applicable to all positions in the District, and shall be responsible for the overall coordination, review and maintenance of the plan.~~

The Director of Human Resources or designee shall maintain a current job description for each authorized position for the District. ~~The job shall include an accurate description of assigned duties and responsibilities listing the minimum qualifications for the position and other pertinent information concerning the position and shall serve as a record of the assignment of duties.~~

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

Each position shall have a written job description describing the characteristics of the position, FLSA classification, salary grade level, essential functions, examples of duties, the required minimum education, knowledge, skills, training, abilities, experience, physical and mental requirements of the job, any special qualifications necessary to perform the job and any other pertinent information concerning the position. Job descriptions shall not be restrictive.

The use of (or absence of) a particular illustration of duties shall not be held to exclude or limit the District to assign other duties, which are similar and related to the work.

The job description shall serve as a record of the assignment of duties.

GENERAL

Requests for establishing new positions or reclassification of existing positions are made by the Department Director to the Director of Human Resources or designee. -The Classification Plan identifies and categorizes titles for District positions.

The Director of Human Resources or designee considers the total job content of the position to be established, classified, or reclassified and rates-appropriately classifies the position based on the job description.

It is the responsibility of the requesting department to notify the Director of Human Resources or designee when funding for a new or additional position is approved by District action.

The budgetary process does not serve as a classification function. All unclassified positions, even those receiving budgetary approval, must be formally classified by the Director of Human Resources or designee. The Department Director and the Director of Human Resources or designee will resolve classification and reclassification issues.

ESTABLISHING NEW OR ADDITIONAL POSITIONS

~~A proposed job description, accompanies the request for a new position. The A~~ request is forwarded by the Department Director through to the Director of Human Resources or designee for consideration of establishment of a new position and appropriate grade/levelclassification.

The request should include, at a minimum~~provides~~:

- proposed job description
- justification for the request
- position(s) to be abolished, if applicable
- new organizational chart
- classification and salary grade level ~~as recommended by the Department Director~~

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

- recommended salary in accordance with the provisions of Section 212.00, Wage and Policy Plan
- cost to fund salary and support items for balance of fiscal year
- additional appropriation required for funding salary and support items for remainder of fiscal year
- annual cost to fund position after current fiscal year
- ~~any~~ additional information to support the request

MANAGEMENT APPROVAL

A request for a new or additional position for a department should occur during the budget process.

If a request for a new or additional position is requested during a non-budget planning time, the request will be approved or disapproved by the President/CEO or designee, following recommendation by the Director of the requesting department, the SVP/VP of the requesting department and the Director of Human Resources or designee.

Funds are specifically authorized by the District prior to hiring action.

Upon District approval of funding and hiring of position, the Director of Human Resources or designee will make the necessary adjustments to the appropriate documents.

IMPLEMENTATION PROCESS

A new or additional position will not be implemented without documentation from the Director of Human Resources or designee stating classification approval, and availability of funding, from the Finance Department and/or Department Director.

Upon documented ~~written~~ notification of the approved action and the funding availability in the appropriate cost center, the Director of Human Resources or designee will post the job announcements for the new position.

CLASSIFICATION OR RECLASSIFICATION OF A POSITION

All departments seeking to change the duties and responsibilities of any currently filled staff position must submit a request for reclassification to the Director of Human Resources. A reclassification should be requested when there are significant changes in job duties.

The request should include, at a minimum:

- proposed job description
- justification for the request
- new organizational chart, when applicable
- classification and salary grade level recommended
- recommended salary in accordance with the provisions of Section 212.00, Wage and Policy Plan
- cost to fund salary and support items for balance of fiscal year

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

- additional appropriation required for funding salary and support items for remainder of fiscal year
- annual cost to fund position after current fiscal year
- any additional information to support the request

The Director of Human Resources or designee will evaluate the total job content of a position to be reclassified.

Once consensus is obtained by the Department Director, the Director of Human Resources and the SVP/VP of that department, the Director of Human Resources will submit the recommendation to the President/CEO or designee for final approval.

When a position is reclassified, the Director of Human Resources or designee notifies the requesting Department Director of the reclassification decision.

Should the action be approved, and the position reclassified to a higher level, the employee will receive a pay increase no greater than the midpoint of the new level. Any increase above the 1st quartile of the new level requires written justification to be submitted to the Director of Human Resources for review and approval. a six percent (6%) salary increase, or the minimum of the level of the new position, whichever is greater. The new Salary must not exceed the maximum of the new level.

Note:—The reclassification process is not used in lieu of a merit increase for an employee.

An employee reclassified on or before March 31st during the fiscal year is still eligible for a merit increase consideration when applicable.

RECLASSIFICATION TO A LOWER LEVEL

When an action results in the employee moving to a lower level, notification of the same is given to the Director of Human Resources or designee and every effort is made to maintain the employee's current salary. However, the salary cannot exceed the maximum of the new salary level. Whereas, if the employee's current salary is above the salary maximum of the new position, the employee's salary will be reduced to at least the maximum level of the new position. Any reclassification that results in a reduction in compensation will not be effective until after the employee has been provided seven (7) days written notice of the reduction in salary.

IMPLEMENTATION PROCESS

Upon written notification of the approved action (reclassification to a higher level, or lower level), the funding availability in the appropriate cost center, and a change in status notification from the affected department, the Director of Human Resources or designee will process

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Section 209.00 – Employment Categories & Classification Plan

the change to the employee's classification and/or salary and will amend the personnel records accordingly.

OTHER POSITION CHANGES

The change will be effective no sooner than the first day of the pay period following the approving action.

Requests to delete an existing position in a department or exchange an existing position for a lower level/grade position within the Classification Plan may be made by a Department Director to the Director of Human Resources or designee. Justification for the action must accompany the request. The Director of Human Resources or designee, the Department Director and the SVP/VP of the involved department must concur on the recommendation. Final approval will be obtained from the President/CEO, or designee.

The Director of Human Resources or designee notifies the requesting department and the Finance department of the position change decision and makes the appropriate adjustment to reflect the total authorized positions for each department.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 210.00 – Recruitment, Selection and Appointment

OBJECTIVE

The District is an Equal Employment Opportunity Employer. -The District believes that hiring qualified individuals to fill positions contributes to the District's overall strategic success. -In hiring the most qualified candidates for positions, each employee, while employed, is hired to make significant contributions to the District. -Applicants are recruited on the basis of experience and job requirements.

Recruitment of candidates for open positions will be done in a manner to assure all segments of the public have the opportunity to apply and be considered for such positions. The Human Resources Department is responsible for placing all recruitment advertising.

All job announcements shall indicate the District is an Equal Opportunity Employer.

Positions for the Police and Fire Departments shall conform to state requirements and qualifications established by the South Carolina Criminal Justice Academy and the South Carolina Fire Academy.

METHOD OF OPERATION

JOB POSTINGS

All job postings will be posted for a minimum of seven (7) days and until the job is filled. Open positions are communicated through job postings on the District's website, paid advertisements, public service notifications, notifications to community organization, veterans/minority/female centered websites, public job boards and any other means deemed necessary by Human Resources. The District also complies with the Federal Affirmative Action job posting regulations.~~are to be posted on the GSP Airport website under Employment Opportunities. This site hosts the District's Applicant Tracking System (which feeds web crawler public job boards) and with the State of South Carolina SCWorks. In addition postings may be directed to industry specific or minority/female-centered websites as well as public job boards such as CareerBuilder.~~

If specific minimum qualifications or specific credentials are listed as being required (as opposed to preferred) in the advertisements, an offer of employment or appointment can only be made to individuals who fulfill these requirements.

Internal applicants should follow the internal transfer guidelines as outlined in this policy. apply via the District's Applicant Tracking System by selecting the "Employee" check box and uploading a current resume. Only qualified, eligible internal candidates will be considered as applicants for positions posted. Internal applicants are strongly

Human Resources Policies and Procedures

Section 210.00 – Recruitment, Selection and Appointment

~~encouraged to apply during the first 7 days of a posting to receive early consideration for the position.~~

In the event there is a separation of service, the employee upon reinstatement or re-employment will begin earning benefits as a new employee.

WAIVER OF THE POSTING REQUIREMENTS

Under limited circumstances, waivers of the posting requirements for position vacancies may be considered. The Director of Human Resources and the President/CEO are authorized to approve waiver requests under the following circumstances:

- The offer of employment is extended to someone identified from an existing applicant pool developed in response to a recent posting (less than three months prior to identification of the need for another position) for the same job title or a position with significantly similar job duties, responsibilities, and qualifications. In order to qualify for a waiver of the posting policy, the existing pool must meet specific criteria. Factors taken into consideration in evaluating the existing applicant pool include the representation of women and minorities in the pool; the date the pool was established; and the similarity in responsibilities between the posted position and the new request.
- The vacancy is for a full-time or part-time position, not to exceed six months. However, if permission is subsequently granted to fill the position on a permanent basis, a search will be required. Therefore, if the hiring manager believes that such an eventuality is possible, he or she should conduct a search to fill the temporary vacancy.

GUIDELINES

All applicants for positions shall ~~file a written~~complete the District's employment application; on a form prescribed by the District. ~~All application.~~ All applications shall be signed by the applicant attesting to the truth of all statements contained in the application form. Electronic signatures are allowed.

All offers of employment are contingent upon successful completion of position applicable post offer pre-employment checks (i.e. background check, motor vehicle check, drug test, etc.). All post-offer pre-employment checks require the documented consent of the applicant.

All positions require a background check and a signed authorization form must be submitted. A pre-employment post-offer, medical examination may be required ~~at the discretion of the President/CEO, or Department~~

Human Resources Policies and Procedures

Section 210.00 – Recruitment, Selection and Appointment

~~Head, to determine fitness to perform the duties of the position if necessary, for performance of specific job function(s).~~

The District may reject any application, or applicant, and not consider the applicant for employment when the following has been determined:

- A. The application was not received on or before the closing date established for receiving applications.
- B. The applicant lacks any of the required qualifications set forth in the announcement.
- C. Internal applicants have an active disciplinary action at the written level or above, are on a Performance Improvement Plan (PIP) in the personnel file or did not follow the Internal Transfer Guidelines.
- ~~D.~~ The applicant falsified or failed to fully complete the application form.
- ~~E.D.~~
- ~~F.~~ The applicant was previously employed by the District and was dismissed for cause or resigned not in good standing.
- ~~E.~~
- ~~G.~~
- ~~H.~~ The applicant F fails to pass post-offer pre-employment background/drug checks/testing. ~~drug testing.~~
- ~~I.~~
- ~~J.~~ Fails to pass intensive background check.
- ~~F.~~

INTERNAL TRANSFER GUIDELINES

The District is committed to providing career opportunities for all employees to improve employee development and career progression. To support this objective, it is essential that employees have the opportunity to transfer internally within the District. As an Equal Opportunity Employer, the District is committed to hiring the most qualified individuals for all positions.

Eligibility

To be considered eligible for an internal transfer within the current department, to include a promotion, the employee must have been in his/her current position for a minimum of six (6) months, and the Department Director and the Director of Human Resources must approve the request to transfer.

To be considered eligible for an internal transfer to a different department the:

- employee must have worked for the district for at least six (6) consecutive months.

Human Resources Policies and Procedures

Section 210.00 – Recruitment, Selection and Appointment

- employee must have acceptable job performance records (no active disciplinary notices on file at a Written Warning level or above or are not on a Performance Improvement Plan).
- employee must meet the minimum qualifications outlined in the job posting.
- employee must have communicated interest in the position to his/her current supervisor.
- employee must submit a completed Job Posting and Transfer Request Form to Human Resources.
- employee must complete an application online, which should include most recent District employment.

With the approval of the Director of Human Resources, the current Department Director may waive the six (6) month employment requirement.

Internal applicants are strongly encouraged to apply during the first seven (7) days of a posting to receive early consideration for the position

PROMOTIONS

Promotions are granted in special cases where performance level justifies upward movement. This promotion must be demonstrated to be in the best interest of the District. The most recent completed performance evaluation shall accompany the request and be submitted to the Director of Human Resources or designee.

Written justification shall include:

- An explanation of the applicant's qualifications as compared to the job requirements.
- An explanation as to why the competitive process is not considered beneficial to the District.
- Employees shall not be eligible for merit promotion or be eligible for competitive promotion during the introductory period.

The District reserves the right to promote employees from within without seeking candidates from the public to fill a vacant position.

DEMOTIONS

A demotion is a change in class and skill level, which results in the employee falling into a lower pay range. This occurs when an employee is unable to satisfactorily perform the duties of the position in which he/she is employed. A demotion may be used within the disciplinary process. Any demotion resulting in a reduction in pay will not be effective until after seven (7) days written notice has been provided to the employee in accordance with South Carolina law.

Human Resources Policies and Procedures

Section 210.00 – Recruitment, Selection and Appointment

EMPLOYEE REFERRAL BONUS PROGRAM

The District takes great pride in its recruitment and selection process. As a part of the District's recruitment and selection program, the District has an Employee Referral Bonus program. If an individual referred by a current eligible employee is hired, the referring employee can receive a referral bonus as outlined on the Employee Referral Form.

All District employees, except those at a Vice President level and above, Human Resources personnel, family members as defined by Section 208.00 (Employment of Relatives) of the referred candidate, managers with hiring authority over the referred candidate, and anyone involved in the interview process, are eligible for the referral bonus.

The referral must represent the candidate's first contact with the District and cannot have previously applied for the position.

Temporary, contract and former employees of the District who have worked at the District in the prior twelve (12) months are not eligible candidates for the referral program.

If the referred candidate's job application is received before the referral form has been received and signed by Human Resources, then the referring employee will still be eligible for the referral bonus, but only if the referring employee's name is clearly indicated on the job application as the referral source.

If the completed referral form is received and signed by Human Resources before the application is submitted, then the referring employee will be eligible for the referral bonus, whether or not the referring employee's name is identified on the application as the referral source.

The first employee to refer a candidate will be the only referring employee eligible for the referral bonus.

Only candidates who meet the qualifications for the position will be considered. All candidates will be evaluated for employment, consistent with District policies and procedures.

All information regarding the hiring decision will remain strictly confidential.

The referring employee is only eligible for a referral bonus if he/she is employed by the District on the referral's first day of work. If the referring employee terminates for any reason (whether voluntarily or involuntarily) before the referral's first day of work, he/she shall forfeit any entitlement to a referral bonus payment and the District shall have no obligation to make such a payment to the referring employee.

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Section 210.00 – Recruitment, Selection and Appointment

APPLICANT PROCESSING

All referral bonus payment will be paid as soon as administratively possible after the referred employee has begun employment. The second portion of the referral bonus payment will be paid in the paycheck following the ~~six months~~six-month anniversary date of the referred candidate. All applicable payroll taxes will be deducted for the referral bonus payment.

Referral bonus payments will be limited, subject to availability of funds. This program may be amended or discontinue at any time.

The Director of Human Resources or designee is responsible for coordinating all post-offer pre-employment testing and checks, which may include, but is not limited to: drug testing, a background investigation, motor vehicle check, medical examination to determine fitness to perform the duties of the position, education verifications, etc. These checks will be arranged only after a job offer has been made and accepted.

The applicant will be notified by Human Resources of the date, time and location for the New Hire Orientation.

Any unsolicited application or resume that does not indicate application for a specific position vacancy will not be accepted or considered a formal application.

The District will make every effort to notify applicants who are not selected about the closing of the position. Employment applications will remain active as long as the job posting, for which an application was submitted, remains open.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

OBJECTIVE

The District desires to maintain an Employee Compensation ~~pay p~~Plan, competitive with similar local government jurisdictions ~~in the South Carolina "Upstate"~~ and with similar ~~southeastern~~ airports.

The President/CEO will make recommendations from time to time for amendments to the ~~pay plan~~Employee Compensation Plan, when changes in responsibilities of work, economic conditions, prevailing wage rates, financial conditions or other economic considerations indicate a need for such action.

METHOD OF OPERATION

DESCRIPTION OF PLAN

The Employee Compensation~~Pay~~ Plan is a system in which District positions are assigned pay levels based on the job duties and responsibilities, the level of work required, and the job value to the District. ~~Rates within each level are determined by the job market and labor trends.~~

The ~~Pay Plan~~Employee Compensation Plan consists of Levels ~~1 through 2410~~, with each level having a minimum, mid-point, and maximum salary.

Employees normally are not hired at a pay rate below the established minimum level for that position. ~~Exceptions may be trainees, intern/co-op employees, and temporary-staffing agency employees.~~

~~A request for a starting salary above the minimum level is submitted, with justification in writing, to the Human Resources (HR) Manager or designee for action.~~

~~The following guidelines are applied when submitting a request:~~

~~The starting salary for exempt positions will not exceed midpoint of established salary level.~~

~~The starting salary for non-exempt positions will not exceed the first quartile of the established salary level.~~

- ~~Salary increases from minimum rate are accomplished by merit increase, adjustments for salary inequities, promotions, or reclassifications, according to policy. The Human Resources (HR) Manager, with the approval of the Vice President and Chief Operating Officer and/or President/CEO, has the District authority to correct salary inequities.~~

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

~~The Human Resources (HR) Manager is responsible for the administration of the Pay Plan. The Human Resources (HR) Manager or designee reviews the plan, at least annually, and establishes a time frame to consider changes during budget hearings. The Human Resources (HR) Manager or designee then presents recommendations to the Vice President and Chief Operating Officer and/or President/CEO for submission to the District in order to maintain a competitive pay plan.~~

ADMINISTRATION OF PLAN

The Employee Compensation Pay Plan is a system in which District positions are assigned pay levels based on the job duties and responsibilities, the level of work required, and the job value to the District. Rates within each level are determined by the job market and labor trends.

Salary increases from minimum rate are accomplished by merit increase, adjustments for salary inequities, promotions, or reclassifications, according to policy. The Director of Human Resources, with the approval of the Senior Vice President and Chief Operating Officer and/or President/CEO, has the District authority to correct salary inequities.

The following guidelines are applied when ~~submitting a request:~~determining start pay:

- The starting salary for exempt positions will not exceed midpoint of the established salary level, however to hire an employee at a salary above the midpoint, written justification must be submitted to the Director of Human Resources for approval by the VP/SVP and the President/CEO.
- ~~The starting salary for non-exempt positions will not exceed the first quartile midpoint of the established salary level, however to hire an employee at a salary above the first quartile, written justification must be submitted to the Director of Human Resources for approval by the VP/SVP.~~
-

The Director of Human Resources is responsible for the administration of the Employee Compensation Plan. The Director of Human Resources or designee reviews the plan, at least annually, and establishes a time frame to consider changes during the budget process. The Director of Human Resources or designee then presents recommendations to the Vice President and Chief Operating Officer and/or President/CEO for submission to the District in order to maintain a competitive pay plan Executive Team for consideration.

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

The Executive Team consist of employees designated by the President/CEO.

The Director of Human Resources is also responsible for:

- Setting salaries in accordance with the policy.
- Ensuring that employee salaries are not changed without the Department Director's approval and/or notification. Department Directors are responsible for insuring that funds are available in the appropriate account for salary adjustments.
- Evaluating, revising, and updating changes in salary structure that affect the wage and salary system of positions, based on the local job market and labor trends.
- Recommending changes in the salary structure to the Executive Team for District consideration.

The President/CEO and other employees that are contract employees shall be employed and paid in accordance to his/her contract and/or as approved by the District.

All persons shall be employed and paid in accordance with the rates established in the pay plan for the classification to which the appointment is made.

The Director of Human Resources or designee shall have the responsibility for day-to-day administration of the plan, to include confirming that all hiring rates, salary adjustments, and other payroll changes are in accordance with the policy.

NEW EMPLOYEE APPOINTMENT STARTING RATES

The introductory period for new employees is ninety (90) calendar days as more fully described in Section 211.00. The new employee, during the initial introductory period, may be dismissed under introductory hiring without right of appeal.

Appointments below the normal hiring range may be offered when the candidate is hired as a trainee, co-op/intern or student worker.

If a candidate's training, experience or other qualifications are directly related to and substantially exceed the minimum requirements of the position, and the candidate is unwilling to accept a salary in the normal hiring pay range, and there are no other eligible candidates with comparable qualifications; the President/CEO may approve appointment

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

at a rate not to exceed twenty (20%) percent above the normal hiring pay range.

SALARY INCREASE

An employee may receive a salary increase by means of a cost of living adjustment (COLA), merit increase, pay grade adjustment, special pay adjustment, promotion or reclassification.

COST OF LIVING ADJUSTMENT

An economy performance, or cost of living adjustment, may be set by the District pursuant to applicable economic indicators and fiscal restraints established by budget adoption.

When a cost of living adjustment is implemented, the pay ranges maybe adjusted accordingly.

MERIT INCREASES

The purpose of these increases is to recognize those employees who meet or exceed his/her job standards over a specified period of time. Merit increases are not automatic but are earned and based upon documented evidence that an employee has met or exceeded a satisfactory level of performance during the rating period. Such evidence must be documented by a written employee performance evaluation.

1. An employee will become eligible for consideration of a merit increase upon completing a minimum of 3 continuous months of service to the District. Employees with less than twelve (12) months of service will have increases prorated according to the number of months employed in the past twelve (12) months.
2. The President/CEO or designee shall determine the amount and awarding of merit increases.

The amount of any merit pay awarded shall be based on each employee's performance evaluation and the current financial condition of the District and shall not exceed the limits prescribed by the District for the fiscal year. The District retains the discretion at all times to grant or not grant merit increases based upon budgetary constraints and other business-related reasons.

Performance evaluation ratings are not subject to the grievance procedure.

Employees at the maximum of pay range are not entitled to receive a merit increase.

LONGEVITY PAYMENT

Qualified Full-time and Qualified Part-time employees receive an annual longevity payment based on years of continuous service. Service is calculated from the latest date of employment. In the event there is a break in service, the last date of employment is used.

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Section 212.00 – Employee Compensation Plan

To be eligible for the longevity bonus [fifty percent (50%) for qualified part-time employees], the employee must complete the specified number of years of service. Qualified Part-time employees moving to Qualified Full-time status will receive six (6) months credit for each year of part-time service in calculating the years of service requirement. In extraordinary cases, where employment status changes between part-time and full-time, the President/CEO reserves the right to determine whether or not, and when a longevity bonus is appropriate on a case-by-case basis.

The following schedule of payment is used and is based on the annual salary of the employee:

	Qualified Full-time	Qualified Part-time
5 – 9 yrs.	2.0%	1.0%
10 – 14 yrs.	3.0%	1.5%
15+ yrs.	3.5%	1.75%

The bonus payment is made by a separate direct deposit in a lump sum each year, in the pay period following the employee's anniversary date. Federal and State Income Tax, Social Security Tax, and South Carolina retirement contribution deductions are applicable.

This bonus continues accordingly to retirement date or resignation date unless otherwise amended, modified, or revoked by the District. The longevity bonus set forth in this policy is subject to modification or revocation at any time at the discretion of the District.

PAY UPON PROMOTION

Upon promotion, a fully qualified employee shall have his/her salary increased to at least the minimum of the normal hiring pay range of the classification to which the promotion is made or, at the President/CEO's, or designee discretion, at a rate not to exceed midpoint. However, for any request to increase an employee's salary above the first quartile of the range in which the promotion will be made, up to 10% above the employee's salary before promotion written justification must be submitted to the Director of Human Resources for approval.

Upon promotion to a trainee, an employee shall have his/her salary adjusted to a rate below the minimum of the classification based on the degree of the employee's training, experience and other qualifications are below the minimum requirements of the class, unless the employee's rate of pay is already at or above the normal hiring pay range.

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Section 212.00 – Employee Compensation Plan

The date the employee achieves the minimum of the pay range under a training schedule shall determine the anniversary date for the employee while he/she remains in that pay range.

PAY UPON DEMOTION

Upon demotion, if an employee's current salary is above the salary maximum of the new position, the employee's salary will be reduced to at least the maximum level of the new position.

Any demotion resulting in a reduction in pay will not be effective until after seven (7) days written notice has been provided to the employee in accordance with South Carolina law.

SPECIAL ADJUSTMENTS

Should unusual conditions arise which would justify a pay increase not provided elsewhere in these rules, The President/CEO is authorized to approve the special pay adjustment.

EXEMPT AND NON-EXEMPT EMPLOYEE PAY

It is the policy of the District to be in compliance with the Fair Labor Standards Act (FLSA) South Carolina State Labor Laws and to ensure that employees in exempt and non-exempt positions are classified correctly and paid appropriately.

Pay for Employees in Exempt Positions

Exempt employees routinely receive his/her full salary for any week in which they perform any work, without regard to the number of days or hours worked.

The District prohibits deductions from an exempt employees' salary except as allowed by the FLSA.

Permissible Deductions from Pay for Employees in Exempt Positions

- Absences of one or more full days for personal reasons other than sickness or disability when the employee has exhausted all vacation time, or the employee has requested and been approved for leave without pay.
- Absences of one or more full days due to sickness or disability when the employee has exhausted all paid leave benefits or is still in the probationary period as a new hire.
- Unpaid disciplinary suspensions of one or more full days in accordance with the District's policies.
- Deductions for unpaid leave taken in accordance with a legitimate absence under the Family Medical Leave Act.
- Deductions for the first and last week of employment, when only part of the week is worked by the employees.

Pay for Employees in Non-Exempt Positions

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

Hourly employees must be paid on set pay dates for hours worked within the corresponding pay period. Hours may not be banked or payment for wages delayed for hourly employees.

It is the policy of the District to adopt and implement the provisions of the FLSA as the basic overtime policy of the District. Any overtime work necessary to the continued effective operations of the District should be managed in the most efficient and economical manner possible.

Non-exempt employees are required to accurately record all time worked. Non-exempt employees are prohibited from working "off-the-clock." Any non-exempt employee who is instructed to work off-the-clock must immediately report the issue to his/her supervisor and/or the Human Resources Department. Non-exempt employees who work off-the-clock, falsify a time record, or record time for another employee will be subject to disciplinary action, up to and including termination.

Improper Deductions

If an employee is aware of improper deductions from his/her pay, this violation should be reported immediately to this/her Manager and/or the Director of Human Resources.

All reported or suspected improper deductions from an employee's pay will be promptly and thoroughly investigated. If the District determines that improper deductions were made from an employee's pay, the District will promptly reimburse the employee the amounts improperly deducted. The District will also ensure that improper deductions from pay do not occur in the future.

~~Should unusual conditions arise which would justify a pay increase not provided elsewhere in these rules, The President/CEO is authorized to approve the special pay adjustment.~~

OVERTIME PAY

Employees, excluding certain ARFF Department and Police Department employees, in non-exempt positions are to be paid an overtime rate of one and one-half times regular pay for all hours worked in excess of the standard (40 hour) work week.

Certain ARFF Department personnel will receive an overtime rate of one and one-half times regular pay for all hours worked over 106 hours during the 14-day pay period.

Certain Police Department personnel will receive an overtime rate of one and one-half times regular pay for all hours worked over 86 hours during a the 14-day pay period.

The overtime pay provisions are for non-exempt positions only.

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

For purposes of computing overtime, holidays, annual leave, sick leave, emergency leave, jury duty and other such absences from work will NOT be counted as time worked for overtime computations.

Overtime work will be performed only with prior approval of the immediate supervisor. Overtime is to be used only to meet essential operational requirements. Non-exempt employees who work overtime without prior authorization will be subject to disciplinary action, up to and including termination.

CALL BACK PAY

A non-exempt employee who is "Called Back" to work for a Call Back Emergency situation, with no prior notice, outside his/her regularly scheduled hours, shall be paid, from the time they arrive on site, a minimum of ~~three~~ four (4) hours. ~~If an employee works more than the minimum four~~ ~~three~~ hours, the employee shall be paid for all hours worked.

Call back pay shall be identified appropriately in UltiPro.

ON CALL PAY

Variable Hour Employees who do not have regularly scheduled hours will be called to work on an "as needed" basis. ~~and will be paid in the following manner:~~

Variable Hour employees will be paid for actual hours worked unless the assignment is less than four (4) hours in which case they will be paid a minimum of ~~four~~ (4) hours. If the job assignment requires less than four (4) hours, staff may be assigned other work assignments (i.e. fueling, GSE equipment, cleanup duties, etc.) up to the four (4) hours minimum if determined necessary by the supervisor. If the assignment is completed virtually from an off-site location, the employee will be paid for actual time worked.

On Call pay shall be identified appropriately in UltiPro.

PAY IN LIEU OF NOTICE

When determined to be in the best interest of the District, the Director of Human Resources or designee may authorize pay in lieu of notice to an employee being dismissed or resigning.

Employees who are no longer in the introductory period, and have obtained regular status may be authorized up to two (2) weeks' pay in lieu of notice. Employees who have not completed his/her original introductory period may be authorized up to one (1) week pay in lieu of notice. At the sole discretion of the President/CEO, amounts in excess of two weeks may be authorized.

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

PAY UPON TERMINATION

Employees terminating employment from the District will normally receive his/her final paycheck no later than on the next regularly scheduled payday following the date of termination.

Final paychecks shall include any unused annual leave balance earned by the employee as of the date of termination not to exceed four hundred eighty (480) hours and subject to other limitations included herein.

Any annual leave in excess of four hundred eighty (480) hours at the time of termination will be forfeited and will not be paid.

In addition, all employees who resign in good standing, are laid off, or otherwise separate from the District in good standing shall be entitled to be paid for thirty-three (33%) percent of any unused sick leave balance earned by them not to exceed two hundred forty (240) hours. Any sick leave balance in excess of two hundred forty (240) hours will be forfeited and will not be paid upon termination of employment. The Finance Department will issue a final paycheck in advance of a scheduled payday only as authorized by the President/CEO.

WAGES DUE TO DECEASED

In the event of an employee's death all wages, including any unused leave benefits or travel expenses, which may be due the employee shall be paid to the officially designated beneficiary of the employee, or if no such beneficiary has been designated, payment may be made in accordance with South Carolina Law.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 212.00 – ~~Wage and Policy~~ **Employee Compensation Plan**

OBJECTIVE

~~To establish a policy for addressing promotions and demotions of District employees.~~

METHOD OF OPERATION

PROMOTIONS

~~Promotions are granted in special cases where performance level justifies upward movement. This promotion must be demonstrated to be in the best interest of the District. The most recent completed performance evaluation shall accompany the request and be submitted to the Director of Human Resources or designee. Written justification shall include:~~

- ~~• An explanation of the applicant's qualifications as compared to the job requirements.~~
- ~~• An explanation as to why the competitive process is not considered beneficial to the District.~~
- ~~• Employees shall not be eligible for merit promotion or be eligible for competitive promotion during the introductory period.~~

~~The District reserves the right to promote employees from within without seeking candidates from the public to fill a vacant position as set forth in Section 210.00, Recruitment, Selection and Appointment.~~

DEMOTIONS

~~A demotion is a change in class and skill level, which results in the employee falling into a lower pay range. Whereas, if the employee's current salary is above the salary maximum of the new position, the employee's salary will be reduced to at least the maximum level of the new position. This occurs when an employee is unable to satisfactorily perform the duties of the position in which he/she is employed. A demotion may be used within the disciplinary process. Any demotion resulting in a reduction in pay will not be effective until after seven (7) days written notice has been provided to the employee in accordance with South Carolina law.~~

Human Resources Policies and Procedures

Section 212.00 – ~~Wage and Policy~~ Employee Compensation Plan

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes	Original: 11/9/2009

Human Resources Policies and Procedures

Section 214.00 – Personal Appearance & Dress Code

OBJECTIVE To establish a professional appearance & dress code policy for District employees.

METHOD OF OPERATION

GENERAL The District considers it very important that employees are well groomed, neat, and dress appropriately for his/her job function. While the District trusts that each employee will show common sense and good judgment, a professional appearance & dress code must be followed that is appropriate to the work environment. The District has adopted a casual business dress code but emphasizes that some positions and/or meetings may call for more professional attire. Uniforms are required for certain positions and are provided by the District. Appropriate dress and hygiene are important in promoting a positive District image to our customers, both internally and externally. The District stresses a casual business dress code is a benefit and must be adhered to in order to be retained.

GUIDELINES All District employees will wear clean and well-maintained attire appropriate for the type of work he/she performs. Shoes must also be well-maintained.

Due to the various work assignments and working conditions, it is not practical to establish specific and absolute criteria as to what is or it not appropriate dress, however, the following standards of professional appearance & dress code are established to provide direction for employees in order to maintain the professionalism that the District advocates:

- Employees shall practice good personal hygiene and take his/her workday schedule into account when selecting attire.
- Employee should choose business attire that is clean and in good repair and presents a professional image.
- Acceptable professional attire includes, but is not limited to:
 - All shirts with collars, business casual crewnecks or V-neck shirts, blouses, golf and polo shirts, District logo apparel, sleeveless shirts (if conservative), ties, sports jackets, knit shirts with or without a collar, sweaters, cardigans, suits.
 - Slacks, capris, trousers, dresses or skirts of an appropriate length.
 - Appropriate fitted clothing for body type.
 - Casual slip-on or tie shoes, dress sandals (with or without a heel), slides, open toed/open back shoes and athletic shoes if approved by the department director.
- Unacceptable professional attire includes but is not limited to:
 - T-shirts, clothing with inappropriate slogans, profanity, sexually suggestive pictures/slogans, sweatpants, athletic attire, shorts, jeans, pants worn below the waist or hip line, crop tops, midriff tops, spaghetti straps, tank tops, strapless tops or dresses, crocheted or see through blouses or shorts,

Human Resources Policies and Procedures

Section 214.00 – **Personal Appearance & Dress Code**

muscle shirts, flip flops, heavy perfume/cologne, camouflage, torn, patched or faded clothing, clothing that is excessively tight or revealing, excessive or distracting body piercings, Hats or head coverings, unless required to meet health regulation guidelines, as a religious accommodation, or designated as part of a uniform.

- In some circumstances or within specific departments, t-shirts may be approved and/or provided at the discretion of the department director.

Body Art

Employees are required to keep body art and/or tattoos covered while on duty, with the exception of one single-band ring, on one finger, on one hand is permitted.

Existing body art on employees hired on or before 09/09/2019 are grandfathered in, unless the body art or tattoo is determined to be offensive to co-workers, customers, vendors or others in the workplace based on a racial, sexual, religious, ethnic, or other characteristics or attributes of a sensitive or legally protected nature.

Piercings

In order to ensure a professional appearance and safety, body piercings, with exception of professional-looking earrings, are considered inappropriate and will not be allowed. Exceptions may be considered for piercings for religious beliefs. NO jewelry that may present a safety hazard will be permitted.

Hair Care

In general, hair, sideburns, moustaches, and beards are to be kept clean, combed, and neatly trimmed or arranged no matter the length. Extreme trends that are not professional such as hair color not of a natural tone (blue, pink, green, etc.), mohawks and long spiked hair are not acceptable.

Hygiene

All employees must ensure his/her personal hygiene habits result in a clean, non-offensive appearance and presence, and that his/her use or non-use of hygiene or scented products is not unpleasant, distracting, or presents a health risk for others.

Medical Necessity

Medical conditions that require clothing items/footwear that otherwise might be considered inappropriate by this policy may be permitted on a case-by-case basis. Requests to deviate from this policy should be documented with a physician's statement and reported to the Human Resources Department in advance of wearing such items.

Human Resources Policies and Procedures

Section 214.00 – **Personal Appearance & Dress Code**

Safety

Employees shall not wear clothing that is unsafe. Shoes should be selected for safety and comfort and be otherwise appropriate for a work setting. Accessories such as rings, necklaces, bracelets, and earrings shall not present a potential safety hazard. The District may institute more stringent dress requirements for reasons of safety. Employees that may enter work areas outside of his/her standard work area, may be required to adhere to the safety policies of that work area which may include wearing hearing protection, a reflective vest, closed toed/closed heeled shoes, hard hat, etc.

Badge

Upon hire, each employee will be issued a Security Identification Badge. The badge is required to be worn and visibly displayed at all times while on duty and also while in sterile and secured work areas.

Specific Requirements

Employees in certain positions/departments may be required to meet special dress, grooming and hygiene standards, such as wearing uniforms or protective clothing, depending on the nature of his/her job. If uniforms are required, they will be supplied by the District, or they will be reimbursed by the District with the Department Directors approval.

ADDRESSING PERSONAL APPEARANCE & DRESS CODE

The President/CEO or designee may make exceptions to the Personal Appearance & Dress Code policy on special occasions or days.

Department Directors and/or immediate supervisors are responsible for interpreting and enforcing personal appearance, dress code and hygiene/grooming standards in his/her areas of responsibility. This includes counseling employees whose appearance is inappropriate.

Violations of the policy can range from inappropriate clothing items, to an employee not wearing his/her badge, to offensive perfumes and body odor. If an employee comes to work and is in violation of this policy, he/she will be required to go home (without pay), to become compliant with the policy change, and return to work.

Violation of this policy may result in disciplinary action up to and including termination of employment.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 215.01 – Attendance

OBJECTIVE

The purpose of this policy is to promote the efficient operation of the District, minimize unscheduled and/or unnecessary absences and tardiness, and set forth guidelines that are intended to be administered fairly and uniformly. The policy is not intended to imply that ill or injured employees be expected to report to work if unable to do so, or to penalize an employee who has a good attendance record but may be experiencing a difficult period of time. To establish the District's attendance policy to ensure regular attendance and punctuality. These are important elements in the District's efforts to maintain high levels of productivity and achieve the District's goals.

METHOD OF OPERATION

GENERAL

In order to meet the needs of the District and provide a high level of service, the District depends on the contributions of each employee. Not only is regular and punctual attendance an important element of overall job performance, it is essential to achieving the highest quality of service, productivity, and levels of morale.

Employees are expected to be punctual and regular in attendance reporting to work as scheduled, on time, and prepared to start work. Employees are also expected to remain at work for his/her entire work schedule, except for unpaid meal periods, when required to leave on authorized District business, or when permission for early departure is granted.

Late arrival, early departure, or other absences from schedule hours are disruptive and must be avoided. Any tardiness or absence causes problems for fellow employees and the supervisor. When an employee is absent, the workload must be performed by others, just as the employee must assume the workload of others who are absent.

Punctuality and attendance are factors taken into consideration during performance review and are also factors which may warrant progressive discipline action, up to an including termination.

This policy is independent from other District policies which also cover time off which may have different notification and/or approval requirements (e.g. scheduled holidays, jury duty, bereavement leave, military leave, etc.). Please refer to the applicable policy for further guidance on additional leave benefits.

Responsible leave usage will improve the overall morale of the District by reducing a negative impact of absenteeism on individual departments and colleagues.

It is the policy of the District to begin constructive counseling after four (4) occurrences of unscheduled absences in a one-year period, after one (1) unexcused absence in a one-year period, after six (6) unexcused tardys/early departures in a one-year period, and after three (3) missed punches in a rolling 12-month period.

Human Resources Policies and Procedures

Section 215.01 – Attendance

Occasionally, it is necessary to be absent from work due to illness or circumstances beyond the employees' control.

It is the employee's responsibility to notify his/her immediate supervisor or designee at least one (1) hour before his/her scheduled start time. If the employee is unable to contact the supervisor and/or department head, have an immediate family member do so. It is highly recommended that an employee speaks directly with his/her immediate supervisor or designee, however in instances where that is not possible voicemail/email/text messaging will be permitted. The employee is ultimately responsible for confirming that his/her supervisor or designee received the notification. If the employee is absent for three (3) or more days due to an illness, the employee may be required to present a doctor's release to return to work. An employee must keep his/her supervisor and/or department head informed every day as to when the employee's expected return will be.

Tardiness

~~Employees are expected to report for work at their schedule time. Tardiness for non-exempt employees will be reviewed and a decision will be made if an attendance occurrence is applicable. If an employee cannot report to work as scheduled and will be late, the employee must notify his/her supervisor and/or department head one-half (½) hour before the scheduled start time.~~

DISCIPLINARY ACTION

Progressive discipline is typically used for any violation of the Attendance Policy. Progressive discipline is a general guide, but not required. As an at-will employee, the District may terminate employment for any policy violation, for any other lawful reason or for no reason at all.

Absences

a. Unscheduled Absences

4 occurrences in a rolling 12-month period – verbal counseling

5 occurrences in a rolling 12-month period – written warning

6 occurrences in a rolling 12-month period – final written warning

7 occurrences in a rolling 12-month period – termination

b. Unexcused Absences

1 unexcused absence – written warning

2 unexcused absences – final written warning

3 unexcused absences – termination

Unexcused Absences are cumulative and unlike Unscheduled Absences are NOT based on a rolling 12-month period.

Unexcused Absences, a no-call/no-show, lasting three (3) days or longer is considered job abandonment and will result in immediate termination of employment unless extenuating circumstances exist.

An employee in his/her introductory period will be considered for termination for the 2nd Unexcused Absence.

Human Resources Policies and Procedures

Section 215.01 – Attendance

Tardys/Early Departures

a. Unscheduled Tardy/Early Departure

6 occurrences in a rolling 12-month period – verbal counseling

7 occurrences in a rolling 12-month period – written warning

8 occurrences in a rolling 12-month period – final written warning

9 occurrences in a rolling 12-month period – termination

Missed Punches

a. Missed Punches

3 missed punches in a rolling 12-month period – verbal counseling

5 missed punches in a rolling 12-month period – written warning

7 missed punches in a rolling 12-month period – final written warning

9 missed punches in a rolling 12-month period - termination

Introductory Employees

Work habits of an employee in his/her introductory period are often indicative of future job performance. Attendance records should be evaluated for any indication of attendance problems. Termination should be considered for those introductory employees who during the introductory period, accrue three (3) or more unscheduled absences, two (2) unexcused absences, or have five (5) tardys/early departure occurrences.

Human Resources Policies and Procedures

Section 215.01 – Attendance

ADVERSE/ INCLEMENT WEATHER & EMERGENCY OPERATIONS

It is the responsibility of the employee to make a good faith effort to come to work during times that adverse weather or other conditions of a serious nature exists.

However, if the employee decides he/she cannot safely make it to work or chooses not to come to work, he/she must use the same procedure as above in contacting the supervisor and/or Department Director.

The Department Director or designee will determine which personnel will be essential to the operation of the District, on an individual weather/emergency operations related event. The Department Director or designee will make every effort to give employees advance notice.

Personnel deemed "essential" – personnel (ARFF, Police, Ops, Cerulean Commercial and General Aviation full-time operational and customer service staff, Facilities, Dispatch, IT, ...) – must show up, even during times of "adverse/inclement" weather and/or emergency operation related event, unless directed by his/her supervisor not to come into work. -If they-a person deemed "essential" don't–does not show up, the normal disciplinary policiespolicy will apply.

Personnel not deemed "essential" "Non-essential" personnel have a choice as to whether or not he/she will report to work, unless clearly instructed not to come into work. ... ifIf he/she does decided voluntarily they decide that the weather is too difficultnot to come –to come–to work, and the District is not closed, then they– he/she can choose to take a day of paid leave (i.e. annual leavevacation, PTO, flex holiday, etc.).

GUIDELINES

The following are guidelines to provide structure and support for the District's management and employees to address attendance issues. It is expected that management will apply common sense and exercise reasonable discretion to consider all relevant circumstances when applying these guidelines. If there are any questions in dealing with the attendance policy, the Director of Human Resources should be consulted.

- Absences due to illnesses or injuries which qualify under the Family and Medical Leave Act (FMLA) will not be counted against an employee's attendance occurrence. These incidences must be reviewed and approved by the Director of Human Resources or designee. Medical documentation within the guidelines of the FMLA may be required in these instances.
- Leave taken under the Bereavement Policy will not be counted against an employee's attendance occurrences.
- Employees deemed as non-essential will not receive an occurrence for time off taken for inclement weather/emergency operations. A single period of unscheduled leave, regardless of the duration, counts as one (1) occurrence. For example, if an employee is sick for three (3) consecutive work days, that period would count as one (1) occurrence.

Human Resources Policies and Procedures

Section 215.01 – Attendance

Note: those "consecutive" work days could be on either side of a weekend.

- An attempt to return to work, followed immediately by an additional period of unscheduled absence for the same condition, will be considered part of the original occurrence.
- An unscheduled tardy or early departure counts as one (1) occurrence.
- Proper notice, as defined above, is given for absences/late arrivals/early departures approval must be requested by completing and submitting a "Time Off Request" via UltiPro no less than forty-eight (48) hours in advance to be considered excused. Notification and acknowledgement by a supervisor of an unscheduled tardy, unscheduled absence, or unscheduled early departures will not excuse it.
- An employee cannot elect to take time off unpaid if he/she has accrued paid leave to use.
- Unexcused absences, a no call/no show, is not reporting to work and not calling to report not being able to report to work.
- The supervisor has the option of refusing a Time Off Request based on business needs.

The District reserves the right to use its discretion in applying this policy under special or unique circumstances. The District may also use progressive discipline in conjunction with or in lieu of occurrences to most effectively deal with attendance issues and circumstances which may not be recognized by the issuance of an occurrence. When considering disciplinary action under this policy, the District will also consider an employee's disciplinary record and whether the employee is currently meeting or exceeding work expectations. Nothing in this policy alters an employee's at-will employment relationship with the District.

Discipline

~~Occurrences are counted in a rolling 12-month period. The District will measure the 12-month period as a rolling 12-month period beginning the first day an employee receives an Occurrence.~~

~~When an employee receives five (5) Occurrences, he/she will receive a verbal coaching. This should serve as an "alert mechanism". The coaching is delivered by the employee's direct supervisor and/or department head, notifying the employee that he/she is in violation of the attendance policy and that additional Occurrences may result in further disciplinary action. A written account including the date and nature of the verbal coaching would be documented on the Performance Discussion Tracking Form for the department's reference. An employee will be advised when a verbal coaching is being made.~~

~~At a total of eight (8) Occurrences, the employee should receive a written counseling delivered by the employee's direct supervisor and/or department head, notifying the employee that he/she is in violation of the attendance policy and that additional Occurrences may result in further disciplinary action up to and including termination.~~

Human Resources Policies and Procedures

Section 215.01 – Attendance

~~At a total of twelve (12) Occurrences, the employee would receive a written final counseling delivered by the employee's direct supervisor and/or department head, notifying the employee that he/she is in violation of the attendance policy and that additional Occurrences within a rolling 12-month period will result in further discipline up to and including termination of employment.~~

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 215.03 –Sick Leave

OBJECTIVE

To establish a sick leave policy for employees.

GUIDELINES

Qualified full-time and qualified part-time employees ~~entitled to earn annual benefits under this policy~~ shall ~~also~~ be entitled to earn sick leave as provided herein.

Qualified full-time employees shall earn ninety-six (96) hours sick leave per year. Qualified part-time employees shall earn forty-eight (48) hours sick leave per year. Non-qualified and Variable Hour employees do not accrue sick leave.

Sick leave as earned may be carried forward and accumulated to a maximum of seven hundred twenty (720) hours. After accumulating seven hundred twenty (720) hours of sick leave, employees will not accumulate any additional sick leave until an employee's sick leave balance drops below seven hundred twenty (720) hours.

Sick leave may not be used until after completion of three (3) consecutive months of satisfactory service, without the approval of the President/CEO, or designee. When recording sick leave taken, the time should be rounded to the nearest 15-minute interval. Employees who terminate during the introductory period shall not be eligible for payment of unused sick leave.

Sick leave shall not be earned while an employee is in a non-pay status of thirty (30) days or longer.

All employees who resign in good standing, are laid off, or otherwise separate from the District in good standing shall be entitled to be paid for thirty-three (33%) percent of any unused sick leave balance earned by them not to exceed two hundred forty (240) hours. Any employee who is terminated by the District for cause (as determined by the District at its sole discretion) will forfeit all unused sick leave balance and will not be entitled to any reimbursement of unused sick leave upon termination of employment. Such unused sick leave balance shall be forfeited.

In the event there is a separation of service, the employee upon reinstatement or re-employment will begin earning benefits as a new employee.

Employees who are disabled as a result of an injury arising out of and in the course of employment, compensable under the Workers' Compensation Law or on leave under section 215.06 (Personal Leaves of Absence Without Pay) of these Policies and Procedures, shall not earn sick leave benefits when such leave extends thirty (30) days or longer.

USE OF SICK LEAVE

Paid sick leave is provided by the District in order to allow employees time off for legitimate medical reasons.~~may be taken (and, for non-exempt~~

Human Resources Policies and Procedures

Section 215.03 –Sick Leave

employees, is expected to be taken). Below is a list of reasons an employee will be required to use sick leave, however this list is not intended to be exclusive. for the following reasons:

1. The employee's personal illness, injury or exposure to a contagious disease, which could endanger others.
2. The illness of a member of the immediate family (see definition in Section 215.05), which requires the personal care, and attention of the employee.
3. ~~3.~~ Medical appointments.
4. Inability to pass a required fitness for duty exam due to a medical related reason.

Exempt employees may use Administrative Leave for each Medical Appointments in accordance with Section 216.05.

Employees are expected to remain home when ill with a potentially contagious disease. Employees who come to work with a potentially contagious or communicable disease ~~may~~ will be sent home by his/her immediate supervisor.

A communicable disease is an illness due to an infectious agent or its toxic products, which is transmitted directly or indirectly to a person from an infected person, animal or insect. Employees have a responsibility to prevent the spread of communicable diseases when he/she becomes aware or suspect that he/she may be a carrier of a communicable disease.

For the purpose of this policy, employees are "aware" that he/she may have a communicable disease when he/she shows or feels signs of illness, such as coughing, sneezing, fever, joint aches, overall ill feeling, or the employee has a report of a communicable disease from a health care provider. Employees are also "aware" when he/she knows to have been exposed to someone with a known or suspected communicable disease.

The District also recognizes its obligation to provide a safe and healthy workplace for all employees. Therefore, the District will obtain appropriate medical direction when necessary, to ensure that an employee's condition does not pose a significant risk of substantial harm to the employee, co-workers or individuals. Employees who have or are suspected of having a communicable disease that poses a significant risk or harm to the employee or others will be restricted from the workplace until such time as the employee's presence in the workplace will not present a risk to the employee or to others.

Employees may be required to seek a Doctor's consultation/written confirmation for any prolonged illness requiring the employee to be absent

Human Resources Policies and Procedures

Section 215.03 –Sick Leave

for three or more consecutive days, or as requested by the employee's supervisor or Human Resources. Also, employees must contact the Director of Human Resources or designee to discuss the possibility of the employee's illness applying to FMLA under Section 201.03 within these Policies and Procedures.

Advance requests for sick leave shall be made ~~on the Request for Leave in UltiPro-form~~, which must be submitted to the ~~department head~~immediate supervisor for approval a minimum of **48 hours** in advance of the leave.

Employees who take FMLA leave for his/her own serious health condition must exhaust all accrued sick leave prior to starting an unpaid FMLA leave.

FMLA leave and the use of paid sick time will run concurrently.

An employee cannot elect to take time off unpaid if he/she has accrued paid leave to use.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 215.09 – Pay Practices, Work Hours and Time Keeping

OBJECTIVE

To establish the District policy concerning hours of work and timekeeping procedures for District employees. The District will maintain a work schedule which will assure the maintenance of an effective work force capable of performing all required functions associated with a safe and efficient facility.

The District will ensure that accurate records are maintained, and work schedules comply with Federal and State rules, regulations and laws.

METHOD OF OPERATION

INTRODUCTION OF PAY PRACTICES

Work hours are set to support the functions of the District, the tenants and the general public.

The District Administrative Office is open Monday-Friday, 8am-5pm, excluding District observed holidays as outlined in Section 215.07 (Holiday Pay).

The District workweek is defined as Sunday-Saturday.

The pay period begins on Sunday, and consists of two, seven-day work weeks.

Employees are paid bi-weekly, on the Friday following the end of the pay period, unless otherwise defined by Payroll. When a payroll date falls on a holiday, employees will, when possible be paid on the last business day before the holiday.

If an employee is scheduled to start work at a given time, then he/she is expected to actually start working at that time and not sooner without prior supervisor approval. Off-the-clock work is prohibited.

SALARY DEDUCTIONS AND WITHHOLDINGS

Some deductions from pay are mandatory, while others are voluntary. Mandatory deductions include federal income tax (withholding), State Income Tax (where applicable) and social security contributions (FICA). The amount of federal and state income tax withheld from the gross earnings depends upon the employee's salary and how many dependents he/she chooses to claim each year. FICA is deducted from gross salary at a fixed rate.

All employees, excluding those in a Non-Qualified Temporary classification, are required to participate in the South Carolina Retirement System (SCRS) or Police Officers Retirement System (PORS). A percentage, as determined by SCRS and PORS program, of the employee's gross income will be deducted from each paycheck.

Human Resources Policies and Procedures

Section 215.09 – **Pay Practices, Work Hours and Time Keeping**

Wages may be garnished only when the Human Resources Department receives a legal court order, or an appropriate order from a government agency.

With the employee's authorization voluntary deductions may also be deducted. Voluntary deductions may include medical, dental and vision benefit premiums, accident and life insurance premiums, deferred compensation, donations, District property, etc.

Employee deductions for insurance premiums are determined by the coverage the employee selects. The amount of other deductions depends upon the commitment the employee wishes to make.

Individual paycheck information, which may be found in UltiPro, includes an itemized statement of gross pay, various deductions, net pay, and other items of importance. Employee's may also view information in UltiPro related to annual, sick, and other leave balances.

DIRECT DEPOSIT

Direct deposit is a requirement of employment. With direct deposit, employee pay is automatically deposited into an account in any financial institution of the employee's choosing that is a member of the Federal Reserve Network. Pay cards will be accepted as an alternative to direct deposit into a bank account.

TIMEKEEPING

The District uses an electronic time tracking system called UltiPro to capture and record all non-exempt employee time records. The electronic time tracking system allows employees to accurately monitor and keep track of his/her individual time and enables the District to efficiently process employee time work and leave taken for payroll purposes.

The District's "rounding" policy for electronic time keeping devices is rounding to the quarter hour.

The District will follow the seven (7) minute rule for the beginning and end of all shifts. From 1 minute to 7 minutes in the quarter hour the employees' work time will be rounded down to the nearest quarter hour; from 8 minutes to 15 minutes in the quarter hour the employees' time is rounded up to the nearest quarter hour.

Example: Employee A clocks in at 7:53am, the time will round down to the nearest quarter hour, 8am. Employee B clocks in at 7:50am, the time will round up to the nearest quarter hour, 7:45am.

Lunch/meal breaks do not follow the rounding rule and will track actual time taken for the break period.

EMPLOYEE TIME REPORTS

All federal and state of South Carolina wage and hour laws guide the utilization of the electronic time tracking system at the District. UltiPro electronic timekeeping system is used to record all hours worked and

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leave taken for personnel. These automated time reports must reflect all regular and extra duty hours worked for the payroll period (including personal leave, vacation, holidays, etc.).

OFFICIAL TIME OF RECORD

Exempt Employees

Exempt employees are not required to use the UltiPro time keeping system to record their/his/her arrivals and departures from work, nor unpaid lunch breaks. Exempt employees are required to submit exceptions only. Examples of exceptions may include, vacation, sick leave, jury duty, bereavement, etc.

Non-Exempt Employees

The UltiPro electronic time keeping system and associated work records are the official basis for recording hours worked for all non-exempt employees of the District.

In order to ensure consistency of treatment for employees, the data recorded in the UltiPro system shall be considered as the "official" record of the workday for these positions.

In the event an employee has a dispute over time that was clocked in or out, they should bring it to the attention of their/his/her immediate supervisor immediately. The UltiPro electronic time tracking system provides a log to assist in validating times and locations of all employee swipes. Any dispute that cannot be resolved using the logs should immediately be reported to the Human Resources Department.

DAILY CLOCK IN/OUT REQUIREMENTS

It is a job requirement that **all** non-exempt employees **must** "clock in" at the start of the shift and "clock out" at the end of the shift. Under certain conditions (such as trainings at an off-site location, business trips, etc.) when an employee cannot "clock in" or "clock out", the employee should report time worked to his/her immediate supervisor so that his/her time worked can be manually entered. The workday begins for all employees with the first act of work.

Other requirements include:

- All non-exempt employees are assigned a work schedule, which may include unpaid lunch/meal breaks.
- It is a job requirement that all non-exempt employees must "clock out" at the start of an unpaid lunch break and "clock in" at the end of the unpaid lunch break.
- Employees are required to "clock in" before performing any work and are not permitted to "clock out" until all work has stopped.
- Employees are expected to clock in and out at his/her regularly scheduled times.

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CLOCK LOCATIONS

Time Clocks are located throughout the District in effort to make it convenient for non-exempt employees to be able to “clock in” and “clock out”. Some of the locations where time clocks are located are Facilities, Maintenance Shop, Administration, ARFF station, Police department, the FBO, Cerulean Cargo, the Information Desk and Operations. Employees may utilize any clock for time keeping purposes.

For designated employees, the ability to use the “web punch” feature is available for time keeping for unpaid lunch breaks.

CLOCK PROBLEMS

If an employee is unable to punch in or out because of a time clock malfunction, accidental oversight, or other reason, it is the employee’s responsibility to immediately inform his/her immediate supervisor. In this situation, the immediate supervisor will manually correct the clock in or clock out information. Clock problems or malfunctions must be reported to IT for repair.

FALSIFICATIONS, TAMPERING & UNQUTHORIZED VIEWING

All employees are prohibited from falsifying any timesheet. All hours worked must be accurately recorded. Employees are prohibited from entering time for another employee or otherwise altering or tampering with a time record.

The following infractions are prohibited and will be considered severe. Due to the severity of these infractions, employees may be subject to immediate corrective action, up to and including termination.

- Any attempt to tamper with timekeeping hardware or software.
- Clocking in or out for another employee (a.k.a. “buddy punching”).
- Interference with another employee’s use of the UltiPro system.
- Unauthorized viewing of another employee’s time in the UltiPro system.
- Demonstrating a pattern of intentionally not clocking in or out.
- Excessive missed punches.

LUNCH/MEAL BREAKS

The length of lunch/meal breaks may vary from department to department. Managers may or may not schedule unpaid lunches/meal breaks. An unpaid lunch/meal break must be a minimum of thirty (30) minutes. No work shall be performed while on an unpaid lunch break, and if an employee is interrupted during the unpaid lunch/meal and has to perform work, then the entire break shall be paid.

BREAKS

Breaks lasting less than thirty (30) minutes are compensable.

Employees who are nursing will be provided with reasonable unpaid breaks to express breast milk as frequently as needed for up to one year after the birth of a child. The District will provide a place for the break,

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other than a bathroom, that is shielded from view and free from intrusion. Employees will not be retaliated against for exercising her rights under this policy.

OVERTIME

Overtime, whether or not scheduled in advance, shall be approved by the employee's immediate supervisor. Employees who work overtime without prior approval will be paid the required rate but can be subject to corrective action. All overtime will be calculated based on the actual hours recorded and credited to the employee as measured by the UltiPro electronic timekeeping system based on the hours worked in the defined work week, or for ARFF & Police the fourteen (14) day pay period.

UNREPORTED HOURS

The wage and hour laws do not permit an employer to benefit from the work of an employee without compensating them for such work. Therefore, all hours worked must be reported using the UltiPro electronic timekeeping system. Any time spent working while not clocked in (a.k.a. "working off the clock") is strictly prohibited. All time worked for the District must be properly recorded. Employees that under report or fail to report hours worked are subject to corrective action up to and including termination. Non-exempt employees are required to report any directive to work off-the-clock to the Human Resources Department.

Examples of "working off the clock" may include:

- Not clocking in or out.
- Voluntarily continuing to work at the end of regular working hours.
- Taking work home to complete on the weekend or in the evening.
- Checking/Reading/Reviewing work-related emails, text messages or listening to work-related voicemail messages while away from the office or workplace.
- Answering phones, emails, or attending to customers while on a lunch break.

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Employees conducting personal business or simply not working while clocked in may be considered "riding the clock" and could be subject to corrective action up to and including termination.

LEAVE

Employees who are eligible for paid leave must use the UltiPro application to request and receive approval for paid leave. Leave approvals must be completed by the employee and the immediate supervisor prior to the end of the pay period in order to be included on his/her paycheck.

PROCESSING OF ELECTRONIC TIME REPORTS

It is recommended as a best practice, that employees review his/her timesheet each workday to resolve any missed punches or leave taken.

The timesheet must be approved prior to leaving work the last day worked in the pay period.

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Any work performed in the same pay period but after the timesheet was approved, can and must be resolved by Monday at noon.

Approval by an employee certifies acceptance that the time submitted to the District is correct.

If an employee is unable to reconcile and approve the timesheet in the prescribed timeframe, the immediate supervisor or designee will make the best effort to accurately reflect the time worked in the pay period and submit the timesheet for processing. Upon the employee's return, or as soon as possible thereafter, the employee will either electronically approve the timesheet or complete a form certifying the hours submitted were correct. If a form is used, then the original will be forwarded to Human Resources to store in the employee's personnel file.

The Finance Department will close the workweek in UltiPro according to a preset schedule to ensure that time adjustments and leave taken are properly recorded. The time clock week begins on Sunday at 12:01 AM and runs through Saturday at 12:00 AM. Managers must resolve all missed punches, reconcile and enter all leave taken, and review clock hours for staff on the Monday following the close of a pay period by 12:00 PM.

If a manager recognizes that he/she will not make the 12:00 PM deadline, he/she must immediately notify the Finance Department.

MANAGERS/APPROVERS

Immediate supervisors or designees are responsible for monitoring and approving the electronic time and attendance information for his/her department each pay period. Time cannot be released for payroll processing without the immediate supervisor or the designeesdesignee's approval. Approval by the immediate supervisor or designee certifies that the time submitted to the District is correct.

TIME CLOCK SYSTEM AUDITS

UltiPro data is subject to annual external audit and may be monitored by a third party to verify compliance. Additionally, the Finance Department in conjunction with the Human Resources Department will monitor UltiPro data on a regular basis and review for irregularities or patterns. Any irregularities and/or patterns will be reported to the applicable Manager and all findings will be investigated.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 216.02 – ~~Health Insurance~~ District Benefits

OBJECTIVE	To provide an overview of the permanent, Full-time employees Health Insurance <u>District offered</u> Benefits.
METHOD OF OPERATION	
BENEFITS OVERVIEW	<p>The following benefits are provided by the District to some or all employees. See the SC PEBA Accounts Guide and benefit description for eligibility restrictions and more information. For additional questions, employee should reach out to the Human Resources Department or visit the SC PEBA website, https://www.peba.sc.gov/.</p> <p>Group Health Insurance is available to all Full-time employees and his/her eligible family members.</p> <p><u>Dental & Vision Insurance</u></p> <p><u>Long-term Disability</u></p> <p><u>Supplemental Long-term Disability</u></p> <p><u>MoneyPlus Medical Spending Account</u></p> <p><u>MoneyPlus Dependent Care Spending Account</u></p> <p><u>MoneyPlus Health Savings Account</u></p> <p><u>Life Insurance</u></p> <p>Accidental <u>Death & Dismemberment (AD&D)</u></p> <p>The President/CEO will establish the percentage of premiums paid by the District for employee and dependent coverage. The District reserves the right to change plan providers and its contribution from time to time.</p> <p>Insurance eligibility date is based on the first day of the month following hire, and/or in accordance with plan documents.</p>
DEFERRED COMPENSATION PROGRAMS	<p>The District offers the opportunity for <u>all of</u> its employees to participate in the South Carolina Deferred Compensation 401k Program, the 457 Deferred Compensation Program, and the 401K Roth Program.</p> <p>For <u>all</u> Full-time employees who are SCRS participants, excluding variable hour employees, the District will <u>100% up to the first 5% of employee deferred compensation contributions each calendar</u> year. The District's matched dollars will be added to the employee's 401K, or such other account(s) as allowed in the appropriate plan documents. The Employee may elect to contribute an additional amount consistent with the plan guidelines and Federal Law. Plan Guidelines are available through the Human Resources Department <u>or through SC PEBA.</u></p> <p>For Qualified and Non-Qualified Part-time and Variable Hour employees who are SCRS participants, participation in the South Carolina Deferred Compensation 401K Program, the 457b Deferred Compensation Program, and/or the 401K Roth Program is optional at the employee's</p>

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Section 216.02 – ~~Health Insurance~~ District Benefits

~~election. Should the part-time employee elect to participate, there will be NO match from the District.~~

The District's deferred compensation program "match" is also specifically excluded from employees participating in the PORS program.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 216.04 – Reimbursement of Educational Expenses

OBJECTIVE	To provide financial assistance <u>reimbursement of education expenses</u> to employees seeking education or advanced learning while employed by the District.
METHOD OF OPERATION	
GENERAL	Financial assistance is provided to any District employees who seek to improve his/her knowledge by participating in educational courses while employed by the District, <u>may be eligible for reimbursement of education expenses under this policy</u> . If the employee is receiving payment for such educational expense from another governmental source, or in the form of incentive pay, the employee is not eligible for the benefits provided. Courses recognized for educational assistance are:
REIMBURSEMENT OF EDUCATIONAL EXPENSES	<u>Reimbursement of Educational Expenses provides reimbursement of tuition and other expenses related to a course taken in the pursuit of a degree or the expenses related to a non-degree college course at an approved facility or institution.</u> <u>A. Degree Program Criteria</u> <u>To be approved under the policy, a Degree Program must meet the following criteria:</u> <ol style="list-style-type: none"><u>1. The degree is consistent with the employee's ability, potential, and scholastic background or a reasonable chance exists for the employee to use the acquired knowledge.</u><u>2. The degree is reasonably applicable to the work the employee is doing or for which the employee might be reasonably expected to be qualified to do.</u><u>3. The required curriculum leading to the degree and the number of hours to be completed is appropriate.</u><u>4. The degree is in a field of interest to the District and a reasonable chance exists for the District to derive some benefit from it.</u> <u>B. Non-degree Program Criteria</u> <u>To be approved under the policy, a Non-degree Program must meet the following criteria:</u> <ol style="list-style-type: none"><u>1. Job Improvement Courses</u> <u>The course(s) must be directly related to the employee's assignment that improve skill, knowledge, and the ability of the employee in job performance, and increase potential for promotion through more advanced techniques. For example, if an electrician working on signal devices pursues a course in</u>

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Section 216.04 – Reimbursement of Educational Expenses

electronics, such a course provides advanced knowledge and training in job performance and makes the employee eligible for promotional consideration.

2. Self-Improvement Courses

Courses designated for self-improvement and increased general knowledge, which may have no direct relationship to the employee's current assignment, are recognized as approved courses when:

A. courses are required for a college degree, certification program, or State certification;

A.B. courses would enhance the employee's qualification for any other position within the District, and/or make the employee eligible for promotional consideration.

C. Eligible Fees and Expenses

The following expenses may be eligible for reimbursement:

1. Tuition: The fees charged by an institution for an eligible course.

Eligible courses include the following:

a. Formal college-credit courses offered by an accredited college or university.

b. Online courses offered by an accredited college or university.

c. Adult education non-credit and/or non-degree courses offered by an accredited institution, including public school systems, colleges, or universities.

d. Private, business, or technical school courses, when comparable training is not available through one of the above categories. (Before approving such courses, the Manager/Supervisor should evaluate the school's standards and determine if costs are compatible with the level of training received.)

e. Required courses within a curriculum that lead to a diploma, certificate, or degree in a field of interest to the Company, even though these courses are not specifically job-related (i.e., religion or art courses).

2. Required Textbooks: May include books in printed or electronic format (including shipping charges if purchased online by the student), newspaper subscriptions, or magazine subscriptions, provided the materials are required for the enrolled course(s).

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Section 216.04 – Reimbursement of Educational Expenses

3. Required Supplies: Supplies related to a course may be reimbursable if they are a required part of the course. Any other items that are needed, but not specifically required (i.e., stated in the syllabus), will not be eligible for reimbursement
4. Required Fees: Fees assessed by the institution which are required for enrollment in and completion of an approved course or degree and are not refundable after completion of a course or course of study.

An employee is eligible for reimbursement of a course under this policy only if he or she is an active employee at the time the course commences and at the time of reimbursement. A course will ordinarily be considered to commence on the "first regular day of class" for any course that is offered during a regular academic term at an educational institution. Courses that commence prior to employment are not eligible for reimbursement.

D. Ineligible Fees and Expenses

Not all expenses related to a Degree Program or Non-Degree course are eligible for reimbursement. Ineligible fees and expenses include:

1. Ineligible Course: College courses required to complete an employee's usual job responsibilities are not eligible for reimbursement under the policy.

The following are also considered ineligible courses under the policy:

- E. Recreation or leisure time courses such as golf, bridge, sewing, and dancing are not covered, unless they are part of the curriculum stated above.
- E. Courses that will not be considered for educational reimbursement include training courses, seminars, workshops, and conferences. These types of educational activities are funded through the travel and training budget. Employees interested in attending such courses should contact his/her immediate supervisor for availability of funds and attendance.

If a Manager/Supervisor recommends one of these courses for an employee as a District-sponsored development action, it may be eligible for reimbursement as a business expense.

- E. Preparation courses to prepare for an exam that is required to attend graduate school, including GMAT/GRE test-prep courses.

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Section 216.04 – Reimbursement of Educational Expenses

E. Fees charged in lieu of a course, including college credit granted for District-sponsored training (in-house and outside training) and college credit granted for work or life experience.

e. Fees for application, laboratory, registration, taxes and similar costs are not reimbursable.

3. Optional Supplies: The cost of materials, instruments, supplies, or equipment are not reimbursable unless they are included as an indistinguishable part of the total cost of the course.

4. Optional Fees: Fees charged as the result of the institution providing services not automatically assessed or related to the enrollment in and completion of a course or degree. Optional fees also include charges for expenses that are the result of employee choice or negligence.

E. Reimbursement of Fees and Expenses

Payment for course work is authorized by the President/CEO-Director of Human Resources or designee. To qualify for reimbursement, an employee must receive a grade of "C" or better, or "Pass" if taking a "Pass/Fail" course. No benefit will be payable unless these requirements are met.

Once a course has been satisfactorily completed, an employee may request reimbursement for eligible fees and expenses related to the course. Eligible fees and expenses, as described above, will be reimbursed up to the annual maximum.

To request reimbursement an employee must submit official transcripts or other completion documentation along with receipts and other requested proof of expenditure documentation for reimbursement to the Finance-Department-Director of Human Resources within 15 business days of course completion. The Finance-Department-Director of Human Resources or designee will arrange for reimbursement to the employee for expenses incurred.

The employee is responsible for submitting transcripts, certificates and other educational achievement documents to the Finance-Department Human Resources Department to document personnel records with achievements.

An employee may be reimbursed up to a maximum of \$4,000 per fiscal year—calendar year. The President/CEO may elect to lower this reimbursement during the budget process for each fiscal year. Thus, the maximum reimbursement amount is subject to change from year-to-year.

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Section 216.04 – Reimbursement of Educational Expenses

The District shall follow IRS Publication 970 "Tax Benefits for Education" in the reporting of Educational Assistance reimbursements to the IRS. Reimbursements will be limited, subject to availability of funds and the number of participants in the program. This program may be amended or discontinued at any time. However, such amendment or termination will not affect any course study previously approved.

Reimbursements under this policy will be made only to employees who are on the active payroll when payment is due.

ELIGIBILITY TO PARTICIPATE

All Qualified Full-time employees who have ~~successfully completed their introductory period~~ are eligible to participate in the program. ~~been employed by the District for a minimum of twelve (12) months of continuous employment are eligible to participate in the program.~~

An employee must be in an active pay status and ~~have satisfactory job performance to participate.~~ cannot have an active corrective action at a Written Warning level or above, or be on a current Performance Improvement Plan. If after the employee is approved for reimbursement, he/she receives a corrective action at a Written Warning level or above or is placed on a Performance Improvement Plan, the District will reimburse any current course(s) being taken, but will not reimburse any future courses until the employee no longer has an active corrective action at a Written Warning level or above or is no longer on a Performance Improvement Plan. The employee will need to reapply for consideration.

REPAYMENT TO THE DISTRICT REQUIREMENTS

Should an employee leave District employment, whether voluntarily or involuntarily, after completion of course(s), and prior to compliance with the terms of the Educational Reimbursement Repayment agreement to remain in Agreement with the District employment for one (1) or more years, the District, the employee is responsible for reimbursing the District for any costs due in accordance to the Educational Reimbursement Repayment Agreement. Repayment will be taken from the employee's benefits accrued at time of termination, and any amount due the District over and above said benefits must be paid within thirty (30) days after termination.

Following termination of an employee who is indebted to the District for reimbursement of educational expenses, the Director of Finance or designee will issue an invoice to the employee showing the amount due and the terms of payment. Checks paid by the employee must be made payable to the District and sent to the Finance Department. The Finance Department is responsible for maintaining records of each employee's educational account, showing repayment and depositing refund payments to the District fund.

Human Resources Policies and Procedures

Section 216.04 – Reimbursement of Educational Expenses

Employees who participate in the reimbursement of educational expenses program specifically authorize the deduction from the employee's final paycheck to cover the reimbursement for educational expenses upon termination of employment. Under this policy the District may withhold from an employee's final paycheck (base salary, accrued leave/sick time, and/or expense reimbursements) to the extent permitted by applicable law, monies up to the amount due the District.

RETIREMENT, DEATH, DISABILITY, PERMANENT LAYOFF

Should the employee, through death, total disability, permanent layoff through no fault of the employee, or normal retirement, fail to continue the required tenure of employment, any remaining liability for reimbursement of educational expense is canceled automatically.

APPROVAL

Employees must secure proper approval prior to enrolling in a Degree Program or Non-Degree Program, to avoid incurring expenses that are not reimbursable under the policy. Approval for all expenses under this policy is at the discretion of the President/CEO in conjunction with the Director of Human Resources.

The following steps should be taken to obtain approval prior to beginning a course or program:

1. Submit a completed Educational Reimbursement Plan Application, along with the documentation described on the form, to the immediate supervisor for approval.
2. Once the immediate supervisor approves the program, forward the documentation, along with a Tuition Reimbursement Repayment Agreement, to the Director of Human Resources.
3. Human Resources will notify the employee and the manager of the decision.

Once an employee submits an Educational Reimbursement Plan Application, if courses have not commenced within twelve (12) months of the date the form was approved, an updated Educational Reimbursement Plan Application must be resubmitted for approval. The following rules also apply:

1. If one or more years have passed from the time of the most recent course, an updated Educational Reimbursement Plan Application must be submitted.
2. An employee who is initially approved for a specific Degree Program and later changes to a new Degree Program, must complete a new Educational Reimbursement Plan Application, even if that employee is attending the same institution.
3. A new Educational Reimbursement Plan Application is not required if an employee transfers to a different institution but remains within the same Degree Program.

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Section 216.04 – Reimbursement of Educational Expenses

Educational Reimbursement Application Plan requests must be submitted prior to December 31st for courses to begin the new fiscal year (July 1). Applications submitted after December 31st, but prior to the start of the new fiscal year will not be approved for reimbursement until the start of the following fiscal year without approval from the President/CEO or designee.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 219.00 – ~~Disciplinary Actions~~Corrective Action

OBJECTIVE

The intent of this policy is to set forth certain rules and conduct that the District expects its employees to follow. Generally, the District expects employees to exercise common sense and good judgment. When employee conduct or performance does not meet the expectations of the District, appropriate disciplinary action may be taken.

The particular disciplinary action that may be taken against an employee lies within the discretion of the District and will vary depending on the circumstances of each case.

The District, at its sole discretion, reserves the right to determine the appropriate disciplinary action depending on the factor of each situation on a case-by-case basis. The District recognizes that there are certain types of employee misconduct that are serious enough to justify either a suspension or termination of employment, without going through other steps of progressive discipline. The District reserves the right to take disciplinary action at any time up to and including termination of employment. This policy does not create an expressed or implied promise to follow any formal steps of discipline, nor does it limit the type and severity of discipline that may be issued by the District. Nothing in this policy alters or changes an employee's at-will employment status.

For the purpose of this policy, the terms "Corrective Action" and "Progressive Discipline" are used interchangeably and mean the same thing.

METHOD OF OPERATION

PROCEDURES

Disciplinary action should be taken when necessary. Generally, employee misconduct should be dealt with using a progression of disciplinary actions. However, in recognition of the facts that each instance differs in many respects from somewhat similar situations, each occurrence should be treated on an individual basis. If a Department Director and/or supervisor suspects employee misconduct, he/she must investigate the situation, in partnership with Director of Human Resources or designee, in a timely manner and determine if a violation has occurred, the nature of the violation, and who committed the violation.

The District generally subscribes to a progressive discipline system for poor job performance, misconduct, and policy/procedure/values violations. Corrective action is intended to be "corrective". When used, progressive corrective action makes the employee aware of the District's concerns and gives the employee the opportunity to correct the situation.

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Section 219.00 – ~~Disciplinary Actions~~Corrective Action

Each manager is responsible for assessing the conduct and behavior of his/her employees. The objective of the District is to work with employees to solve problems and improve performance deficiencies. However, any conduct or poor performance which interferes with or adversely affects the District is grounds for disciplinary action up to and including termination. Termination may be considered appropriate even if none of these preliminary steps have been taken. Record of Disciplinary Actions will remain active in the employee's Personnel Record for twelve (12) months.

If corrective action is warranted, there are four (4) possible steps to the District's progressive discipline system.

A corrective action at "Written Warning" level or above must be discussed with and approved by the Director of Human Resources or designee prior to meeting with the employee.

STEP ONE – VERBAL COUNSELING

The immediate supervisor or designee will discuss the inappropriate action/behavior/values violation, or unacceptable job performance with the employee. All Verbal Counseling discussions must be documented on the Corrective Action Report and the original copy maintained in the employee's personnel file in Human Resources. The employee may add comments and then will sign/date the report to indicate he/she understands the content. The employee shall receive a copy of the Verbal Counseling and the original shall be sent to Human Resources for placement in the employee's personnel file.

STEP TWO – WRITTEN WARNING

A Written Warning consists of counseling with formal documentation on the Corrective Action Report. This is used when repeated inappropriate action/behavior/values violations occur, or if the circumstances warrant more than a verbal counseling.

The supervisor must communicate to the employee that if the situation is not remedied, further corrective action, up to and including termination, may result. After completion of the Corrective Action Report, the employee may add comments and then will sign/date the report to indicate he/she understands the content. The employee shall receive a copy of the Written Warning and the original shall be sent to Human Resources for placement in the employee's personnel file.

STEP THREE – SUSPENSION OR FINAL WRITTEN WARNING

Final Written Warning is used when an employee is put on notice that one or more type of violation of **any** type could result in termination of employment. It should be made clear by the supervisor that this is a final notice and another violation of **any** type could result in immediate termination. After completion of the Corrective Action Report, the

Human Resources Policies and Procedures

Section 219.00 – ~~Disciplinary Actions~~Corrective Action

employee may add comments and then will sign/date the report indicating he/she understands the content. The employee shall receive a copy of the Final Written Warning and the original shall be sent to Human Resources for placement in the employee's personnel file.

Suspension is used in cases where further investigation is needed, however it also may be used as a step in the progressive discipline process. Employees may be suspended with or without pay as determined by the Director Human Resources or designee.

If suspension is being used as a step in the progressive discipline process, then the reason for suspension must be documented on the Corrective Action Report. After completion of the Corrective Action Report, the employee may add comments and will sign the report to indicate he/she understands the content. The employee shall receive a copy of the report and the original shall be sent to Human Resources for placement in the employee's personnel file.

A suspension without pay for disciplinary reasons may not exceed fourteen (14) calendar days. The period of extension may be extended with approval of the President/CEO or designee.

NOTE: If further investigation determines that suspension was unwarranted, the employee will receive pay for the regular schedule hours they were absent because of the suspension from work.

STEP FOUR - TERMINATION

Termination is warranted if the preceding actions fail to improve the employee's inappropriate behavior/action/values violations, or poor job performance. Dismissal may occur after an initial violation if in the District's sole discretion, it is warranted. Complete and accurate documentation is necessary for discharge.

Documentation must be reviewed with Human Resources prior to all discharges and approved by the President/CEO.

APPROPRIATE CORRECTIVE ACTION DETERMINATION GUIDELINES

Before proceeding with corrective action, supervisors should consider the following factors:

1. Was the employee aware of the rules and/or policies and/or procedures and the consequences of non-compliance?
2. Was the employee given adequate time to show improvement?
3. Was a fair and thorough investigation conducted?
4. Is there justifiable evidence of wrongdoing?
5. Have the rules been applied fairly and without discrimination?
6. Is the amount/severity of corrective action warranted by the offense?

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Section 219.00 – ~~Disciplinary Actions~~Corrective Action

DISCIPLINARY PENALTIES

UNACCEPTABLE CONDUCT

An employee's work record and years of service, consistency and other appropriate factors may be used to determine the appropriate level of discipline. Supervisors must partner with Human Resources to ensure that disciplinary actions are handled appropriately and consistently.

Types of conduct set forth below, although it is not intended to be a complete list of all possible violations, constitute unacceptable conduct that may lead to disciplinary action, up to and including termination:

- Substandard work quality.
- Failure to report absence from work in a timely manner to the immediate supervisor or his/her designee.
- Failure to follow common safety practices.
- Any act of negligence, which results in a failure to complete assigned tasks or responsibilities in a timely manner.
- Threats of violence or exhibiting violent behavior.
- Excessive unscheduled absences and/or tardiness.
- Violating the Dress Code Policy.
- Failure to provide excellent customer service.
- Smoking on or in any District property, with the exception of designated smoking areas.
- Leaving the job during working hours without notice to or permission from the supervisor.
- Absence without approved leave or failure to report after the leave has been disapproved, revoked or canceled.
- Failure to report an injury or property damage to include equipment immediately to one's supervisor.
- Careless use of District property resulting in damage.
- An accident resulting in injury due to carelessness, neglect or disregard of safety practices.
- Fighting, threatening, intimidating, coercing, bullying or otherwise interfering with the rights of other persons.
- Falsifying or altering District documents.
- Actions or behaviors which are contrary to our Mission/Vision/Values.
- Failure to follow guidelines for safety of self, others or the facilities.
- Unauthorized possession or removal without permission from the District, any property, equipment or materials.
- A non-exempt employee working off the clock or a supervisor suggesting or asking or knowingly allow an employee work off the clock.
- Assigning work that places the employee at risk of serious harm, threatens significant damage to District property or financial loss to the District whether or not such harm or damage occurs; knowingly allowing employees to perform work or assignment under unsafe conditions.
- Any conduct that violates the District's discrimination, bullying or harassment policies.

Human Resources Policies and Procedures

Section 219.00 – ~~Disciplinary Actions~~Corrective Action

- Operation of a District vehicle or equipment while under the influence of any medication or drug, which causes drowsiness or other physical or psychological impairments.
- Abandonment of position by being absent from duty for three (3) consecutive days of work without proper authorization.
- Insubordination.
- Violation of the District's drug-free workplace policy.
- Making false claims or deliberate misrepresentations in an attempt to obtain sickness or injury benefits, workers compensation or other such benefits.
- Loss or suspension of required license, certification, permit or other requirement needed by an employee to perform the duties of his/her position.
- Discriminating against an applicant, employee, customer, vendor, or contractor.
- Consumption of or being under the influence of intoxicating beverages or controlled substances not prescribed by a physician, while on official duty.
- Possession/use of intoxicating beverages, non-prescribed drugs or illegal controlled substance at a place of work, in a District vehicle or while on official duty.
- Testing position for illegal drugs or alcohol in violation of the District's Drug-free Workplace policy.

RIGHT OF APPEAL

The right to appeal disciplinary actions is provided to all regular employees through the Grievance Procedure. Employees within his/her introductory period (the first ninety (90) consecutive calendar days of employment) are not eligible to appeal disciplinary actions.

RE-HIRE


Employees who are involuntarily terminated or an employee that did not resign in good standing will not be eligible for re-hire for a period of twelve (12) months.

Approval by the President/CEO is required before the re-hire of a terminated employee occurs.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 219.00 – ~~Disciplinary Actions~~ Corrective Action

		Discipline Notice		
		<p>This Discipline Notice documents a violation of the District's standards of conduct. Depending on the situation, any step in the process may be repeated, omitted or taken out of sequence. If an employee demonstrates a pattern of behavior, repeatedly violates the District's policies or has received multiple Discipline Notices, a Final Counseling should be issued. On the other hand, if an employee commits a serious offense that does not warrant immediate termination, a Final Counseling may be the first step in the progressive discipline process.</p>		
Employee's Name		Job Title	Department	Date of Hire
What disciplinary action is being taken?		<input type="checkbox"/> Counseling	<input type="checkbox"/> Final Counseling	<input type="checkbox"/> Termination
Check the appropriate work violation		<input type="checkbox"/> Employee Behavior/Conduct <input type="checkbox"/> Failure to Provide Customer Service <input type="checkbox"/> Safety Violation <input type="checkbox"/> Unbecoming <input type="checkbox"/> Staffing & Selection Violation <input type="checkbox"/> Attendance/Punctuality <input type="checkbox"/> Failure to Follow Instructions <input type="checkbox"/> Substance Abuse Violation <input type="checkbox"/> Background Checks <input type="checkbox"/> Insubordination <input type="checkbox"/> Weapons and Explosives <input type="checkbox"/> Failure to Act with Integrity <input type="checkbox"/> Information Systems Use <input type="checkbox"/> Possession <input type="checkbox"/> Retaliation Violation <input type="checkbox"/> Respect Violation <input type="checkbox"/> Workplace Activity <input type="checkbox"/> Workplace Violence <input type="checkbox"/> Other: _____		
State what happened. For example, relevant information may include: • When did it occur? • Who was involved? • Where did it occur? • Impact to the District? • Other information? Attach additional sheets where necessary.				
State the improvement required of the employee				
Previous Notices		Has the employee received previous Discipline Notices in the past 12 months? <input type="checkbox"/> Yes <input type="checkbox"/> No Has the employee received a Final Notice? <input type="checkbox"/> Yes <input type="checkbox"/> No		
All Disciplinary Actions must go through the approval process prior to issuance to an employee. A Department Manager and the Administration Manager must approve all disciplinary actions for all employees. For disciplinary actions resulting in termination, the Airport Manager, the HR Manager, and the Executive Director must approve for both hourly and salaried employees.				
Manager Approval		Signature: _____ Date: _____ Print Name and Title: _____		
Signatures		By signing this document, I acknowledge only that I have received the Discipline Notice. I do not represent that I am in agreement with the Notice. If this is a Counseling, I acknowledge that future violations of any District policy may result in disciplinary action, up to and including termination of employment. If this is a Final Counseling, I acknowledge that a single future violation of any District policy will result in termination of employment. _____ Employee Receiving Discipline Notice Date: _____ _____ Supervisor/Manager Conducting Discipline Session Date: _____		

Effective 4/27/2015

Human Resources Policies and Procedures

Section 219.00 – ~~Disciplinary Actions~~ Corrective Action



EMPLOYEE NAME _____
DEPARTMENT _____

DISCIPLINE PROCESS TRACKING

The Discipline Process Tracking Form is a part of every employee's personnel file. The Tracking Form should be placed in the front section of the employee's file to be used to document any action in the progressive discipline process when violations of the Authority's policy, process or procedure occur. **Depending on the situation, any step in the process may be repeated, omitted or taken out of sequence.** If an employee demonstrates a pattern of unbecoming behavior, repeatedly violates the Authority's policies, or has received multiple Discipline Notices, a Final Counseling Discipline Notice should be issued. On the other hand, if an employee commits a serious offense that does not warrant immediate termination, a Final Counseling Discipline Notice may be the first step in the process.

Coaching Session(s)	
Manager Conducting Session:	Manager Conducting Session:
Approving Manager:	Approving Manager:
HR Approval:	HR Approval:
Date:	Date:
Violation:	Violation:

Counseling Session(s)	
Manager Conducting Session:	Manager Conducting Session:
Approving Manager:	Approving Manager:
HR Approval:	HR Approval:
Date:	Date:
Violation:	Violation:

Final Counseling Session	
Manager Conducting Session:	Date:
Approving Manager:	HR Approval:
Violation:	

Termination Session	
Manager Conducting Session:	Date:
Approving Manager:	HR Approval:
Violation:	

Administrative Leave of Absence <i>(use only when necessary to conduct sensitive investigations)</i>	
Manager Informing Employee:	
HR Approval:	
Date Employee Informed:	
Date Leave Begins:	Date Leave Ends:
Violation Under Investigation:	Action Recommended:

Effective 12/08

Human Resources Policies and Procedures

Section 219.00 – ~~Disciplinary Actions~~ Corrective Action



PERFORMANCE DISCUSSION TRACKING FORM

Last Name:	First Name:	Middle Initial:	Department
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This form should be used to document performance discussions held with an employee. Indicate the issue that was discussed and the outcome of the discussion. Provide specific, tangible information. Keep this form in Employee's Personnel File.

Date: _____ Manager initiating discussion: _____

Reason for discussion: _____

Date: _____ Manager initiating discussion: _____

Reason for discussion: _____

Date: _____ Manager initiating discussion: _____

Reason for discussion: _____

Date: _____ Manager initiating discussion: _____

Reason for discussion: _____

Date: _____ Manager initiating discussion: _____

Reason for discussion: _____

Effective 12/08

Human Resources Policies and Procedures

Section 221.00 – Employee Resignation & Termination Process

OBJECTIVE

To formulate a comprehensive policy that covers all areas of termination-separating from employment with the District including giving notice, ~~involuntary and voluntary terminations~~, final pay, exit forms, benefits and severance pay.

METHOD OF OPERATION

RESIGNATION

If an employee finds it necessary to terminate his/her employment with the District, the employee must give his/her immediate supervisor written notice as follows to be considered resigned in good standing:

30 calendar days for employees in positions Level 18 and above.

14 calendar days for employees in positions Level 17 and below.

The supervisor, after consultation and approval from the Department Director and the Director of Human Resources, may waive the requirements for the terminating employee to work the notice period.

To be considered resigned in good standing, eligible for annual leave and sick leave payout and eligible for re-hire, once an employee has tendered his/her resignation, the use of paid leave during the notice period is prohibited without proper notice as outlined above. An employee may take paid leave during the resignation period only if approved by the immediate supervisor. An employee cannot elect to take time off unpaid during a resignation period.

Employees who resign in good standing shall receive payment for accrued annual leave and sick leave, subject to the limitations set forth in those policies.

Resigning employees may be scheduled for an exit meeting with the Director of Human Resources or designee to ensure that all District property is returned and to provide an opportunity to discuss any questions or concerns related to employment with the District.

TERMINATION

Prior to termination of any employee, the immediate supervisor and/or Department Director should ensure the Corrective Action Policy has been followed, and approvals have been obtained, per Section 219.00 of the Human Resources Policy and Procedures. The employee should sign the Corrective Action Report form to acknowledge the termination has occurred; he/she should be given a copy of the Report form.

The supervisor and/or Department Director should ensure that all District property is returned and will notify Human Resources no later than Monday at noon following the last day in the pay period in which the employee is employed to make note in the employee's file.

Human Resources Policies and Procedures

Section 221.00 – Employee **Resignation &** Termination Process

DISTRICT PROPERTY

All District property should be returned on or before the last day of the pay period in which the employee is employed. Any District property not returned by this date, is subject to being withheld from the final paycheck.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

SECTION 222.00 — COMMUNICABLE DISEASE PROTECTION

OBJECTIVE

Because of the ever expanding number of communicable diseases becoming prevalent in our society, it has become necessary to have a policy that not only sets forth what communicable diseases are but also how employees should respond in the event they become exposed to any communicable disease.

This policy is set forth to inform all employees of the nature of communicable diseases and what the District's policy is regarding actions to be taken in the event employees are exposed to a communicable disease.

The District will comply with all applicable statutes and regulations that protect the privacy of persons who have a communicable disease. Every effort will be made to ensure procedurally sufficient safeguards to maintain the personal confidence about employees and/or applicants who have communicable diseases.

METHOD OF OPERATION

Definitions

Communicable Diseases are illnesses caused by an infectious agent, such as bacteria, virus, fungi, or parasites and/or toxin. Most of these diseases can be passed from one person to another. The terms infectious and contagious are also used to describe communicable disease.

Communicable diseases spread in a variety of ways to include:

- Physical contact with an infected person, such as through touch (staphylococcus, sexual intercourse (gonorrhea, HIV), fecal/oral transmission (hepatitis A), or droplets (influenza, TBP);
- Contact with a contaminated surface or object (Norwalk virus), food (salmonella, E. coli), blood (HIV, hepatitis B) or water (cholera);
- Bites from insects or animals capable of transmitting the disease (mosquito: malaria and yellow fever; flea: plague); and
- Travel through the air, such as tuberculosis or measles.

First Responder. A First Responder is an ARFF employee in the classification as a certified Emergency Medical Technician in the Department of ARFF (ARFF) who arrives first on the scene at emergency incidents and has responsibility to act

Procedure

~~The only ARFF employees who are authorized to act as First Responders and render first aid as a normal part of their duties are those individuals assigned to ARFF. All other ARFF employees are not expected, nor encouraged, to render first aid as a normal part of their duties.~~

~~There may be times, however, that individuals other than ARFF personnel may be inadvertently exposed to any communicable disease simply because they were in a position to come in contact with the airborne or blood borne pathogens causing many of the communicable diseases. If an employee is contagious with a virus or bacterial illness such as the cold, flu, or a sinus infection, it is expected that the employee will take reasonable and necessary precautions to include not coming to work while contagious. Blood borne pathogen is a pathologic microorganism that is present in human blood and that can cause disease in humans.~~

~~In the event any employee is exposed to blood or other bodily fluids from a person unknown to him/her, he or she should immediately notify their supervisor who will notify ARFF. An employee of ARFF will complete an ARFF Incident Report. During normal business hours, the Spartanburg Regional Hospital should then be notified to determine a further course of action. After hours, the supervisor may refer the employee to the Spartanburg Regional Hospital Emergency Room for further advice and treatment.~~

~~The Center for Disease Control in Atlanta has issued the following general guidelines to all personnel to reduce the risk of anyone becoming exposed to or contracting any communicable disease. ARFF is adopting this standard. Again, these guidelines are general and given to all employees regardless of their job risk to communicable diseases. Please read and follow these guidelines for your own protection:~~

- ~~1. Hand washing with soap and running water for 15 to 30 seconds.~~
 - ~~a. before eating, drinking or smoking.~~
 - ~~b. before handling clean, eating utensils.~~
 - ~~c. before and after using bathroom facilities.~~
 - ~~d. after contact with body secretions and excretions, (i.e., blood, vomit, feces, urine, mucus, saliva, and drainage from open wounds).~~
 - ~~e. after handling soiled diapers, menstrual pads, garments or equipment.~~
 - ~~f. after caring for any ill or injured guest, co-worker, especially those with nose, mouth or ear discharges as well as any of the above-mentioned substances.~~

Organizational Policy and Procedure — Human Resources

Section 222.00 — Communicable Disease Protection

- ~~2. The mouthing of pencils, pens and any other commonly shared equipment should be strongly discouraged.~~
- ~~4. Toothbrushes, razors, and nail files should not be shared.~~
- ~~5. Daily sanitation of all surfaces involved in food handling or food preparation is needed.~~
- ~~6. Disposable materials, paper towels should promptly be discarded into plastic bags.~~
- ~~7. If an employee is exposed to contaminants, through sharp objects or bites and the skin is broken, the wound should be encouraged to bleed, and should be rinsed with fresh water as soon as possible.~~

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes	Scrivener Clarification: 3/9/2011 Original: 11/9/2009

SECTION 224.00 — ELECTRONIC COMMUNICATION SYSTEMS USE

OBJECTIVE

The District's computers, internet, telephones, cell phones, Blackberries, iPads, or other hand-held PDA's (Personal Digital Assistants), voice mail, and any other electronic systems (communication systems) are intended to support the District's management, information and operational needs and are the property of the District. Accordingly, the District's communication systems should be used primarily for business-related purposes. The Airport, at its discretion, may reassign, relocate or restrict the use of the communication systems at any time.

METHOD OF OPERATION

GENERAL

Business-related information contained in the District's communication systems, including electronic mail, is considered confidential. Consequently, information contained within the communication systems should be disclosed only to authorized employees. Employees do not have a personal privacy right in any matter created, received, or sent through the communication systems. Employees should have no expectation of privacy regarding files and data residing on their assigned computer, disks, computer system, voice mail or any other communication system. Employees should be aware that passwords do not indicate any right of privacy.

Email messages are not private despite any contrary designation either by the sender or the recipient. The District may access email messages and "deleted" messages and the District may disclose certain email messages. Additionally, the District may monitor access to the internet. Employees' use of the internet, email, and other electronic communication systems must be in accordance with the District's anti-discrimination and anti-harassment policies. Threatening, harassing, or discriminating material shall not be transmitted or viewed on any District electronic communication system. Employees should be aware that e-mail and voice mail are business documents and no e-mail or voice mail should state or say anything that the employee would not want someone other than the intended receiver to hear or read. Employees should understand that even when an e-mail or voice mail message has been deleted from a location, it is still possible to retrieve and read the message. The District's email system is primarily for business-related purposes. Employees may use the District's email during non-working time as long as such email use does not interfere with employee's work.

Organizational Policy and Procedure — Human Resources

Section 224.00 — Electronic Communication Systems Use

~~Only District authorized software is permitted on the District's communication systems. Installation of computer programs is not allowed without the express permission of the Airport's information technology manager. Any software, files, and/or data loaded into the District's computer network becomes the property of the District. Any such files or software may be used only in ways that are consistent with their licenses or copyrights and should be restricted to those that have a particular business purpose.~~

~~No games of any type, other than those that were included on the system when installed, are permitted. To prevent computer viruses, all disks of any type should be scanned.~~

~~Employees are prohibited from installing or downloading any unauthorized software such as shareware, screensavers, time synchronizers, and search toolbars on to District computer equipment. Employees may not copy software from District computers and install it in their own home or other computers without the express written permission of management. The District does not allow the unauthorized use, installation, copying, or distribution of copyright, trademark, or patented material on any District communication tool.~~

~~Improper use of the District's communications systems can lead to discipline, up to and including immediate discharge. Disciplinary action will be taken for abuse of e-mail and/or internet according to Section 219.00.~~

APPROVAL AND UPDATE HISTORY	
Approval	Amended: 5/18/2015
Supersedes	Scrivener Clarification: 3/9/2011 Original: 11/9/2009

Human Resources Policies and Procedures

Section 227.02 – Workers’ Compensation

OBJECTIVE

The District provides workers’ compensation insurance benefits to all employees who experience an injury or illness that arises out of the course and scope of employment. Workers’ compensation insurance provides six basic benefits: medical care, temporary disability benefits, permanent disability benefits, supplemental job displacement benefits or vocational rehabilitation, and death benefits. Entitlement to workers’ compensation benefits is controlled by applicable law. Employees are required to immediately report all work-related accidents, injuries and illnesses. Employees are covered under the South Carolina Workers’ Compensation Act. All work-related accidents are to be reported immediately to supervision no matter how minor the injury. Failure to immediately report an accident may lead to discipline, up to and including immediate termination and may result in a denial of the claim.

ELIGIBILITY

This policy applies to all District employees who are involved in an accident/incident and/or experience an injury or illness that arises out of the course and scope of employment.

GENERAL

All work-related accidents, incidents, injuries, or illnesses involving employees, even those that are not serious or do not result in injuries, must be immediately (or as soon as feasible) reported to the employee’s immediate supervisor or Department Director. Employees who experience a work-related accident, incident, illness or injury will be required to complete the appropriate forms and cooperate with the District in complying with its recording, reporting and investigation obligations.

The supervisor or designee should immediately inform the Director of Human Resources of the accident, incident, injury, illness.

The Director of Human Resources will help the employee and the employee’s supervisor arrange for appropriate medical treatment.

Neither the District nor the insurance carrier will be liable for the payment of workers’ compensation benefits for injuries that occur during an employee’s voluntary participation in any off-duty recreational, social or athletic activity arranged by the District.

- If the work-related accident, incident injury or illness results in the employee being placed on a leave of absence, the District’s various leave policies will apply to that absence. The District strives to bring employees back to work as soon as possible following a work-related accident, incident, injury or illness. Current positions can be modified to fit an injured employee’s medical restrictions by modifying workstations, altering specific tasks or reducing hours. If this is not possible, temporary transitional jobs may be made available either with the employee’s department or through a temporary assignment

Human Resources Policies and Procedures

Section 227.02 – Workers' Compensation

~~with another department. Thus, while employees are on a leave of absence, they are required to stay in contact with his/her immediate supervisor and Human Resources regarding the expected return to work date. An employee's refusal to accept a light-duty offer may result in a loss of worker's compensation payments. All work-related accidents must be recorded and the applicable worker's compensation reports and forms completed within 90 calendar days of the date of the accident.~~

- ~~• The supervisor's responsibility is to alert the Fire Department Emergency Medical Technician's (hereinafter "EMT") if medical attention is needed. The EMTs and the injured employee will determine if he/she needs further medical assistance. The Supervisor must also contact the HR Department and complete an Injury Report immediately.~~
- ~~• If the Fire Department EMTs feel it is necessary for the injured employee to seek further attention and the injured employee agrees, EMS will be called to provide ambulance transport to the appropriate hospital. For more minor issues, the supervisor or his/her designee should drive the employee to Occupational Health (located at 150 D Street, Greer, SC off Hwy 14) or to the Pelham Medical Center Hospital to seek further medical aid.~~
- ~~• The HR Dept. will notify the District's insurance carrier of the accident between 8:00 am and 5:00 pm. If it is after that time the EMTs must notify the District's insurance carrier of the accident. The District's insurance carrier will contact the injured.~~
- ~~• If the employee has to have a prescription then the District's insurance carrier must call the pharmacy and give them an authorization number so that the prescription can be filled at no cost to the employee.~~
- The supervisor and the Department Director ~~injured employee and supervisor~~ should complete a root cause analysis to analyze determine how the what caused the accident/incident/injury/illness happened and take ~~any~~ corrective action immediately. Documentation of the root cause analysis and a plan for corrective action to prevent future reoccurrence should be forwarded to the Director of Human Resources within seven (7) days, if necessary.
- An employee sustaining an injury which requires absence from work, for ~~less than~~ seven (7) work calendar days or less, will be required to use accrued sick time at ~~their~~ his/her regular rate of pay for the absence.

Human Resources Policies and Procedures

Section 227.02 – Workers’ Compensation

- Employees out on workers’ compensation leave must follow normal call-in procedures.
- Employees on workers’ compensation will be required to submit periodic documentation of continued disability and inability to work.
- Employees will require a medical release from the attending physician in order to return to work.
- Workers’ Compensation leave shall run concurrent with FMLA leave.

Workers’ compensation fraud is a punishable crime. The District values integrity and has a “zero tolerance” policy for fraud. Offenders may be prosecuted. If you think you see fraud happening, tell a supervisor or manager right away, or call the Director of Human Resources at (864) 848-6271. Your tip will be investigated and kept strictly confidential.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

OBJECTIVE

This policy addresses assignment of District vehicles for business use, for home-to-work commuting and after-hours use, the use of personal vehicles for District business, mileage allowances, general motor vehicle safety expectations, and reporting requirements for commercial vehicle operators.

The District may provide vehicles for business-related purposes or certain individuals may receive allowances and reimbursement for use of their personal vehicles. No one is permitted to operate a District vehicle other than those District employees who have been expressly approved by the Airport Management.

GUIDELINES

ASSIGNMENT OF DISTRICT VEHICLES FOR OPERATIONAL CONSIDERATIONS

Vehicles provided or assigned to District employees, at all times, remain the property of the District and the employee's use of the vehicle shall be at the sole discretion of the District, subject to change at any time. District employees are responsible for the care and maintenance of the vehicle and may be responsible for any damage. Drivers are responsible for the safe use and operation of the vehicle at all times, including the conduct of passengers.

District vehicles may be assigned to specified employees on a 24-hour basis when that person is responsible for responding to emergency situations. Assignments must be authorized by the President/CEO or designee and may be authorized on a continuous basis or a specified period of time. Under no circumstance will anyone other than an authorized District employee be assigned a District vehicle.

Assignment is authorized under this policy when:

1. There is considerable workday usage of the vehicle
2. The employee is frequently called out to duty during off-hours for emergency response, or
3. The vehicle is equipped with a radio, weapon, or other equipment that cannot reasonably be kept in a personal vehicle.

Each employee authorized a vehicle assignment under this policy must maintain a record of after-hours vehicle use including dates, miles driven and the event or reason for the trip. The record shall be maintained at the department level and approved by the department director or designee on a periodic basis as determined by the Finance Department. Employees are also required to provide proof that they possess a valid motor vehicle's license.

INSURANCE

All District owned/leased vehicles have the appropriate insurance coverage.

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

USE OF PERSONAL VEHICLES FOR DISTRICT BUSINESS

District employees are authorized to utilize personal vehicles for business travel purposes subject to the following requirements and conditions:

1. Use is subject to the approval of the Department Director or designee. Employees may be required to utilize a District vehicle based on cost or safety considerations. Authorization to use private vehicles may be given on a trip-by-trip or standing approval basis. Upon request, employees are required to provide proof that he/she has a valid motor vehicle operator's license and proof of current vehicle liability insurance.
2. Private vehicles being used for District business are considered official vehicles and must conform to the following requirements:
 - a. The vehicle must meet the legal requirements to operate on a public highway.
 - b. The vehicle must be in sound mechanical condition and present no safety risks.
 - c. Reimbursements and allowances for the use of personal vehicles while conducting District work will be set by the District. Reimbursements and allowances may be adjusted from time to time at the sole discretion of the District.
 - d. Drivers are prohibited from reading, dialing, surfing the internet, manually writing, sending a message on an electronic wireless communication device, or holding a wireless communications device to his/her ear while the vehicle is moving. Exceptions to this section include: using a wireless communications device in the hands-free mode, using devices to report illegal activity or medical aid or other emergency assistance or prevent injury to a person or property, using hearing aids. Hands free mode means the use of a wireless communication device with a speaking phone, headset, or earpiece.
 - e. Employees must obtain approval from his/her immediate supervisor to transport District property in his/her personal vehicle. If the District equipment is damaged or stolen while in transit, the responsible employee must file a policy report. The employee will not be financially responsible for replacing the damaged or stolen equipment. However, if the District determines that the damaged or stolen equipment was the result of lack of judgement, the employee may be held responsible for his/her actions.

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

3. Documentation in the form of receipts, log entries, etc. may be required in order to receive reimbursements and/or allowances.

4. Any employee that receives an auto allowance and/or is eligible to use his/her personal vehicle for District business is required to provide valid proof of auto insurance coverage to the Director of Human Resources.

DISTRICT VEHICLES AND EQUIPMENT

Vehicles provided or assigned to District employees, at all time, remain the property of the District and the employee's use of the vehicle shall be at the sole discretion of the District, subject to change at any time. District employees are responsible for the care and maintenance of the vehicle/equipment and may be responsible for any damage.

Any maintenance problems must be reported to the employee's immediate supervisor or designee immediately. If maintenance problems exist, cease operating the vehicle/equipment until authorized to do so.

USE OF DISTRICT VEHICLES FOR PERSONAL BUSINESS

Employees using District vehicles on a continuing assignment or trip-by-trip basis are prohibited from using vehicles for personal business except as provided herein. Unauthorized personal use of a District vehicle may result in disciplinary action, up to and including termination.

1. Employees and the manager should exercise reasonable judgement regarding use of a District vehicle for personal purposes. Personal use of a District vehicle may be permitted, subject to the approval of the applicable Department Director or designee, where the use serves the District's interests, results in negligible expense and/or is justified by compelling circumstances and doesn't pose a "bad appearance" even if on personal time.

2. Prohibited personal use of a District vehicle includes:

- a. Personal trips or route variations for personal purposes that add significant mileage to the otherwise shortest distance of the business travel.
- b. Use of the vehicle to transport or store personal equipment.
- c. Transporting unauthorized passengers for non-business-related purposes.

3. Personal use of a District vehicle for personal use includes:

- a. Transporting other District employees, officers, or agents provided the travel is for business purposes.

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

- b. Transporting non-employees such as volunteers, community or business representatives.
- c. With advance approval of the Department Director or designee, immediate family members of employees may ride in, but may not drive, district owned/leased vehicles unless an emergency occurs, and the employee cannot drive safely.

INCIDENTAL TRAVEL AND STOPS

Employee drivers should remember that public perception of District employees is important and influenced by how and where the public observes District vehicles being used. Employee drivers should not make incidental stops at locations the public may perceive as inappropriate. Examples are gaming and sports venues, liquor outlets, and other locations where it is unlikely that any District business or allowable incidental use is involved.

Employees are not permitted to use District vehicles for personal purposes unless approved. Some exceptions to this rule are:

Incidental stops – examples are stops at a restaurant for a meal, an automatic teller machine (ATM) or financial institution, urgent care or emergency room, gas station or convenience store, pharmacy, grocery store, school activity for employee's child(ren) while in route to/from work, school drop off/pick up for employee's child(ren) while in route to/from work, fitness center or other locations to purchase goods or conduct activities necessary for the employee's health and well-being.

USE OF DISTRICT VEHICLES BY OTHER INDIVIDUALS

Use of District vehicles by temporary employees or volunteers requires authorization from the department director and the Director of Human Resources. Temporary district employees and volunteers are subject to the applicable provisions of this policy, including providing proof of a valid driver's license.

PERMITTED AND PROHIBITED USE OF DISTRICT VEHICLES

The following guidelines govern District vehicle use:

1. Unless otherwise permitted by a Department Director, vehicles shall be locked when unattended with the engine turned off and keys are not permitted to be left in the ignition.
2. All drivers and passengers in District vehicles must comply with all motor vehicle laws of the city/state/county in which the vehicle is operated, including seatbelt and cell phone laws.
3. Drivers are prohibited from reading, dialing, surfing the internet, manually writing, sending a message on an electronic wireless communication device, or holding a wireless communications device to his/her ear while the vehicle is

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

moving. Exceptions to this section include: using a wireless communications device in the hands-free mode, using devices to report illegal activity or medical aid or other emergency assistance or prevent injury to a person or property, using hearing aids. Hands free mode means the use of a wireless communication device with a speaking phone, headset, or earpiece.

4. Drivers are personally responsible for the cost of all traffic citations, parking tickets, etc. Passengers are personally responsible for the cost of any traffic citation he/she may receive while riding in a District owned/leased vehicle (i.e. seatbelt, throwing object from vehicle).
5. No person may use a District vehicle, or permit the use of a District vehicle, in the following prohibited manners:
 - a. Reckless driving or speeding or intentional violation of any traffic law or regulation.
 - b. The driver is impaired by fatigue or any other known mental or physical condition that affects the safe operation of the vehicles.
 - c. The driver is impaired because of prescribed or over-the-counter medications or drugs that causes or results in adverse side effects (e.g. drowsiness or impaired reflexes or reaction time). As described in Section 203.00 Drug-free Work Place, employees are responsible of informing his/her immediate supervisor of the possible side effects of the drug and the expected performance and expected duration of its use.
 - d. Tobacco use (smoking and non-smoking products) is prohibited in District-owned/leased vehicles. This does not include smoking in personal vehicles used for District-related business, unless also transporting others at the same time.
 - e. Transporting non-District employee passengers, including family members, is not permitted unless authorized by the employee's Department Director.
 - f. Permitting non-authorized individuals to drive a District owned/leased vehicle, unless it is for an emergency purpose.

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

- g. Use for personal gain, such as delivering goods and services.
- h. Modifications including affixing signs, stickers, antennas, bike racks, ski racks, etc. Modifications to District vehicles may be undertaken only with the prior written consent of the department director.
- i. Transporting animals is allowed only with prior written consent of the department director (excludes transportation and use of canines or other animals by the Police Department).
- j. Hauling loads that exceed the structural capacity of the vehicle and that could cause damage to the vehicle.
- k. Use of trailer hitches and towing unless approved by the Fleet Services Supervisor. Hitches must be rated for the anticipation load and must be installed by the Fleet Services Supervisor or designee.
- l. Installation or use of any radar or speed detection devices.
- m. Transporting hitchhikers.
- n. Personal bicycles transported inside vehicles unless a wheelchair or personal assistance devices as part of one's necessary equipment under ADA or from a medical professional.
- o. Use for vacations, side trips or any other use not expressly authorized by this policy or by the department director.

DRIVER'S LICENSE REQUIREMENTS

To operate a motor vehicle for business purposes employees must provide proof of a currently and valid driver's license (to include a Commercial Driver's License (CDL) verification where required) to be validated and verified by the Human Resources Department.

Employees required to maintain a valid driver's license as a part of his/her job, must notify his/her immediate supervisor within seventy-two (72) hours of a conviction for any traffic violation, except parking violations. A driver must notify his/her employer, regardless of the nature of the violation or the type of vehicle which was driven at the

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time. The supervisor is then responsible for notifying the Director of Human Resources within twenty-four 24 hours.

Employees must notify his/her immediate supervisor if his/her driver's license is suspended, revoked, canceled, or if he/she is disqualified from driving. The notification must be made by the end of the next calendar day following receipt of the notice of the suspension, revocation, cancellation, lost privilege or disqualification. The supervisor is responsible for notifying the Director of Human Resources within twenty-four 24 hours.

Failure to have a valid and current driver's license, or not report license status changes or a conviction of a traffic violation as required by the policy, may be grounds for discipline up to and including immediate termination or loss of driving privilege.

DRIVER DISQUALIFICATION AND REVIEW

District employees, applicants and other authorized persons of the District may not drive a District vehicle if his/her driving record reflects any of the following conditions within the last thirty-six (36) months:

1. Three or more moving violations and/or three or more accidents. The moving violation occurs when the citation is issued, not when the final court decision is made. However, if an accident results in the loss of life or significant property damage in excess of \$25,000 a person will be disqualified from driving District vehicles/equipment.
2. A conviction of driving while intoxicated or driving under the influence (DUI).
3. Suspension or revocation of driver's license.
4. Any change in status of an employee's driver record resulting in disqualification or the failure to report such change may result in revocation of the privilege of driving a District vehicle and/or District Equipment and/or discipline up to and including termination.

The District may periodically check motor vehicle reports for employees who are required to have a valid driver's license and are authorized to drive District vehicles/equipment.

ACCIDENTS AND CITATIONS

Employees are fully accountable to operate vehicles on District business in a legal, safe and prudent fashion and are subject to appropriate corrective action for failure to do so, up to and including termination.

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1. Employees shall immediately report all traffic accidents and/or damage to his/her vehicle to his/her immediate supervisor while operating a personal or District owned/leased vehicles while on District business. In addition to any state required accident reports, employees shall complete a vehicle accident report with the first business day following the day of the accident.
2. In the event that an employee has a motor vehicle accident while on District business, the employee may be required to submit to a post-accident drug/alcohol screen.
3. Citations (including parking violations) are the responsibility of the vehicle operator. Passengers shall be responsible for any citations he/she receives. Citation fines shall be paid promptly by the offending employee. The District will provide the appropriate authority with the names of employees assigned to District vehicles that are observed violating traffic laws via any automated traffic enforcement device.
4. Employees shall report moving violation citations that occur while operating a vehicle for District business within the first business day of the issuance of the citation.

VEHICLE INCIDENT REPORTING GUIDELINES

The following procedure will be followed when there is an incident involving a District vehicle, including trailers, Ground Service Equipment (GSE) or other mobile equipment, or a personal vehicle being used for District business.

1. Stop vehicle, turn off engine, and use flashers or warning lights. The employee should not attempt to move the vehicle unless authorized to do so by an appropriate law enforcement official.
2. If **off** District property, call 911 - even if there are no injuries. When the police arrive, cooperate and tell them what occurred.
3. If **on** District property, call the AOC for additional instructions.
4. An effort should be made to secure the names, addresses, and telephone numbers of any witnesses.
5. Employees should cooperate with law enforcement but should not admit, make statements about, or express opinions regarding liability.
6. As soon as possible, the driver must contact his/her supervisor to report the incident.

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7. Complete a vehicle/equipment incident/accident report form. Take photographs. If the driver is unable to complete the report form at the scene, the driver will give a verbal report to the supervisor and complete the form in writing as soon as practicable. The report form must be submitted to Human Resources within 24 hours.
8. All District employees involved in the incident must complete an Employee Incident Report at the scene of the accident whether or not an injury was sustained. This report must be provided to Human Resources within 24 hours.
9. Post-accident alcohol and controlled substance testing may be required.

GENERAL

~~Anyone operating a District vehicle or a personal vehicle doing District work must have a valid driver's license and adhere to the speed limit and other safe driving regulations and practices. Failure to comply with these requirements may result in disciplinary action up to and including immediate termination. The District may periodically check licenses of employees who are required to operate District vehicles to ensure that they are current. Failure to have a valid and current driver's license may be grounds for discipline up to and including immediate termination or loss of driving privilege. Employees must notify the District of any changes in the status of their driver's license within seventy two (72) hours of learning of the status change.~~

- ~~• Some positions with the District require an employee to have a commercial driver's license (CDL). The District may periodically check the CDL licenses of employees to ensure they are current. Any employee who loses his/or CDL license or has it suspended for failing to follow US Department of Transportation guidelines, is subject to discipline up to and including immediate termination. The District will conduct drug and alcohol tests of all employees who hold CDL licenses as required by the US Department of Transportation.~~

~~Vehicles provided or assigned to District employees, at all times, remain the property of the District and the employee's use of the vehicle shall be at the sole discretion of the District, subject to change at any time. District employees are responsible for the care and maintenance of the vehicle and may be responsible for any damage. Drivers are responsible for the safe use and operation of the vehicle at all times, including the conduct of passengers.~~

- ~~• Employees operating District vehicles or doing District work in their personal vehicles must obey all traffic rules. District employees are not permitted to smoke in District vehicles and the~~

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

~~use of cell phones, PDA's or other electronic equipment is prohibited while driving. Employees are prohibited at all time when driving District vehicles or personal vehicles while performing District work from texting, surfing the internet, or otherwise using any electronic device or equipment while driving. Employees may only use cellphones if they have a hand free device and any call should be limited to less than five (5) minutes. Any call that lasts longer than five (5) minutes, employees should safely pull off the road before participating in any call that will last more than five (5) minutes.~~

~~District vehicles or operating personal vehicles while performing District work:~~

- ~~• Employees are prohibited from driving an District vehicle or operating their personal vehicle while performing District work while under the influence of alcohol, drugs, or other substances which may impair the ability to drive. Employees must report to their department head any prescription medication or other impairments that could affect the employee's ability to safely operate a vehicle.~~
- ~~• Any maintenance problems, damage, or accidents involving District vehicles must be reported to the employee's department head as soon as possible. Employees are required to immediately report to their department head if their driver's license is suspended for any reason or if the employee receives any traffic violations, either on or off the job. Failure to immediately report this information may result in discipline, up to and including immediate termination.~~

~~The following procedures apply when an employee is involved in an accident with an District vehicle or driving a personal vehicle while performing services for the District:~~

- ~~1) — An appropriate law enforcement officer should be contacted immediately;~~
- ~~2) — The employee should not attempt to move the vehicle unless authorized to do so by an appropriate law enforcement official;~~
- ~~3) — An effort should be made to secure the names, addresses, and telephone numbers of any witnesses;~~
- ~~4) — Employees should cooperate with law enforcement but should not admit, make statements about, or express opinions regarding liability;~~

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

~~5) — The employee involved should contact his/her supervisor or Human Resource immediately to report the incident;~~

~~6) — When requested to do so, the employee should submit a written accident report to Human Resource; and~~

~~An employee involved in an accident will be subject to post accident alcohol and drug screenings.~~

~~Reimbursements and allowances for the use of personal vehicles while conducting District work will be set by the District. Reimbursements and allowances may be adjusted from time to time at the sole discretion of the District. Employees using personal vehicles shall provide documentation of appropriate insurance naming the District as an insured under the policy and containing appropriate policy limits. Documentation in the form of receipts, log entries, etc. may be required in order to receive reimbursements and/or allowances.~~

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 20X.00 – Mission, Vision and Values

Mission, Vision and Values	
Our Mission	Connecting Greenville with the World. We being each day fully committed to finding new ways to achieve our mission to advance the economic prosperity of the region by providing a safe, convenient, user-friendly and cost competitive air transportation system connecting the region with the nation with the world.
Our Vision	Serve as the region's global transportation hub and economic catalyst by providing best-in-class infrastructure and service.
Our Values <u>Core Values</u> are the values that lie at the heart of the District's identity. <u>Aspirational Values</u> are qualities and characteristics that the District desires to have and believes it must develop in order to maximize the success of the District. <u>Permission-to-Play Values</u> are the minimum behavioral standards that are required for all employees of the District.	We are especially proud of GSP's values, which speak to the "GSP Way". Our values express how we conduct our day-to-day business and provide a consistent set of expectations for all of us who work at the airport. SAFETY & SECURITY: We embrace them as our priority. <i>(Core)</i> INNOVATION: We embrace innovative solutions and are always ready for change. <i>(Core)</i> ACCOUNTABILITY: We accept responsibility for our actions. <i>(Core)</i> INTEGRITY: We are dedicated to honest and ethical practices. <i>(Permission-to-Play)</i> SERVANT ATTITUDE: We are dedicated to putting others before self. <i>(Permission-to-Play)</i> TEAMWORK: We think and act like one team, bonded by mutual trust and respect. <i>(Permission-to-Play)</i> EXCELLENCE: We are committed to ensuring excellence in all that we do. <i>(Aspirational)</i>

Human Resources Policies and Procedures

Section 20X.00 – Playbook

PLAYBOOK	
Why do we exist?	We exist to enhance the economic prosperity and quality of life in the Upstate.
What do we do?	We provide air transportation infrastructure and services, as well as real estate opportunities for aviation and non-aviation businesses.
How do we behave? Permission to Play Behavior #1: Permission to Play Behavior #2: Permission to Play Behavior #3:	<p>We behave with <i>integrity, a servant attitude and we are team players.</i></p> <p><u>Integrity</u> - being honest and ethical As demonstrated by openness, admitting mistakes, being transparent, doing the right thing even when no one is watching, and calling out unethical behaviors.</p> <p><u>Servant Attitude</u> - putting others before self As demonstrated by assisting others, selflessness, thinking of others first, empathy, commitment, sensitivity, a willingness to be inconvenienced, humility, listening, considering other's opinions, not being conceited, not being prideful, and not being politically motivated.</p> <p><u>Team Player</u> - a person that works well with others doing what needs to be done to achieve a common goal. As demonstrated by a willingness to help, being reliable, keeping your word, being genuinely committed, and a positive and supportive attitude.</p>
How will we succeed?	Strategic Anchors <ul style="list-style-type: none">• Utilizing sound business acumen• Being the airport of choice for the region• Investing in employee recruitment, retention and development

Human Resources Policies and Procedures

Section 20X.00 – Commitment to Safety

COMMITMENT TO SAFETY

The District recognizes that employees are integral to our business. As the most critical resource, employees will be safeguarded through training, provision of appropriate work surroundings and procedures that foster protection of health and safety. All work conducted by District employees will consider the intent of this policy. No duty, no matter what its perceived results, will be deemed more important than employee health and safety.

The District is firmly committed to the safety of its employees. The District will do everything possible to prevent workplace accidents and is committed to providing a safe working environment for all employees.

The District values its employees not only as employees but also as human beings critical to the success of their family, the local community and the District.

Employees are required to report any unsafe work practices or safety hazards encountered on the job. All accident/incidents (no matter how slight) are to be immediately reported to the employee's immediate supervisor.

A key factor in implementing this policy will be the strict compliance to all applicable federal, state and local laws and District policies and procedures. Failure to comply may result in disciplinary action, up to and including termination.

Respecting this, the District will make every reasonable effort to provide a safe and healthful workplace that is free from any recognized or known potential hazards. Additionally, the District abides by these principles:

1. All accidents are preventable through implementation of effective safety and health control policies.
2. Safety and health controls are a major part of our work every day.
3. Accident prevention is good business. It minimizes human suffering, promotes better working conditions for everyone, holds us in higher regard with customers, passengers, and tenants and increases productivity. This is why the District will comply with all safety and health regulations which apply to the course and scope of operations.
4. The District is responsible for providing the safest workplace for employees. The District is committed to allocating and providing all of the resources needed to promote and effectively implement this safety policy.
5. Employees are responsible for following safe work practices, District policies and procedures, and for preventing accidents and injuries. The District will establish lines of communication to solicit and receive comments, information, suggestions and assistance from employees where safety and health are concerned.
6. All employees, regardless of position, will set an exemplary example with good attitudes and strong commitment to safety and health in the workplace.

Everyone's goal must be to constantly improve safety awareness and to prevent accidents and injuries. Together, we can prevent accidents and injuries. Together, we can keep each other safe and healthy in the workplace.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

OBJECTIVE

The District, in keeping with the provisions of the Drug-Free Workplace Act of 1988, has a longstanding commitment to providing and maintaining a substance abuse free working environment for the safety, physical and mental health of all employees and the public whom the District serves.

The District recognizes that drug and/or alcohol abuse pose a threat to the health and safety as an illness and is a major health problem. The District establishes this policy on the abuse of alcohol and the use of illegal drugs by its employees.

METHOD OF OPERATION

GENERAL

This policy outlines the practice and procedure designed to correct instances of identified alcohol and/or drug use in the workplace. This policy applies to all employees and all applicants for employment with the District.

Employees should report to work fit for duty and free of any adverse effects of illegal drugs or alcohol. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must, however, consult with his/her doctors about the medications' effect on his/her fitness for duty and ability to work safely and promptly disclose any work restrictions to his/her supervisor and/or department director and the Director of Human Resources. Employees should not, however, disclose underlying medication conditions unless directed to do so.

Some employees of the District perform job duties which are specifically regulated by the Department of Transportation (Federal Aviation Administration, and/or the Federal Motor Carrier Safety Administration). Those employees must meet the requirements of both this policy and the federal regulations for employees regulated by the Department of Transportation.

The unlawful use, manufacture, distribution, dispensation, possession or working while under the influence of an illegal drug or controlled substance in or on any District facility, owned/leased vehicle or equipment, or while on District business is strictly prohibited. Alcoholic beverages may be dispensed at Official District functions. On duty District employees are prohibited from consuming alcoholic beverages at such functions, unless given authorization by a Department Director or above. Consumption of such alcoholic beverages should be limited.

No employee shall report for duty or remain on duty that requires performing safety sensitive functions when the employee uses any

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

controlled substance, except when the use is at the instruction of a physician who has advised the employee that the substance does not adversely affect the ability to perform his/her job safely. Violations of this policy will result in disciplinary action, up to and including termination.

Employees needing help in dealing with such problems are encouraged to get assistance. Please contact the Director of Human Resources if you need information regarding whether the District's insurance benefits will cover counseling.

A copy of this Drug-Free Workplace Policy is issued and signed for by each employee. District employees who perform DOT regulated duties will also receive and sign for the US DOT Office of Drug & Alcohol Policy and Compliance: What Employees Need to Know about DOT Drug & Alcohol Testing.. Employees must abide by the terms of the policy and report any conviction under criminal drug statute for violations occurring on or off District premises while conducting business. A report of a conviction must be made within five (5) business days after the conviction. The Drug-Free Workplace Act of 1988 mandates this requirement.

STATEMENT OF POLICY

It is the District's intent to maintain a "Drug-Free Workplace". Employees must refrain from reporting to work or working with the presence of drugs or alcohol in his/her body. In addition to possible disciplinary procedures and termination as a result of any violation of this Drug-Free Workplace Program, an employee injured in the course and scope of employment who after investigation and determination that testing is appropriate, but the employee refuses to submit to a test for drugs or alcohol, or is tested and had a positive confirmation of drug or alcohol use, may forfeit his/her eligibility for medical and indemnity benefits under the Workers' Compensation Act.

While the District understands that employees and applicants under a physician's care may be required to use prescription and over-the-counter drugs, the failure to take prescription drugs in strict accordance with the prescription is a violation of this policy. Any employee who abuses prescription medication is subject to disciplinary action up to and including termination.

DRUG USE

Employees are prohibited from using, possessing, distributing, manufacturing, selling, attempting to sell or being under the influence of illegal drugs while on or off the job. As used in this policy, improper drug use is the use of any drug which is not legally obtainable; which is legally obtainable but has not been legally obtained; or which is being used in a manner or for a purpose other than prescribed (for example, use of depressants and stimulants not prescribed for current personal

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

treatment by a locally treating licensed physician). Employees who violate this policy will be subject to disciplinary action including possible termination.

ALCOHOL USE

Employees are absolutely prohibited from using, possessing, distributing, manufacturing, selling, attempting to sell or being under the influence of alcohol while on duty, while on District property, or on any work site, with the exception of authorized official District functions. "Alcohol" meaning ethyl alcohol (ethanol) and includes beverage, mixture or preparation containing ethyl alcohol, including but not limited to, distilled spirits, wine, malt beverages, and intoxicating liquors. With regard to alcohol, an employee may also be determined to be "under the influence of alcohol" for purposes of this policy if the employee has a breath alcohol concentration (BAC) of 0.04 or higher. Employees who violate this policy will be subject to disciplinary action including possible termination. DOT regulated employees or District employees performing safety-sensitive functions or those with access to safety/sensitive areas will be prohibited from access or performance of such duties if his/her breath alcohol concentration is at or above 0.02 – 0.039.

USE OF PRESCRIPTION AND NON- PRESCRIPTION MEDICATION

Employees must notify his/her supervisor upon entry to the work area, when using any medication that may limit his/her ability to perform his/her job. Such notification may be confidentially given. Verification of any and all medication may be required. Where prescription medication is involved, verification may include the employee submitting a prescription copy of a physician's statement showing medication required and dates of use. Failure to report the use of medication or failure to verify the use of medication may result in disciplinary action including possible termination.

DRUG OR ALCOHOL VIOLATIONS

Employees are required to notify his/her supervisor or the Director of Human Resources immediately upon his/her next reporting for work of any alcohol or drug-related arrest, conviction or administrative action.

In deciding what action to take, the employee's supervisor/department director, the Director of Human Resources, the Senior Vice President and Chief Operating Officer, and the President/CEO will take into consideration the nature of the charges, the employee's present job assignment, the employee's record with the District and other factors relative to the impact of the employee's conviction or nolo contendere plea upon the conduct of the District. The District complies with the EEOC's guidelines regarding criminal arrests and convictions and will consider all arrests and convictions on an individual basis as the arrest or conviction relates to the employee's job.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

DUTY TO REPORT EMPLOYEE DRUG AND SUBSTANCE ABUSE

Employees must immediately report violations of these policies by other employees. Any employee who, in good faith based on reasonable suspicion, reports an alleged violation of this policy, or any supervisor who investigates or acts in good faith based on reasonable suspicion, shall not be harassed, retaliated against, or discriminated against in any way for making reports or participating in any investigation or action based thereon. To the extent possible, the reporting of employee drug and substance abuse will be kept confidential, if confidentiality can be maintained without impeding the investigation process.

CONFIDENTIALITY

All information, interviews, reports, statements, memoranda, and drug or alcohol test results, written or otherwise, received by the District through the drug and alcohol testing program will be kept confidential. Also, laboratories, employee assistance programs, drug and alcohol rehabilitation programs, and their personnel who receive or have access to information concerning drug test results shall keep all information confidential. Unless compelled by a hearing officer, regulatory auditor or inspector, court, professional or occupational licensing board, information regarding drug testing may be released only by the voluntary written consent of the person tested.

Nothing in this provision shall be construed to prohibit the District or laboratory conducting a drug test from having access to employee drug test information when information is relevant to a defense in a civil administrative matter and when necessary for employment decisions affecting an employee.

PRE-EMPLOYMENT DRUG TESTING

It will be the policy of the District for all applicants who are being considered for employment to undergo screening for the presence of Drugs. All applicants must successfully complete a pre-employment drug testing after a conditional offer of employment has been made. An applicant who refuses to take the test or whose test results are confirmed positive, adulterated, substituted, or invalid will be denied employment at that time, but may apply for employment with the District after one (1) year.

The job applicant has the right to consult the Airport designated Medical Review Officer (MRO). The Human Resources Department maintains current contact information of the Medical Review Officer for technical information regarding prescription and non-prescription medication and the possible affect these drugs may have on the outcome of the drug test. If the job applicant is using prescription or nonprescription medications, which may affect the outcome of a drug test, he/she must report the use when contacted by the MRO who reviews and establishes the final result status of all drug tests.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

EMPLOYEE DRUG/ALCOHOL TESTING

The District will maintain drug and alcohol testing practices to maintain a drugfree workplace and identify employees who are working under the influence of drugs or alcohol.

The District testing practices will include testing for the following reasons:

1. Reasonable suspicion will be conducted when a trained department head and/or supervisor and/or designee observes indicators of drug or alcohol abuse or drug or alcohol possession, which may include:
 - Direct observation of drug use possession
 - Abnormal conduct, poor work performance, direct observation of drug use or unauthorized alcohol use.
 - When an employee who has been involved in an accident while at work demonstrates observable conditions of impairment.
 - An on-the-job unsafe practice that endangers the employee or others or risks significant property damage to county or others' property.
 - When an employee's observed behavior is significantly abnormal or indicative of impairment.
 - When there is evidence that an employee has used, possessed, sold, solicited or transferred drugs while working or while on District property, or while operating District vehicles, machinery or other equipment.
 - Employee's observed physical appearance or condition (smell, slurring speech, stumbling, or impaired gait, etc.) indicates potential use of alcohol or drugs.
 - Information that is provided by reliable and credible sources and has been independently corroborated.
 - Evidence that the employee tampered with a previous drug test.
2. Follow-up testing designated by the Substance Abuse Professional for up to five (5) years after a voluntary admission or an employee who tests positive for alcohol or illegal drugs, and fully completes a required drug or alcohol rehabilitation program.
3. Post-accident testing will occur for those employees involved and for whom the investigation by a supervisor or designee indicates that the employee's performance, behavior or physical condition did or may have contributed to the accident.

Testing will always occur following:

- a. Any serious workplace accident that causes a fatality,
- b. Results in injury to any individual requiring immediate removal to a medical facility for treatment,
Any accident that caused damage, estimated at the scene, in excess of \$2,500.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

4. The District will always test employees transferring into a position regulated by the FAA or FMCSA, as required by the DOT, prior to the transfer.
5. The District reserves the right to conduct random drug and alcohol testing of all employees.
6. Return to Work: An employee who was suspended for a positive alcohol/drug test, under District authority, may be returned to active duty, depending on job availability, when the District receives a return-to-work authorization from the District-approved Substance Abuse Professional and the employee provides a negative return-to-work test.
7. Employees who are directed to submit to a drug and/or alcohol test and refuse to do so are in violation of this policy and will be subject to discipline including possible termination. Likewise, if the test results are confirmed positive, the employee will be in violation of this policy and subject to discipline including possible termination. Employees are also subject to disciplinary action, up to and including termination, for falsifying, tampering with, or altering a drug test.

REASONABLE SUSPICION PROCEDURES

Reasonable suspicion will be conducted when a trained department head and/or supervisor and/or designee observes indicators of drug or alcohol abuse or drug or alcohol possession.

The supervisor will request another supervisor's (trained employee and/or HR) opinion (both supervisors must agree) prior to requesting an employee to take a reasonable suspicion drug/alcohol test. This will not be construed as an opportunity for an employee to delay testing. Employees may not operate District vehicles or equipment after being notified that a reasonable suspicion test is warranted. Additionally, employees believed to be under the influence or impaired for any reason shall be tested at a medical facility designated by the District. Under no circumstance is the employee to drive him/herself. Following the testing, the employee will be transported home at the District's expense, or provided the opportunity to contact a non-employee for a ride. The employee will be informed that the law enforcement authorities shall be notified of his/her vehicle license number if the employee insists on driving. At least two district representatives must accompany the employee to the testing facility.

Employees who test negative will be transported back to the District and will remain on paid status for the completion of the shift or if normal work hours are exceeded, until leaving the normal place of work. Employees whose tests are not immediately available will be transported

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

from the test site to his/her residence at the District's expense, or be provided the opportunity to contact a non-employee for a ride.

RANDOM TESTING

All employees will be subject to being selected for random drug/alcohol testing on an unannounced, random basis throughout the year. Employees may be selected for either drug testing alone or both drug and alcohol testing. Selection will be done by a third party. Every employee will have an equal chance of being selected every time a selection is made. Employees will be notified of his/her selection during the shift and will be expected to submit at that time to the drug/alcohol testing. Employees need not be escorted by supervisors to the testing site. Random testing selection rates will be in accordance with DOT regulations, for both DOT and non-DOT regulated employees.

REFUSAL TO TEST

Refusal or failing to submit an adequate specimen for drug or alcohol testing or specimen tampering during specimen collection, as defined by the Medical Review Officer (MRO), constitutes insubordination and will be treated as if the employee has tested positive. The employee will be subject to discipline up to and including termination.

Refusal to test includes, but is not limited to:

- Refusing to take a drug or alcohol test
- Tampering with or attempting to adulterate the specimen or collection procedure
- Not reporting to the collection site in the time allotted
- Providing false or inaccurate information
- Leaving the scene of an accident or incident without a valid reason, after being instructed to submit for a drug and/or alcohol test

CONFIRMATION OF DRUG TEST

The District will perform a confirmation test on any positive test result for an employee under this policy, and the District will provide for the administration of a second breath alcohol test no sooner than fifteen (15) minutes or later than thirty (30) minutes of the first test. When an employee receives a positive test result, the District will notify the employee in writing within twenty-four (24) hours of the positive test result.

CHALLENGE OF A POSITIVE DRUG TEST

An employee who receives confirmed positive test result may request a retest of the same sample by notifying the District's MRO within seventy-two (72) hours of the MRO's notification to the donor of the positive test results. All retesting costs are the direct expense of the employee/individual requesting the retest of the samples.

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

DRUG/ALCOHOL TESTING PROCEDURE

Drug and alcohol testing shall be conducted in strict accordance with federal regulations to ensure accurate, reliability, and confidentiality. Testing records and results will be released only to those authorized by the federal drug and alcohol testing rules to receive such information. The District will make every appropriate effort to protect the employee's privacy and dignity during the sample collection, testing and notification process.

1. The District will determine for non-DOT regulated employees, which drugs the test will be performed and the cutoff levels at or above which a test result will be considered positive proof of drug and/or alcohol usage. All DOT regulated testing will comply with the federal drug and alcohol testing procedures and federal chain of custody or alcohol test forms. All chain of custody forms (non-DOT or DOT) may be electronic.
2. If an employee refuses to consent to testing, fails to appear for testing, tampers with the test, or otherwise fails to cooperate with the testing procedure, he will be considered to have refused testing, be in violation of this policy, and will suffer the same disciplinary action as a confirmed positive drug or alcohol test.

DISCIPLINARY ACTION

If an employee tests positive, the District shall immediately place the employee on personal leave. If there is insufficient accrued personal leave, the employee will be placed on leave of absence without pay. The purpose is three-fold:

1. To prevent the employee from endangering co-workers, the public or himself.
2. To determine the appropriate disciplinary action to be taken under the particular circumstances.
3. To comply with Department of Transportation (DOT) requirements found in separate DOT regulations, as appropriate.

Violation of this policy will subject employee to disciplinary action up to and including immediate termination. The determination of what disciplinary action is appropriate for violation of this policy rests solely with the District. Discipline may be based not only on the violation of this policy, but also on prior poor performance, workplace misconduct, other rule or violations, and any other factors which the District determines to be relevant. This policy in no way implies or creates any contract or obligation to follow any particular procedure.

REFERRAL TO EMPLOYEE ASSISTANCE PROGRAM

An employee who has tested positive and who has been referred to the Employee Assistance Program or other appropriate treatment program and who refuses this referral shall be terminated for cause. Nothing in this policy guarantees an employee the opportunity for a referral to the Employee Assistance Program. The District shall determine the appropriate disciplinary action, and whether an employee will be

Human Resources Policies and Procedures

Section 203.00 – Drug-Free Workplace

provided the opportunity for referral to the Employee Assistance Program, under the particular facts of each case.

An Employee who accepts treatment must understand he/she is required to complete such program. Failure to do so will result in termination.

An Employee who completes treatment will be required to furnish proof of such completion to the Director of Human Resources or designee. This proof will be reviewed by the District designated Medical Review Officer or designee as part of a fitness for duty medical examination prior to the employee being reinstated to work status.

VOLUNTARY REQUEST FOR TREATMENT

The District maintains an EAP which provides help to employees who suffer from alcohol or drug abuse or other personal or emotional problems which may affect the workplace. Employees with such problems may seek confidential assistance from the EAP or other community resources before drug or alcohol problems lead to disciplinary action, which can include discharge for a first offense. Information about self-referral to the EAP is confidential and will not be disseminated without the employee's consent. An employee is not subject to discipline solely as a result of a self-referral to the EAP for treatment; however, use of the EAP or other community resources will not shield the employee from disciplinary action for a violation of the District's Drug-Free Workplace policy if such violation comes to the District's attention through other means, such as direct observation, poor performance, drug testing, etc.

An employee in this category shall be placed on personal leave. If there is insufficient accrued personal leave the employee will be placed on leave of absence without pay. The District also reserves the discretion to determine to reassign an employee during referral to the EAP. If it is necessary for an employee to miss extensive time away from work while enrolled in an EAP, the employee has no guarantee of job protection while in the EAP program.

The employee must understand he/she is to complete the treatment program and will be required to furnish proof of such completion to the Director of Human Resources or designee. This proof will be reviewed by the District's designated medical doctor as part of a fitness for duty medical examination prior to the employee being reinstated to work status.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

OBJECTIVE

The District is committed to providing a work environment in which all individuals are treated with equality, respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment. Therefore, the District expects that all relationships among persons in the office will be business-like and free of bias, prejudice and harassment.

The District will not tolerate discrimination or harassment of any kind. Through enforcement of this policy and by education of employees, the District will seek to prevent, correct and discipline behavior that violates this policy.

All employees, regardless of position, are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur. Any complaint in violation of this policy will promptly be investigated and resolved appropriately. Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include verbal or written reprimand, suspension, or termination of employment.

METHOD OF OPERATION

PROHIBITED CONDUCT AND DEFINITIONS

The District, in compliance with all applicable federal, state and local anti-discrimination and harassment laws and regulations, enforces this policy in accordance with the following definitions and guidelines:

Discrimination

It is a violation of the District's policy to discriminate in the provision of employment opportunities, benefits or privileges; to create discriminatory work conditions; or to use discriminatory evaluative standards in employment if the basis of that discriminatory treatment is, in whole or in part, the person's race, color, sex (including pregnancy, sexual orientation and gender identity) national origin, age, religion, disability status, genetic information, marital status, or any other status protected under applicable federal, state, or local laws.

Discrimination of this kind may also be strictly prohibited by a variety of federal, state and local laws, including Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1967 and the Americans with Disabilities Act of 1990. This policy is intended to comply with the prohibitions states in these anti-discrimination laws.

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

Harassment

The District is committed to providing a work environment in which all individuals are treated with equality, respect and dignity. In keeping with this commitment, the District has adopted a policy of “zero tolerance” with regard to employee harassment.

Harassment is defined under federal law as unwelcome conduct (verbal, non-verbal, written or physical) that is based on race, color, religion, sex (including pregnancy, sexual orientation and gender identity), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where:

1. enduring offensive conduct become a condition of continued employment; or
2. the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Such conduct may include, but is not limited to: words, signs, jokes, pranks, cartoons, calendars, and comments about appearance, intimidation, bullying, physical contact or violence. Conduct can be considered harassment whether it occurs in person, via email, social media, etc.

Sexual Harassment

Sexual harassment is prohibited by federal, state and local laws, and applies equally to men and women. Federal law defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal, non-verbal, physical or written conduct of a sexual nature, when the conduct:

1. explicitly or implicitly affects a term of condition of an employee’s employment;
2. is used as the basis for employment decisions affecting the employees; or
3. unreasonably interferes with an employee’s work performance or creates an intimidating, hostile or offensive working environment.

Such conduct may include but is not limited to: subtle or over pressure for sexual favors, inappropriate touching, lewd, sexually oriented comments or jokes, foul or obscene language, posting of suggestive or sexually explicit posters, calendar, photographs, graffiti, or cartoons, and repeated requests for dates. Conduct can be considered sexual harassment whether it occurs in person, via email, social media, etc. The District further prohibits harassment and discrimination based on sex stereotyping. Sex stereotyping occurs when one person perceives a man to be unduly effeminate or a woman to be unduly masculine and harasses or discriminates against

Human Resources Policies and Procedures

Section 204.00 – Harassment Policy

that person because he or she does not fit the stereotype of being male or female.

Workplace Bullying

The District defines bullying as repeated, health-harming mistreatment of one or more people by one or more perpetrators. It is abusive conduct that includes:

- Threatening, humiliating or intimidating behaviors.
- Work interferences/sabotage that prevents work from getting done.
- Verbal Abuse.

Such conduct may include, but is not limited to:

- Verbal Bullying: slandering, ridiculing or maligning a person or his or her family; persistent name-calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.
- Physical Bullying: Pushing, shoving, kicking, poking, tripping, assault or threat of physical assaults, damage to a person's work area or property.
- Exclusion: Socially or physically excluding or disregarding a person in work-related activities.

In addition, the following examples may constitute or contribute to evidence of bullying in the workplace:

- Persistent singling out of one person.
- Shouting or raising one's voice at an individual in public or in private.
- Using obscene or intimidating gestures.
- Not allowing the person to speak or express himself or herself (i.e., ignoring or interrupting).
- Personal insults and use of offensive nicknames.
- Public humiliation in any form.
- Constant criticism on matters unrelated or minimally related to the person's job performance or description.
- Public reprimands.
- Repeatedly accusing someone of errors that cannot be documented.
- Deliberately interfering with mail and other communications.
- Unwanted physical contact, physical abuse or threats of abuse to an individual or an individual's property (defacing or marking up property).
- Spreading rumors and gossip regarding individuals.
- Encouraging others to disregard a supervisor's instructions.

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Section 204.00 – Harassment Policy

- Manipulating the ability of someone to do his or her work (e.g. overloading, underloading, withholding information, setting deadlines that cannot be met, giving deliberately ambiguous instructions).
- Assigning menial tasks not in keeping with the normal responsibilities of the job.
- Refusing reasonable requests for leave in the absence of work-related reasons not to grant leave.
- Deliberately excluding an individual or isolating him or her from work-related activities, such as meetings.

RESPONSIBILITIES

Employee Responsibilities

All employees of the District have a responsibility to keep our environment free from unlawful discrimination, harassment and bullying. Any employee who believes he/she has been subjected to discrimination, harassment or bullying must contact his/her immediate supervisor, designated manager, or the Director of Human Resources.

Any employee who becomes aware of an incident of unlawful discrimination, harassment or bullying by any employee, customer, vendor, passenger, tenant employee, etc. whether by witnessing the incident or being told of it, must report it to his/her immediate supervisor, designated manager, the Director of Human Resources.

All reports of unlawful discrimination or harassment, or of bullying will be promptly investigated and will be kept as confidential as possible without impeding the investigation. If you are found to have acted improperly towards another employee, customer, vendor, etc. you will be subject to disciplinary action, up to and including termination of employment. The District will also take additional action necessary to appropriately address employee concerns about discrimination, harassment or bullying.

Any employee who knowingly provides a false report of unlawful discrimination or harassment, or bullying will be subject to disciplinary action, up to and including termination of employment. Any employee who makes such a false statement shall be personally liable for any legal action taken by another employee in response to a false report.

The District will not tolerate retaliation against anyone who makes a good faith effort to report alleged unlawful discrimination or harassment, or bullying, or for participating in any investigation, proceeding, or hearing conducted by the EEOC or any state agency.

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Section 204.00 – Harassment Policy

If an employee believes he/she is being retaliated against, he/she should promptly contact his/her supervisor and/or department head or the Director of Human Resources, so an investigation can be conducted.

Supervisor Responsibilities

All supervisors are expected to ensure that the work environment is free from discrimination, sexual and other harassment, and bullying. Supervisors are responsible for the application and communication of this policy within his/her work areas. Supervisor's should:

- Encourage employees to report any violations of this policy *before* the conduct becomes severe or pervasive.
- Make sure the Director of Human Resources is made aware of any inappropriate behavior in the workplace.
- Create a work environment where discrimination, sexual and other harassment, and bullying is not permitted.

COMPLAINT PROCEDURES

Employees should report incidents of inappropriate behavior, as soon as possible after the occurrence. Any employee who feels that he or she has suffered any form of discrimination, harassment, bullying or retaliation by anyone must immediately report the alleged conduct to his/her immediate supervisor, designated manager, the Director of Human Resources so that an investigation can be conducted. If the complaint concerns the supervisor, the employee should immediately report any concerns to the Director of Human Resources. Complaints of discrimination, harassment, bullying or retaliation may also be brought directly to the President/CEO.

Any employee witnessing, or having reason to believe a claim or instance of sexual harassment relating to an employee must report such potential claim to the Director of Human Resources.

INVESTIGATION PROCEDURES

Upon the receipt of a complaint of harassment, the President/CEO shall be advised; or if the complaint is against the President/CEO, the District Chair and/or Vice Chair shall be advised. It is the District's policy to investigate all harassment complaints thoroughly, impartially and promptly. To the fullest extent practicable, the District will maintain the confidentiality of those involved. The Director of Human Resources will have primary responsibility for investigating any and all complaints relating to employee misconduct. However, some investigations may be assigned to a District designee with direction from the Director of Human Resources. Any District designee assigned to conduct an investigation must have completed training with the Director of Human Resources in conducting investigations.

The Director of Human Resources or designee shall:

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Section 204.00 – Harassment Policy

- Promptly interview and obtain full and written statements from all parties involved in the reporting, including but not limited to the complainant and accused.
- Determine if there is a potential for risk occurrence. If there is a potential, take all measures appropriate to protect employees, visitors and property.
- Complete an investigation report and provide all relevant and necessary information, including findings.

Based on the investigation, the Director of Human Resources or assigned designee must determine the outcome of the investigation and the appropriate action, if any, to be taken. This determination shall be documented in writing and made part of the investigative report.

All employees are expected to cooperate fully with any ongoing investigation regarding a discrimination, sexual or other harassment or bullying incident.

Retention and/or release of investigative reporting: The Director of Human Resources will retain all records relative to the investigation in a locked area. The District will not release any investigative files, including but not limited to interviews and findings, unless requested by a court authorized request, such as Subpoena or Court Order.

COMPLAINT DISPOSITION

The Director of Human Resources or designee will notify the complaining party of the outcome of the investigation.

DISCIPLINARY ACTIONS

Any employee of the District whom the Director of Human Resources or designee has determined to have violated this policy shall be subject to disciplinary action up to and including termination.

Any employee in a supervisor position or higher, that has actual knowledge of discrimination, sexual or other harassment, or bullying involving any employee(s) and does not take corrective action and report the matter directly to the Director of Human Resources may be subject to discipline up to and including termination.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 205.00 – Workplace Violence and Weapons Policy

OBJECTIVE

The District is committed to preventing workplace violence and to maintaining a safe work environment. The District has adopted the following guidelines to deal with intimidation, harassment or other threats of or actual violence that may occur on or offsite.

METHOD OF OPERATION

PROHIBITED CONDUCT

The District prohibits employees from possessing or carrying personal weapons of any kind in the District's buildings, facilities, property or vehicles, or while doing any work on District time. This includes:

- Any form of weapon, to include pocket knives, or explosive materials;
- Any and all firearms.

If an employee is unsure as to whether or not an item is covered by this policy, he/she should contact Human Resources.

The District has a **zero** tolerance for any type of workplace violence committed by or against employees. Employees are prohibited from making threats or engaging in violent activities.

This list of behaviors, while not inclusive, are examples of conduct that is prohibited.

1. Causing physical injury to another person.
2. Making threatening remarks.
3. Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subject another individual to emotional distress.
4. Committing acts motivated by, or related to unlawful harassment, sexual harassment or domestic violence.

ENFORCEMENT

Threats, threatening conduct, any other acts of aggression or violence, or carrying personal weapons in the workplace will not be tolerated. Any employee determined to have committed such acts will be subject to disciplinary action, up to and including termination. Non-employees engaged in violent acts on the District premises will be reported to the proper authorities.

PROCEDURE FOR FILING A COMPLAINT OR REPORTING THREATENING OR VIOLENT BEHAVIOR

Indirect or direct threats of violence, incidents of actual violence, and suspicious individuals or activities should be reported immediately to a supervisor, law enforcement personnel, human resources, or any member of the Executive Team. When reporting a threat of incident of violence, the employee should be as specific and detailed as possible. Employees, excluding law enforcement personnel, should not place

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Section 205.00 – Workplace Violence and Weapons Policy

themselves in peril, nor should they attempt to intercede during an incident.

Any potentially dangerous situation must be reported immediately to an employee's supervisor and/or Department Director, and/or the Director of Human Resources, and/or Senior Vice President and Chief Operating Officer and/or the President/CEO.

Reports can be made anonymously, and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know-basis.

Employees should promptly inform the Human Resources department of any protective or restraining order that they have obtained that lists the workplace as a protected area. Employees are encouraged to report safety concerns with regards to domestic violence. The District will not retaliate against employees making good-faith reports. The District is committed to supporting victims of domestic violence by providing referrals to the Employee Assistance Program (EAP) and community resources and providing a time off for reasons related to domestic violence.

INVESTIGATIVE PROCEDURES

Upon the receipt of a complaint of workplace violence, the President/CEO shall be advised; or if the complaint is against the President/CEO, the District Chair and/or Vice Chair shall be advised. It is the District's policy to investigate all complaints of workplace violence thoroughly, impartially and promptly. To the fullest extent practicable, the District will maintain the confidentiality of those involved. The Director of Human Resources will have primary responsibility for investigating any and all complaints relating to employee misconduct. However, some investigations may be assigned to a District designee with direction from the Director of Human Resources. Any District designee assigned to conduct an investigation must have completed training with the Director of Human Resources in conducting investigations.

The Director of Human Resources or designee shall:

Promptly interview and obtain full and written statements from all parties involved in the reporting, including but not limited to the complainant. Determine if there is a potential for risk occurrence. If there is potential, take all measures appropriate to protect employees, visitors and District property, which may include notifying the appropriate law enforcement agency.

Retention and/or release of investigative reporting: The Director of Human Resources will retain all records relative to the investigation in a locked area. The District will not release any investigative files, including

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Section 205.00 – Workplace Violence and Weapons Policy

but not limited to interviews and findings, unless requested by a court authorized request, such as Subpoena or Court Order.

COMPLAINT DISPOSITION

When appropriate, the Director of Human Resources will inform the complaining party of the outcome of the investigation.

DISCIPLINARY ACTIONS

Any employee of the District whom the Director of Human Resources, the Senior Vice President and Chief Operating Officer, the President/CEO, Vice Chair or Chair has determined to have demonstrated or been involved with workplace violence shall be subject to disciplinary action up to and including termination.

Any employee in a supervisory capacity who has actual knowledge of workplace violence involving District employee, or personal weapons being carried in violation of this policy, and does not report the matter directly to the Director of Human Resources shall be subject to discipline up to and termination.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

OBJECTIVE

The purpose of this policy is to provide a uniform and objective system for categorizing and classifying positions and establish proper relationship levels of responsibilities and minimum qualifications to assure equal pay for equal work.

These employment categories and classification are designed to allow employees to understand his/her employment status and his/her eligibility for corresponding benefits. All employment remains “at-will”, and these classifications do not alter that status or guarantee employment for any specific period of time.

METHOD OF OPERATION

DEFINITIONS

The following terms will be used to describe employment classifications and status:

Exempt Positions are not subject to the overtime pay provisions of the federal Fair Labor Standards Act (FLSA). An exempt employee is one whose specific job duties and salary meet all of the requirements of the U.S. Department of Labor’s regulations. In general, an exempt employee is one who is paid on a salary basis who holds an administrative, professional, or management position. Certain outside sales persons and a few other job categories are also exempt.

Non-Exempt Positions are generally subject to the minimum wage and overtime provisions of the Fair Labor Standards Act (FLSA) and are typically paid either on an hourly or salary basis.

Full-time employees are those who are scheduled to work thirty (30) hours or more each work week.

Part-time employees are those who are scheduled to work less than thirty (30) hours per week.

Work Week is defined as Sunday-Saturday.

Pay Period is defined as the fourteen-calendar day period, Sunday to the following Saturday.

Differential Shift employees are those that work full-time and are regularly scheduled to work District observed holidays.

Non-differential Shift employees are those that work full-time and are regularly scheduled off on District observed holidays.

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

EMPLOYEE CATEGORIZATION

Based on the conditions of employment, employees, excluding certain ARFF and Police employees, of the District fall into one of the following seven (7) categories:

1. Qualified Full-time Exempt/Non-exempt Non-Differential – Employees who regularly work thirty (30) hours or more per work week, which includes being regularly scheduled off on District holidays
2. Qualified Full-time Exempt/Non-exempt Differential – Employees who are regularly scheduled to work thirty (30) hours or more per work week, which includes being scheduled for District observed holidays.
3. Qualified Part-time – Employees who are regularly scheduled to work at least twenty (20) hours but less than thirty (30) hours per work week
4. Non-Qualified Part-time – Employees who are regularly scheduled to work less than twenty (20) hours per week.
5. Qualified Variable Hour – Employees who are hired either full-time or part-time with non-regularly scheduled hours but are still expected to work at least twenty (20) hours per work week for the fiscal year.
6. Non-Qualified Variable Hour Permanent - – Employees who are hired either full-time or part-time with non-regularly scheduled hours, and are not expected to work more than twenty (20) hours per work week for the fiscal year.
7. Non-Qualified Temporary – Employees who are hired either full-time or part-time for a specified, limited period.

Based on the conditions of employment, employees in certain ARFF positions of the District fall into one of the following three (3) categories:

1. Qualified Full-time Non-exempt Differential (ARFF) – ARFF employees that are regularly scheduled to work twenty-four (24) hours on and forty-eight (48) hours off, which includes being scheduled to work District observed holidays, and work 106 hours or more during a fourteen (14) day pay period.
2. Qualified Part-time Non-exempt Differential (ARFF) - ARFF employees that are regularly scheduled to work every other twenty-four (24) hour shift scheduled for the shift the

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

employee is assigned to, which includes being scheduled to work District observed holidays, not to exceed 106 hours per fourteen (14) day pay period.

3. Non-qualified Part-time (ARFF) – ARFF employees that are scheduled to work twenty-four (24) hour shifts on the shift assigned, which includes being scheduled to work District observed holidays, not to exceed one-hundred six (106) hours per fourteen (14) day pay period, and also work less than one-thousand four hundred fifty-five (1455) hours per fiscal year.

Based on the conditions of employment, employees in certain Police Department positions of the District fall into the following category:

Qualified Full-time Non-exempt Differential (PD) – Police Department employees that are regularly scheduled to work twelve (12) hour shifts, which rotate days/night, which includes being scheduled to work District observed holidays.

Employees in the above-mentioned categories may or may not be eligible for all, some or none of the benefits offered by the District. Employees should refer to the individual policies in this manual, or to the Human Resources Department for benefits eligibility.

No less than once a year, the Director of Human Resources or designee will evaluate the classification of positions, to include part-time employee's actual hours worked, to determine if any changes need to be made.

Supervisors are responsible for ensuring employees are working the scheduled hours within the appropriate categorization and also for notifying Human Resources when a categorization change needs to be evaluated and/or changed. The President/CEO or designee is responsible for approving all changes to position categorizations.

ADMINISTRATION

The Director of Human Resources or designee shall have the responsibility for the overall coordination, administration, review and maintenance of the classification plan.

Department Directors, along with the Director of Human Resources or designee, shall establish a uniform job classification plan applicable to all positions in the District.

JOB CLASSIFICATIONS

The District's Classification Plan provides a classification structure by grade for position within the District. A grade/class is established for each group of positions in which the degree of similarity in the duties

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

and responsibilities warrant common treatment in the selection, appointment, compensation and other employment processes.

Each class shall be assigned to the appropriate pay grade.

The Classification Plan is the foundation upon which all major phases of the personnel program are constructed and should be used as follows:

1. As a guide in recruiting and evaluating candidates for employment.
2. To determine lines of promotion and in developing an employee training program.
3. To determine the salary range to be paid for each type of work.
4. To provide uniform job descriptions which are understandable by District employees and the general public.
5. To aid in perfecting and revising District organizational structure, clarifying lines of authority and fixing responsibility.

The Director of Human Resources or designee shall maintain a current job description for each authorized position for the District.

Each position shall have a written job description describing the characteristics of the position, FLSA classification, salary grade level, essential functions, examples of duties, the required minimum education, knowledge, skills, training, abilities, experience, physical and mental requirements of the job, any special qualifications necessary to perform the job and any other pertinent information concerning the position. Job descriptions shall not be restrictive.

The use of (or absence of) a particular illustration of duties shall not be held to exclude or limit the District to assign other duties, which are similar and related to the work.

The job description shall serve as a record of the assignment of duties.

GENERAL

Requests for establishing new positions or reclassification of existing positions are made by the Department Director to the Director of Human Resources or designee. The Classification Plan identifies and categorizes titles for District positions.

The Director of Human Resources or designee considers the total job content of the position to be established, classified, or reclassified and appropriately classifies the position based on the job description.

It is the responsibility of the requesting department to notify the Director of Human Resources or designee when funding for a new or additional position is approved by District action.

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

The budgetary process does not serve as a classification function. All unclassified positions, even those receiving budgetary approval, must be formally classified by the Director of Human Resources or designee. The Department Director and the Director of Human Resources or designee will resolve classification and reclassification issues.

ESTABLISHING NEW OR ADDITIONAL POSITIONS

A request is forwarded by the Department Director to the Director of Human Resources or designee for consideration of establishment of a new position and appropriate classification.

The request should include, at a minimum:

- proposed job description
- justification for the request
- position(s) to be abolished, if applicable
- new organizational chart
- classification and salary grade level recommended
- recommended salary in accordance with the provisions of Section 212.00, Wage and Policy Plan
- cost to fund salary and support items for balance of fiscal year
- additional appropriation required for funding salary and support items for remainder of fiscal year
- annual cost to fund position after current fiscal year
- any additional information to support the request

MANAGEMENT APPROVAL

A request for a new or additional position for a department should occur during the budget process.

If a request for a new or additional position is requested during a non-budget planning time, the request will be approved or disapproved by the President/CEO or designee, following recommendation by the Director of the requesting department, the SVP/VP of the requesting department and the Director of Human Resources or designee.

Funds are specifically authorized by the District prior to hiring action.

Upon District approval of funding and hiring of position, the Director of Human Resources or designee will make the necessary adjustments to the appropriate documents.

IMPLEMENTATION PROCESS

A new or additional position will not be implemented without documentation from the Director of Human Resources or designee stating classification approval, and availability of funding, from the Finance Department and/or Department Director.

Upon documented notification of the approved action and the funding availability in the appropriate cost center, the Director of Human Resources or designee will post the job announcements for the new position.

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Section 209.00 – Employment Categories & Classification Plan

CLASSIFICATION OR RECLASSIFICATION OF A POSITION

All departments seeking to change the duties and responsibilities of any currently filled staff position must submit a request for reclassification to the Director of Human Resources. A reclassification should be requested when there are significant changes in job duties.

The request should include, at a minimum:

- proposed job description
- justification for the request
- new organizational chart, when applicable
- classification and salary grade level recommended
- recommended salary in accordance with the provisions of Section 212.00, Wage and Policy Plan
- cost to fund salary and support items for balance of fiscal year
- additional appropriation required for funding salary and support items for remainder of fiscal year
- annual cost to fund position after current fiscal year
- any additional information to support the request

The Director of Human Resources or designee will evaluate the total job content of a position to be reclassified.

Once consensus is obtained by the Department Director, the Director of Human Resources and the SVP/VP of that department, the Director of Human Resources will submit the recommendation to the President/CEO or designee for final approval.

When a position is reclassified, the Director of Human Resources or designee notifies the requesting Department Director of the reclassification decision.

Should the action be approved, and the position reclassified to a higher level, the employee will receive a pay increase no greater than the midpoint of the new level. Any increase above the 1st quartile of the new level requires written justification to be submitted to the Director of Human Resources for review and approval.

The reclassification process is not used in lieu of a merit increase for an employee.

An employee reclassified on or before March 31st during the fiscal year is still eligible for a merit increase consideration when applicable.

RECLASSIFICATION TO A LOWER LEVEL

When an action results in the employee moving to a lower level, notification of the same is given to the Director of Human Resources or designee and every effort is made to maintain the employee's current salary. However, the salary cannot exceed the maximum of the new salary level. Whereas, if the employee's current salary is

Human Resources Policies and Procedures

Section 209.00 – Employment Categories & Classification Plan

above the salary maximum of the new position, the employee's salary will be reduced to at least the maximum level of the new position. Any reclassification that results in a reduction in compensation will not be effective until after the employee has been provided seven (7) days written notice of the reduction in salary.

IMPLEMENTATION PROCESS

Upon written notification of the approved action (reclassification to a higher level, or lower level), the funding availability in the appropriate cost center, and a change in status notification from the affected department, the Director of Human Resources or designee will process the change to the employee's classification and/or salary and will amend the personnel records accordingly.

OTHER POSITION CHANGES

The change will be effective no sooner than the first day of the pay period following the approving action.

Requests to delete an existing position in a department or exchange an existing position for a lower level/grade position within the Classification Plan may be made by a Department Director to the Director of Human Resources or designee. Justification for the action must accompany the request. The Director of Human Resources or designee, the Department Director and the SVP/VP of the involved department must concur on the recommendation. Final approval will be obtained from the President/CEO, or designee.

The Director of Human Resources or designee notifies the requesting department and the Finance department of the position change decision and makes the appropriate adjustment to reflect the total authorized positions for each department.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 210.00 – Recruitment, Selection and Appointment

OBJECTIVE

The District is an Equal Employment Opportunity Employer. The District believes that hiring qualified individuals to fill positions contributes to the District's overall strategic success. In hiring the most qualified candidates for positions, each employee, while employed, is hired to make significant contributions to the District. Applicants are recruited on the basis of experience and job requirements.

Recruitment of candidates for open positions will be done in a manner to assure all segments of the public have the opportunity to apply and be considered for such positions. The Human Resources Department is responsible for placing all recruitment advertising.

All job announcements shall indicate the District is an Equal Opportunity Employer.

Positions for the Police and Fire Departments shall conform to state requirements and qualifications established by the South Carolina Criminal Justice Academy and the South Carolina Fire Academy.

METHOD OF OPERATION

JOB POSTINGS

All job postings will be posted for a minimum of seven (7) days and until the job is filled. Open positions are communicated through job postings on the District's website, paid advertisements, public service notifications, notifications to community organization, veterans/minority/female centered websites, public job boards and any other means deemed necessary by Human Resources. The District also complies with the Federal Affirmative Action job posting regulations..

If specific minimum qualifications or specific credentials are listed as being required (as opposed to preferred) in the advertisements, an offer of employment or appointment can only be made to individuals who fulfill these requirements.

Internal applicants should follow the internal transfer guidelines as outlined in this policy. In the event there is a separation of service, the employee upon reinstatement or re-employment will begin earning benefits as a new employee.

WAIVER OF THE POSTING REQUIREMENTS

Under limited circumstances, waivers of the posting requirements for position vacancies may be considered. The Director of Human Resources and the President/CEO are authorized to approve waiver requests under the following circumstances:

- The offer of employment is extended to someone identified from an existing applicant pool developed in response to a recent

Human Resources Policies and Procedures

Section 210.00 – Recruitment, Selection and Appointment

posting (less than three months prior to identification of the need for another position) for the same job title or a position with significantly similar job duties, responsibilities, and qualifications. In order to qualify for a waiver of the posting policy, the existing pool must meet specific criteria. Factors taken into consideration in evaluating the existing applicant pool include the representation of women and minorities in the pool; the date the pool was established; and the similarity in responsibilities between the posted position and the new request.

- The vacancy is for a full-time or part-time position, not to exceed six months. However, if permission is subsequently granted to fill the position on a permanent basis, a search will be required. Therefore, if the hiring manager believes that such an eventuality is possible, he or she should conduct a search to fill the temporary vacancy.

GUIDELINES

All applicants for positions shall complete the District's employment application. All applications shall be signed by the applicant attesting to the truth of all statements contained in the application form. Electronic signatures are allowed.

All offers of employment are contingent upon successful completion of position applicable post offer pre-employment checks (i.e. background check, motor vehicle check, drug test, etc.). All post-offer pre-employment checks require the documented consent of the applicant.

All positions require a background check and a signed authorization form must be submitted. A pre-employment post-offer, medical examination may be required to determine fitness to perform the duties of the position.

The District may reject any application, or applicant, and not consider the applicant for employment when the following has been determined:

- A. The application was not received on or before the closing date established for receiving applications.
- B. The applicant lacks any of the required qualifications set forth in the announcement.
- C. Internal applicants have an active disciplinary action at the written level or above, are on a Performance Improvement Plan (PIP) in the personnel file or did not follow the Internal Transfer Guidelines
- D. The applicant falsified or failed to fully complete the application form.

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- E. The applicant was previously employed by the District and was dismissed for cause or resigned not in good standing.
- F. The applicant fails to pass post-offer pre-employment background/drug checks/testing.

INTERNAL TRANSFER GUIDELINES

The District is committed to providing career opportunities for all employees to improve employee development and career progression. To support this objective, it is essential that employees have the opportunity to transfer internally within the District. As an Equal Opportunity Employer, the District is committed to hiring the most qualified individuals for all positions.

Eligibility

To be considered eligible for an internal transfer within the current department, to include a promotion, the employee must have been in his/her current position for a minimum of six (6) months, and the Department Director and the Director of Human Resources must approve the request to transfer.

To be considered eligible for an internal transfer to a different department the:

- employee must have worked for the district for at least six (6) consecutive months.
- employee must have acceptable job performance records (no active disciplinary notices on file at a Written Warning level or above or are not on a Performance Improvement Plan).
- employee must meet the minimum qualifications outlined in the job posting.
- employee must have communicated interest in the position to his/her current supervisor.
- employee must submit a completed Job Posting and Transfer Request Form to Human Resources.
- employee must complete an application online, which should include most recent District employment.

With the approval of the Director of Human Resources, the current Department Director may waive the six (6) month employment requirement.

Internal applicants are strongly encouraged to apply during the first seven (7) days of a posting to receive early consideration for the position

PROMOTIONS

Promotions are granted in special cases where performance level justifies upward movement. This promotion must be demonstrated to be in the best interest of the District. The most recent completed performance evaluation shall accompany the request and be submitted to the Director of Human Resources or designee.

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Written justification shall include:

- An explanation of the applicant's qualifications as compared to the job requirements.
- An explanation as to why the competitive process is not considered beneficial to the District.
- Employees shall not be eligible for merit promotion or be eligible for competitive promotion during the introductory period.

The District reserves the right to promote employees from within without seeking candidates from the public to fill a vacant position.

DEMOTIONS

A demotion is a change in class and skill level, which results in the employee falling into a lower pay range. This occurs when an employee is unable to satisfactorily perform the duties of the position in which he/she is employed. A demotion may be used within the disciplinary process. Any demotion resulting in a reduction in pay will not be effective until after seven (7) days written notice has been provided to the employee in accordance with South Carolina law.

EMPLOYEE REFERRAL BONUS PROGRAM

The District takes great pride in its recruitment and selection process. As a part of the District's recruitment and selection program, the District has an Employee Referral Bonus program. If an individual referred by a current eligible employee is hired, the referring employee can receive a referral bonus as outlined on the Employee Referral Form.

All District employees, except those at a Vice President level and above, Human Resources personnel, family members as defined by Section 208.00 (Employment of Relatives) of the referred candidate, managers with hiring authority over the referred candidate, and anyone involved in the interview process, are eligible for the referral bonus.

The referral must represent the candidate's first contact with the District and cannot have previously applied for the position.

Temporary, contract and former employees of the District who have worked at the District in the prior twelve (12) months are not eligible candidates for the referral program.

If the referred candidates job application is received before the referral form has been received and signed by Human Resources, then the referring employee will still be eligible for the referral bonus, but only if the referring employee's name is clearly indicated on the job application as the referral source.

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If the completed referral form is received and signed by Human Resources before the application is submitted, then the referring employee will be eligible for the referral bonus, whether or not the referring employee's name is identified on the application as the referral source.

The first employee to refer a candidate will be the only referring employee eligible for the referral bonus.

Only candidates who meet the qualifications for the position will be considered. All candidates will be evaluated for employment, consistent with District policies and procedures.

All information regarding the hiring decision will remain strictly confidential.

The referring employee is only eligible for a referral bonus if he/she is employed by the District on the referral's first day of work. If the referring employee terminates for any reason (whether voluntarily or involuntarily) before the referral's first day of work, he/she shall forfeit any entitlement to a referral bonus payment and the District shall have no obligation to make such a payment to the referring employee.

All referral bonus payment will be paid as soon as administratively possible after the referred employee has begun employment. The second portion of the referral bonus payment will be paid in the paycheck following the six-month anniversary date of the referred candidate. All applicable payroll taxes will be deducted for the referral bonus payment.

Referral bonus payments will be limited, subject to availability of funds. This program may be amended or discontinued at any time.

APPLICANT PROCESSING

The Director of Human Resources or designee is responsible for coordinating all post-offer pre-employment testing and checks, which may include, but is not limited to: drug testing, a background investigation, motor vehicle check, medical examination to determine fitness to perform the duties of the position, education verifications, etc. These checks will be arranged only after a job offer has been made and accepted.

The applicant will be notified by Human Resources of the date, time and location for the New Hire Orientation.

Any unsolicited application or resume that does not indicate application for a specific position vacancy will not be accepted or considered a formal application.

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Section 210.00 – Recruitment, Selection and Appointment

The District will make every effort to notify applicants who are not selected about the closing of the position. Employment applications will remain active as long as the job posting, for which an application was submitted, remains open.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

OBJECTIVE

The District desires to maintain an Employee Compensation Plan, competitive with similar local government jurisdictions and with similar airports.

The President/CEO will make recommendations from time to time for amendments to the Employee Compensation Plan, when changes in responsibilities of work, economic conditions, prevailing wage rates, financial conditions or other economic considerations indicate a need for such action.

METHOD OF OPERATION

DESCRIPTION OF PLAN

The Employee Compensation Plan is a system in which District positions are assigned pay levels based on the job duties and responsibilities, the level of work required, and the job value to the District. Rates within each level are determined by the job market and labor trends.

The Employee Compensation Plan consists of Levels, with each level having a minimum, mid-point, and maximum salary.

Employees normally are not hired at a pay rate below the established minimum level for that position. Exceptions may be trainees, intern/co-op employees, and staffing agency employees.

ADMINISTRATION OF PLAN

The Employee Compensation Plan is a system in which District positions are assigned pay levels based on the job duties and responsibilities, the level of work required, and the job value to the District. Rates within each level are determined by the job market and labor trends.

Salary increases from minimum rate are accomplished by merit increase, adjustments for salary inequities, promotions, or reclassifications, according to policy. The Director of Human Resources, with the approval of the Senior Vice President and Chief Operating Officer and/or President/CEO, has the District authority to correct salary inequities.

The following guidelines are applied when determining start pay:

- The starting salary for exempt positions will not exceed midpoint of the established salary level, however to hire an employee at a salary above the midpoint, written justification must be submitted to the Director of Human Resources for approval by the VP/SVP and the President/CEO

The starting salary for non-exempt positions will not exceed the midpoint of the established salary level, however to hire an employee

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Section 212.00 – Employee Compensation Plan

at a salary above the first quartile, written justification must be submitted to the Director of Human Resources for approval by the VP/SVP.

The Director of Human Resources is responsible for the administration of the Employee Compensation Plan. The Director of Human Resources or designee reviews the plan, at least annually, and establishes a time frame to consider changes during the budget process. The Director of Human Resources or designee then presents recommendations to the Vice President and Chief Operating Officer and/or President/CEO for submission to the District in order to maintain a competitive pay plan Executive Team for consideration.

The Executive Team consist of employees designated by the President/CEO.

The Director of Human Resources is also responsible for:

- Setting salaries in accordance with the policy.
- Ensuring that employee salaries are not changed without the Department Director's approval and/or notification. Department Directors are responsible for insuring that funds are available in the appropriate account for salary adjustments.
- Evaluating, revising, and updating changes in salary structure that affect the wage and salary system of positions, based on the local job market and labor trends.
- Recommending changes in the salary structure to the Executive Team for District consideration.

The President/CEO and other employees that are contract employees shall be employed and paid in accordance to his/her contract and/or as approved by the District.

All persons shall be employed and paid in accordance with the rates established in the pay plan for the classification to which the appointment is made.

The Director of Human Resources or designee shall have the responsibility for day-to-day administration of the plan, to include confirming that all hiring rates, salary adjustments, and other payroll changes are in accordance with the policy.

NEW EMPLOYEE APPOINTMENT STARTING RATES

The introductory period for new employees is ninety (90) calendar days as more fully described in Section 211.00. The new employee, during

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the initial introductory period, may be dismissed under introductory hiring without right of appeal.

Appointments below the normal hiring range may be offered when the candidate is hired as a trainee, co-op/intern or student worker.

If a candidate's training, experience or other qualifications are directly related to and substantially exceed the minimum requirements of the position, and the candidate is unwilling to accept a salary in the normal hiring pay range, and there are no other eligible candidates with comparable qualifications; the President/CEO may approve appointment at a rate not to exceed twenty (20%) percent above the normal hiring pay range.

SALARY INCREASE

An employee may receive a salary increase by means of a cost of living adjustment (COLA), merit increase, pay grade adjustment, special pay adjustment, promotion or reclassification.

COST OF LIVING ADJUSTMENT

An economy performance, or cost of living adjustment, may be set by the District pursuant to applicable economic indicators and fiscal restraints established by budget adoption.

When a cost of living adjustment is implemented, the pay ranges maybe adjusted accordingly.

MERIT INCREASES

The purpose of these increases is to recognize those employees who meet or exceed his/her job standards over a specified period of time. Merit increases are not automatic but are earned and based upon documented evidence that an employee has met or exceeded a satisfactory level of performance during the rating period. Such evidence must be documented by a written employee performance evaluation.

1. An employee will become eligible for consideration of a merit increase upon completing a minimum of 3 continuous months of service to the District. Employees with less than twelve (12) months of service will have increases prorated according to the number of months employed in the past twelve (12) months.
2. The President/CEO or designee shall determine the amount and awarding of merit increases.

The amount of any merit pay awarded shall be based on each employee's performance evaluation and the current financial condition of the District and shall not exceed the limits prescribed by the District for the fiscal year. The District retains the discretion at all times to grant or not grant merit increases based upon budgetary constraints and other business-related reasons.

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Performance evaluation ratings are not subject to the grievance procedure.

Employees at the maximum of pay range are not entitled to receive a merit increase.

LONGEVITY PAYMENT

Qualified Full-time and Qualified Part-time employees receive an annual longevity payment based on years of continuous service. Service is calculated from the latest date of employment. In the event there is a break in service, the last date of employment is used.

To be eligible for the longevity bonus [fifty percent (50%) for qualified part-time employees], the employee must complete the specified number of years of service. Qualified Part-time employees moving to Qualified Full-time status will receive six (6) months credit for each year of part-time service in calculating the years of service requirement. In extraordinary cases, where employment status changes between part-time and full-time, the President/CEO reserves the right to determine whether or not, and when a longevity bonus is appropriate on a case-by-case basis.

The following schedule of payment is used and is based on the annual salary of the employee:

	Qualified Full-time	Qualified Part-time
5 – 9 yrs.	2.0%	1.0%
10 – 14 yrs.	3.0%	1.5%
15+ yrs.	3.5%	1.75%

The bonus payment is made by a separate direct deposit in a lump sum each year, in the pay period following the employee's anniversary date. Federal and State Income Tax, Social Security Tax, and South Carolina retirement contribution deductions are applicable.

This bonus continues accordingly to retirement date or resignation date unless otherwise amended, modified, or revoked by the District. The longevity bonus set forth in this policy is subject to modification or revocation at any time at the discretion of the District.

PAY UPON PROMOTION

Upon promotion, a fully qualified employee shall have his/her salary increased to at least the minimum of the normal hiring pay range of the classification to which the promotion is made or, at the President/CEO's or designee discretion, at a rate not to exceed midpoint. However, for any request to increase an employee's salary above the first quartile of

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

the range in which the promotion will be made, written justification must be submitted to the Director of Human Resources for approval.

Upon promotion to a trainee, an employee shall have his/her salary adjusted to a rate below the minimum of the classification based on the degree of the employee's training, experience and other qualifications are below the minimum requirements of the class, unless the employee's rate of pay is already at or above the normal hiring pay range.

The date the employee achieves the minimum of the pay range under a training schedule shall determine the anniversary date for the employee while he/she remains in that pay range.

PAY UPON DEMOTION

Upon demotion, if an employee's current salary is above the salary maximum of the new position, the employee's salary will be reduced to at least the maximum level of the new position.

Any demotion resulting in a reduction in pay will not be effective until after seven (7) days written notice has been provided to the employee in accordance with South Carolina law.

SPECIAL ADJUSTMENTS

Should unusual conditions arise which would justify a pay increase not provided elsewhere in these rules, The President/CEO is authorized to approve the special pay adjustment.

EXEMPT AND NON-EXEMPT EMPLOYEE PAY

It is the policy of the District to be in compliance with the Fair Labor Standards Act (FLSA) South Carolina State Labor Laws and to ensure that employees in exempt and non-exempt positions are classified correctly and paid appropriately.

Pay for Employees in Exempt Positions

Exempt employees routinely receive his/her full salary for any week in which they perform any work, without regard to the number of days or hours worked.

The District prohibits deductions from an exempt employees' salary except as allowed by the FLSA.

Permissible Deductions from Pay for Employees in Exempt Positions

- Absences of one or more full days for personal reasons other than sickness or disability when the employee has exhausted all vacation time, or the employee has requested and been approved for leave without pay.
- Absences of one or more full days due to sickness or disability when the employee has exhausted all paid leave benefits or is still in the probationary period as a new hire.

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- Unpaid disciplinary suspensions of one or more full days in accordance with the District's policies.
- Deductions for unpaid leave taken in accordance with a legitimate absence under the Family Medical Leave Act.
- Deductions for the first and last week of employment, when only part of the week is worked by the employees.

Pay for Employees in Non-Exempt Positions

Hourly employees must be paid on set pay dates for hours worked within the corresponding pay period. Hours may not be banked or payment for wages delayed for hourly employees.

It is the policy of the District to adopt and implement the provisions of the FLSA as the basic overtime policy of the District. Any overtime work necessary to the continued effective operations of the District should be managed in the most efficient and economical manner possible.

Non-exempt employees are required to accurately record all time worked. Non-exempt employees are prohibited from working "off-the-clock." Any non-exempt employee who is instructed to work off-the-clock must immediately report the issue to his/her supervisor and/or the Human Resources Department. Non-exempt employees who work off-the-clock, falsify a time record, or record time for another employee will be subject to disciplinary action, up to and including termination.

Improper Deductions

If an employee is aware of improper deductions from his/her pay, this violation should be reported immediately to this/her Manager and/or the Director of Human Resources.

All reported or suspected improper deductions from an employee's pay will be promptly and thoroughly investigated. If the District determines that improper deductions were made from an employee's pay, the District will promptly reimburse the employee the amounts improperly deducted. The District will also ensure that improper deductions from pay do not occur in the future.

OVERTIME PAY

Employees, excluding certain ARFF Department and Police Department employees, in non-exempt positions are to be paid an overtime rate of one and one-half times regular pay for all hours worked in excess of the standard (40 hour) work week.

Certain ARFF Department personnel will receive an overtime rate of one and one-half times regular pay for all hours worked over 106 hours during the 14-day pay period.

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Certain Police Department personnel will receive an overtime rate of one and one-half times regular pay for all hours worked over 86 hours during a the 14-day pay period.

The overtime pay provisions are for non-exempt positions only.

For purposes of computing overtime, holidays, annual leave, sick leave, emergency leave, jury duty and other such absences from work will NOT be counted as time worked for overtime computations.

Overtime work will be performed only with prior approval of the immediate supervisor. Overtime is to be used only to meet essential operational requirements. Non-exempt employees who work overtime without prior authorization will be subject to disciplinary action, up to and including termination.

CALL BACK PAY

A non-exempt employee who is "Called Back" to work for a Call Back Emergency situation, with no prior notice, outside his/her regularly scheduled hours, shall be paid, from the time they arrive on site, a minimum of four (4) hours. If an employee works more than the minimum four hours, the employee shall be paid for all hours worked.

Call back pay shall be identified appropriately in UltiPro.

ON CALL PAY

Variable Hour Employees who do not have regularly scheduled hours will be called to work on an "as needed" basis.

Variable Hour employees will be paid for actual hours worked unless the assignment is less than four (4) hours in which case they will be paid a minimum of four (4) hours. If the job assignment requires less than four (4) hours, staff may be assigned other work assignments (i.e. fueling, GSE equipment, cleanup duties, etc.) up to the four (4) hours minimum if determined necessary by the supervisor. If the assignment is completed virtually from an off-site location, the employee will be paid for actual time worked.

On Call pay shall be identified appropriately in UltiPro.

PAY IN LIEU OF NOTICE

When determined to be in the best interest of the District, the Director of Human Resources or designee may authorize pay in lieu of notice to an employee being dismissed or resigning.

Employees who are no longer in the introductory period, and have obtained regular status may be authorized up to two (2) weeks' pay in lieu of notice. Employees who have not completed his/her original introductory period may be authorized up to one (1) week pay in lieu of

Human Resources Policies and Procedures

Section 212.00 – Employee Compensation Plan

notice. At the sole discretion of the President/CEO, amounts in excess of two weeks may be authorized.

PAY UPON TERMINATION

Employees terminating employment from the District will normally receive his/her final paycheck no later than on the next regularly scheduled payday following the date of termination.

Final paychecks shall include any unused annual leave balance earned by the employee as of the date of termination not to exceed four hundred eighty (480) hours and subject to other limitations included herein.

Any annual leave in excess of four hundred eighty (480) hours at the time of termination will be forfeited and will not be paid.

In addition, all employees who resign in good standing, are laid off, or otherwise separate from the District in good standing shall be entitled to be paid for thirty-three (33%) percent of any unused sick leave balance earned by them not to exceed two hundred forty (240) hours. Any sick leave balance in excess of two hundred forty (240) hours will be forfeited and will not be paid upon termination of employment. The Finance Department will issue a final paycheck in advance of a scheduled payday only as authorized by the President/CEO.

WAGES DUE TO DECEASED

In the event of an employee's death all wages, including any unused leave benefits or travel expenses, which may be due the employee shall be paid to the officially designated beneficiary of the employee, or if no such beneficiary has been designated, payment may be made in accordance with South Carolina Law.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 214.00 – Personal Appearance & Dress Code

OBJECTIVE To establish a professional appearance & dress code policy for District employees.

METHOD OF OPERATION

GENERAL The District considers it very important that employees are well groomed, neat, and dress appropriately for his/her job function. While the District trusts that each employee will show common sense and good judgment, a professional appearance & dress code must be followed that is appropriate to the work environment. The District has adopted a casual business dress code but emphasizes that some positions and/or meetings may call for more professional attire. Uniforms are required for certain positions and are provided by the District. Appropriate dress and hygiene are important in promoting a positive District image to our customers, both internally and externally. The District stresses a casual business dress code is a benefit and must be adhered to in order to be retained.

GUIDELINES All District employees will wear clean and well-maintained attire appropriate for the type of work he/she performs. Shoes must also be well-maintained.

Due to the various work assignments and working conditions, it is not practical to establish specific and absolute criteria as to what is or it not appropriate dress, however, the following standards of professional appearance & dress code are established to provide direction for employees in order to maintain the professionalism that the District advocates:

- Employees shall practice good personal hygiene and take his/her workday schedule into account when selecting attire.
- Employee should choose business attire that is clean and in good repair and presents a professional image.
- Acceptable professional attire includes, but is not limited to:
 - All shirts with collars, business casual crewnecks or V-neck shirts, blouses, golf and polo shirts, District logo apparel, sleeveless shirts (if conservative), ties, sports jackets, knit shirts with or without a collar, sweaters, cardigans, suits.
 - Slacks, capris, trousers, dresses or skirts of an appropriate length.
 - Appropriate fitted clothing for body type.
 - Casual slip-on or tie shoes, dress sandals (with or without a heel), slides, open toed/open back shoes and athletic shoes if approved by the department director.
- Unacceptable professional attire includes but is not limited to:
 - T-shirts, clothing with inappropriate slogans, profanity, sexually suggestive pictures/slogans, sweatpants, athletic attire, shorts, jeans, pants worn below the waist or hip line, crop tops, midriff tops, spaghetti straps, tank tops, strapless tops or dresses, crocheted or see through blouses or shorts,

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Section 214.00 – Personal Appearance & Dress Code

muscle shirts, flip flops, heavy perfume/cologne, camouflage, torn, patched or faded clothing, clothing that is excessively tight or revealing, excessive or distracting body piercings, Hats or head coverings, unless required to meet health regulation guidelines, as a religious accommodation, or designated as part of a uniform.

- In some circumstances or within specific departments, t-shirts may be approved and/or provided at the discretion of the department director.

Body Art

Employees are required to keep body art and/or tattoos covered while on duty, with the exception of one single-band ring, on one finger, on one hand is permitted.

Existing body art on employees hired on or before 09/09/2019 are grandfathered in, unless the body art or tattoo is determined to be offensive to co-workers, customers, vendors or others in the workplace based on a racial, sexual, religious, ethnic, or other characteristics or attributes of a sensitive or legally protected nature.

Piercings

In order to ensure a professional appearance and safety, body piercings, with exception of professional-looking earrings, are considered inappropriate and will not be allowed. Exceptions may be considered for piercings for religious beliefs. NO jewelry that may present a safety hazard will be permitted.

Hair Care

In general, hair, sideburns, moustaches, and beards are to be kept clean, combed, and neatly trimmed or arranged no matter the length. Extreme trends that are not professional such as hair color not of a natural tone (blue, pink, green, etc.), mohawks and long spiked hair are not acceptable.

Hygiene

All employees must ensure his/her personal hygiene habits result in a clean, non-offensive appearance and presence, and that his/her use or non-use of hygiene or scented products is not unpleasant, distracting, or presents a health risk for others.

Medical Necessity

Medical conditions that require clothing items/footwear that otherwise might be considered inappropriate by this policy may be permitted on a case-by-case basis. Requests to deviate from this policy should be documented with a physician's statement and reported to the Human Resources Department in advance of wearing such items.

Human Resources Policies and Procedures

Section 214.00 – Personal Appearance & Dress Code

Safety

Employees shall not wear clothing that is unsafe. Shoes should be selected for safety and comfort and be otherwise appropriate for a work setting. Accessories such as rings, necklaces, bracelets, and earrings shall not present a potential safety hazard. The District may institute more stringent dress requirements for reasons of safety. Employees that may enter work areas outside of his/her standard work area, may be required to adhere to the safety policies of that work area which may include wearing hearing protection, a reflective vest, closed toed/closed heeled shoes, hard hat, etc.

Badge

Upon hire, each employee will be issued a Security Identification Badge. The badge is required to be worn and visibly displayed at all times while on duty and also while in sterile and secured work areas.

Specific Requirements

Employees in certain positions/departments may be required to meet special dress, grooming and hygiene standards, such as wearing uniforms or protective clothing, depending on the nature of his/her job. If uniforms are required, they will be supplied by the District, or they will be reimbursed by the District with the Department Directors approval.

ADDRESSING PERSONAL APPEARANCE & DRESS CODE

The President/CEO or designee may make exceptions to the Personal Appearance & Dress Code policy on special occasions or days.

Department Directors and/or immediate supervisors are responsible for interpreting and enforcing personal appearance, dress code and hygiene/grooming standards in his/her areas of responsibility. This includes counseling employees whose appearance is inappropriate.

Violations of the policy can range from inappropriate clothing items, to an employee not wearing his/her badge, to offensive perfumes and body odor. If an employee comes to work and is in violation of this policy, he/she will be required to go home (without pay), to become compliant with the policy change, and return to work.

Violation of this policy may result in disciplinary action up to and including termination of employment.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 215.01 – Attendance

OBJECTIVE

The purpose of this policy is to promote the efficient operation of the District, minimize unscheduled and/or unnecessary absences and tardiness, and set forth guidelines that are intended to be administered fairly and uniformly. The policy is not intended to imply that ill or injured employees be expected to report to work if unable to do so, or to penalize an employee who has a good attendance record but may be experiencing a difficult period of time.

METHOD OF OPERATION

GENERAL

In order to meet the needs of the District and provide a high level of service, the District depends on the contributions of each employee. Not only is regular and punctual attendance an important element of overall job performance, it is essential to achieving the highest quality of service, productivity, and levels of morale.

Employees are expected to be punctual and regular in attendance reporting to work as scheduled, on time, and prepared to start work. Employees are also expected to remain at work for his/her entire work schedule, except for unpaid meal periods, when required to leave on authorized District business, or when permission for early departure is granted.

Late arrival, early departure, or other absences from schedule hours are disruptive and must be avoided. Any tardiness or absence causes problems for fellow employees and the supervisor. When an employee is absent, the workload must be performed by others, just as the employee must assume the workload of others who are absent.

Punctuality and attendance are factors taken into consideration during performance review and are also factors which may warrant progressive discipline action, up to and including termination.

This policy is independent from other District policies which also cover time off which may have different notification and/or approval requirements (e.g. scheduled holidays, jury duty, bereavement leave, military leave, etc.). Please refer to the applicable policy for further guidance on additional leave benefits.

Responsible leave usage will improve the overall morale of the District by reducing a negative impact of absenteeism on individual departments and colleagues.

It is the policy of the District to begin constructive counseling after four (4) occurrences of unscheduled absences in a one-year period, after one (1) unexcused absence in a one-year period, after six (6) unexcused tardys/early departures in a one-year period, and after three (3) missed punches in a rolling 12-month period.

Occasionally, it is necessary to be absent from work due to illness or circumstances beyond the employees' control.

Human Resources Policies and Procedures

Section 215.01 – Attendance

It is the employee's responsibility to notify his/her immediate supervisor or designee at least one (1) hour before his/her scheduled start time. If the employee is unable to contact the supervisor and/or department head, have an immediate family member do so. It is highly recommended that an employee speaks directly with his/her immediate supervisor or designee, however in instances where that is not possible voicemail/email/text messaging will be permitted. The employee is ultimately responsible for confirming that his/her supervisor or designee received the notification. If the employee is absent for three (3) or more days due to an illness, the employee may be required to present a doctor's release to return to work. An employee must keep his/her supervisor and/or department head informed every day as to when the employee's expected return will be.

DISCIPLINARY ACTION

Progressive discipline is typically used for any violation of the Attendance Policy. Progressive discipline is a general guide, but not required. As an at-will employee, the District may terminate employment for any policy violation, for any other lawful reason or for no reason at all.

Absences

a. Unscheduled Absences

- 4 occurrences in a rolling 12-month period – verbal counseling
- 5 occurrences in a rolling 12-month period – written warning
- 6 occurrences in a rolling 12-month period – final written warning
- 7 occurrences in a rolling 12-month period – termination

b. Unexcused Absences

- 1 unexcused absence – written warning
- 2 unexcused absences – final written warning
- 3 unexcused absences – termination

Unexcused Absences are cumulative and unlike Unscheduled Absences are NOT based on a rolling 12-month period.

Unexcused Absences, a no-call/no-show, lasting three (3) days or longer is considered job abandonment and will result in immediate termination of employment unless extenuating circumstances exist.

An employee in his/her introductory period will be considered for termination for the 2nd Unexcused Absence.

Tardys/Early Departures

a. Unscheduled Tardy/Early Departure

- 6 occurrences in a rolling 12-month period – verbal counseling
- 7 occurrences in a rolling 12-month period – written warning
- 8 occurrences in a rolling 12-month period – final written warning
- 9 occurrences in a rolling 12-month period – termination

Missed Punches

a. Missed Punches

- 3 missed punches in a rolling 12-month period – verbal counseling

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- 5 missed punches in a rolling 12-month period – written warning
- 7 missed punches in a rolling 12-month period – final written warning
- 9 missed punches in a rolling 12-month period - termination

Introductory Employees

Work habits of an employee in his/her introductory period are often indicative of future job performance. Attendance records should be evaluated for any indication of attendance problems. Termination should be considered for those introductory employees who during the introductory period, accrue three (3) or more unscheduled absences, two (2) unexcused absences, or have five (5) tardys/early departure occurrences.

ADVERSE/ INCLEMENT WEATHER & EMERGENCY OPERATIONS

It is the responsibility of the employee to make a good faith effort to come to work during times that adverse weather or other conditions of a serious nature exists.

However, if the employee decides he/she cannot safely make it to work or chooses not to come to work, he/she must use the same procedure as above in contacting the supervisor and/or Department Director.

The Department Director or designee will determine which personnel will be essential to the operation of the District, on an individual weather/emergency operations related event. The Department Director or designee will make every effort to give employees advance notice.

Personnel deemed "essential" must show up, even during times of adverse/inclement weather and/or emergency operation related event, unless directed by his/her supervisor not to come into work. If a person deemed "essential" does not show up, the normal disciplinary policy will apply.

Personnel not deemed "essential" have a choice as to whether or not he/she will report to work, unless clearly instructed not to come into work. If he/she does decided voluntarily not to come to work, and the District is not closed, then he/she can choose to take a day of paid leave (i.e. annual leave, PTO, flex holiday, etc.).

GUIDELINES

The following are guidelines to provide structure and support for the District's management and employees to address attendance issues. It is expected that management will apply common sense and exercise reasonable discretion to consider all relevant circumstances when applying these guidelines. If there are any questions in dealing with the attendance policy, the Director of Human Resources should be consulted.

- Absences due to illnesses or injuries which qualify under the Family and Medical Leave Act (FMLA) will not be counted against an employee's attendance occurrence. These incidences must be reviewed and approved by the Director of Human Resources or designee. Medical

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documentation within the guidelines of the FMLA may be required in these instances.

- Leave taken under the Bereavement Policy will not be counted against an employee's attendance occurrences.
- Employees deemed as non-essential will not receive an occurrence for time off taken for inclement weather/emergency operations. A single period of unscheduled leave, regardless of the duration, counts as one (1) occurrence. For example, if an employee is sick for three (3) consecutive work days, that period would count as one (1) occurrence. Note: those "consecutive" work days could be on either side of a weekend.
- An attempt to return to work, followed immediately by an additional period of unscheduled absence for the same condition, will be considered part of the original occurrence.
- An unscheduled tardy or early departure counts as one (1) occurrence.
- Proper notice, as defined above, is given for absences/late arrivals/early departures approval must be requested by completing and submitting a "Time Off Request" via UltiPro no less than forty-eight (48) hours in advance to be considered excused. Notification and acknowledgement by a supervisor of an unscheduled tardy, unscheduled absence, or unscheduled early departures will not excuse it.
- An employee cannot elect to take time off unpaid if he/she has accrued paid leave to use.
- Unexcused absences, a no call/no show, is not reporting to work and not calling to report not being able to report to work.
- The supervisor has the option of refusing a Time Off Request based on business needs.

The District reserves the right to use its discretion in applying this policy under special or unique circumstances. The District may also use progressive discipline in conjunction with or in lieu of occurrences to most effectively deal with attendance issues and circumstances which may not be recognized by the issuance of an occurrence. When considering disciplinary action under this policy, the District will also consider an employee's disciplinary record and whether the employee is currently meeting or exceeding work expectations. Nothing in this policy alters an employee's at-will employment relationship with the District.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

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Section 215.03 –Sick Leave

OBJECTIVE

To establish a sick leave policy for employees.

GUIDELINES

Qualified full-time and qualified part-time employees shall be entitled to earn sick leave as provided herein.

Qualified full-time employees shall earn ninety-six (96) hours sick leave per year. Qualified part-time employees shall earn forty-eight (48) hours sick leave per year. Non-qualified and Variable Hour employees do not accrue sick leave.

Sick leave as earned may be carried forward and accumulated to a maximum of seven hundred twenty (720) hours. After accumulating seven hundred twenty (720) hours of sick leave, employees will not accumulate any additional sick leave until an employee's sick leave balance drops below seven hundred twenty (720) hours.

Sick leave may not be used until after completion of three (3) consecutive months of satisfactory service, without the approval of the President/CEO, or designee. When recording sick leave taken, the time should be rounded to the nearest 15-minute interval. Employees who terminate during the introductory period shall not be eligible for payment of unused sick leave.

Sick leave shall not be earned while an employee is in a non-pay status of thirty (30) days or longer.

All employees who resign in good standing, are laid off, or otherwise separate from the District in good standing shall be entitled to be paid for thirty-three (33%) percent of any unused sick leave balance earned by them not to exceed two hundred forty (240) hours. Any employee who is terminated by the District for cause (as determined by the District at its sole discretion) will forfeit all unused sick leave balance and will not be entitled to any reimbursement of unused sick leave upon termination of employment. Such unused sick leave balance shall be forfeited.

In the event there is a separation of service, the employee upon reinstatement or re-employment will begin earning benefits as a new employee.

Employees who are disabled as a result of an injury arising out of and in the course of employment, compensable under the Workers' Compensation Law or on leave under section 215.06 (Personal Leaves of Absence Without Pay) of these Policies and Procedures, shall not earn sick leave benefits when such leave extends thirty (30) days or longer.

USE OF SICK LEAVE

Paid sick leave is provided by the District in order to allow employees time off for legitimate medical reasons.. Below is a list of reasons an employee

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Section 215.03 –Sick Leave

will be required to use sick leave, however this list is not intended to be exclusive.

1. The employee's personal illness, injury or exposure to a contagious disease, which could endanger others.
2. The illness of a member of the immediate family (see definition in Section 215.05), which requires the personal care, and attention of the employee.
3. Medical appointments.
4. Inability to pass a required fitness for duty exam due to a medical related reason.

Exempt employees may use Administrative Leave for each Medical Appointments in accordance with Section 216.05.

Employees are expected to remain home when ill with a potentially contagious disease. Employees who come to work with a potentially contagious or communicable disease will be sent home by his/her immediate supervisor.

A communicable disease is an illness due to an infectious agent or its toxic products, which is transmitted directly or indirectly to a person from an infected person, animal or insect. Employees have a responsibility to prevent the spread of communicable diseases when he/she becomes aware or suspect that he/she may be a carrier of a communicable disease.

For the purpose of this policy, employees are "aware" that he/she may have a communicable disease when he/she shows or feels signs of illness, such as coughing, sneezing, fever, joint aches, overall ill feeling, or the employee has a report of a communicable disease from a health care provider. Employees are also "aware" when he/she knows to have been exposed to someone with a known or suspected communicable disease.

The District also recognizes its obligation to provide a safe and healthy workplace for all employees. Therefore, the District will obtain appropriate medical direction when necessary, to ensure that an employee's condition does not pose a significant risk of substantial harm to the employee, co-workers or individuals. Employees who have or are suspected of having a communicable disease that poses a significant risk or harm to the employee or others will be restricted from the workplace until such time as the employee's presence in the workplace will not present a risk to the employee or to others.

Employees may be required to seek a Doctor's consultation/written confirmation for any prolonged illness requiring the employee to be absent for three or more consecutive days, or as requested by the employee's

Human Resources Policies and Procedures

Section 215.03 –Sick Leave

supervisor or Human Resources. Also, employees must contact the Director of Human Resources or designee to discuss the possibility of the employee's illness applying to FMLA under Section 201.03 within these Policies and Procedures.

Advance requests for sick leave shall be made in UltiPro, which must be submitted to the immediate supervisor for approval a minimum of **48 hours** in advance of the leave.

Employees who take FMLA leave for his/her own serious health condition must exhaust all accrued sick leave prior to starting an unpaid FMLA leave.

FMLA leave and the use of paid sick time will run concurrently.

An employee cannot elect to take time off unpaid if he/she has accrued paid leave to use.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 215.09 – Pay Practices, Work Hours and Time Keeping

OBJECTIVE

To establish the District policy concerning hours of work and timekeeping procedures for District employees. The District will maintain a work schedule which will assure the maintenance of an effective work force capable of performing all required functions associated with a safe and efficient facility.

The District will ensure that accurate records are maintained, and work schedules comply with Federal and State rules, regulations and laws.

METHOD OF OPERATION

INTRODUCTION OF PAY PRACTICES

Work hours are set to support the functions of the District, the tenants and the general public.

The District Administrative Office is open Monday-Friday, 8am-5pm, excluding District observed holidays as outlined in Section 215.07 (Holiday Pay).

The District workweek is defined as Sunday-Saturday.

The pay period begins on Sunday, and consists of two, seven-day workweeks.

Employees are paid bi-weekly, on the Friday following the end of the pay period, unless otherwise defined by Payroll. When a payroll date falls on a holiday, employees will, when possible be paid on the last business day before the holiday.

If an employee is scheduled to start work at a given time, then he/she is expected to actually start working at that time and not sooner without prior supervisor approval. Off-the-clock work is prohibited.

SALARY DEDUCTIONS AND WITHHOLDINGS

Some deductions from pay are mandatory, while others are voluntary. Mandatory deductions include federal income tax (withholding), State Income Tax (where applicable) and social security contributions (FICA). The amount of federal and state income tax withheld from the gross earnings depends upon the employee's salary and how many dependents he/she chooses to claim each year. FICA is deducted from gross salary at a fixed rate.

All employees, excluding those in a Non-Qualified Temporary classification, are required to participate in the South Carolina Retirement System (SCRS) or Police Officers Retirement System (PORS). A percentage, as determined by SCRS and PORS program, of the employee's gross income will be deducted from each paycheck.

Wages may be garnished only when the Human Resources Department receives a legal court order, or an appropriate order from a government agency.

Human Resources Policies and Procedures

Section 215.09 – Pay Practices, Work Hours and Time Keeping

With the employee's authorization voluntary deductions may also be deducted. Voluntary deductions may include medical, dental and vision benefit premiums, accident and life insurance premiums, deferred compensation, donations, District property, etc.

Employee deductions for insurance premiums are determined by the coverage the employee selects. The amount of other deductions depends upon the commitment the employee wishes to make.

Individual paycheck information, which may be found in UltiPro, includes an itemized statement of gross pay, various deductions, net pay, and other items of importance. Employee's may also view information in UltiPro related to annual, sick, and other leave balances.

DIRECT DEPOSIT Direct deposit is a requirement of employment. With direct deposit, employee pay is automatically deposited into an account in any financial institution of the employee's choosing that is a member of the Federal Reserve Network. Pay cards will be accepted as an alternative to direct deposit into a bank account.

TIMEKEEPING The District uses an electronic time tracking system called UltiPro to capture and record all non-exempt employee time records. The electronic time tracking system allows employees to accurately monitor and keep track of his/her individual time and enables the District to efficiently process employee time work and leave taken for payroll purposes.

The District's "rounding" policy for electronic time keeping devices is rounding to the quarter hour.

The District will follow the seven (7) minute rule for the beginning and end of all shifts. From 1 minute to 7 minutes in the quarter hour the employees' work time will be rounded down to the nearest quarter hour; from 8 minutes to 15 minutes in the quarter hour the employees' time is rounded up to the nearest quarter hour.

Example: Employee A clocks in at 7:53am, the time will round to down to the nearest quarter hour, 8am. Employee B clocks in at 7:50am, the time will round up to the nearest quarter hour, 7:45am.

Lunch/meal breaks do not follow the rounding rule and will track actual time taken for the break period.

EMPLOYEE TIME REPORTS All federal and state of South Carolina wage and hour laws guide the utilization of the electronic time tracking system at the District. UltiPro electronic timekeeping system is used to record all hours worked and leave taken for personnel. These automated time reports must reflect all regular and extra duty hours worked for the payroll period (including personal leave, vacation, holidays, etc.).

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Section 215.09 – Pay Practices, Work Hours and Time Keeping

OFFICIAL TIME OF RECORD

Exempt Employees

Exempt employees are not required to use the UltiPro time keeping system to record his/her arrivals and departures from work, nor unpaid lunch breaks. Exempt employees are required to submit exceptions only. Examples of exceptions may include, vacation, sick leave, jury duty, bereavement, etc.

Non-Exempt Employees

The UltiPro electronic time keeping system and associated work records are the official basis for recording hours worked for all non-exempt employees of the District.

In order to ensure consistency of treatment for employees, the data recorded in the UltiPro system shall be considered as the “official” record of the workday for these positions.

In the event an employee has a dispute over time that was clocked in or out, they should bring it to the attention of his/her immediate supervisor immediately. The UltiPro electronic time tracking system provides a log to assist in validating times and locations of all employee swipes. Any dispute that cannot be resolved using the logs should immediately be reported to the Human Resources Department.

DAILY CLOCK IN/OUT REQUIREMENTS

It is a job requirement that **all** non-exempt employees **must** “clock in” at the start of the shift and “clock out” at the end of the shift. Under certain conditions (such as trainings at an off-site location, business trips, etc.) when an employee cannot “clock in” or “clock out”, the employee should report time worked to his/her immediate supervisor so that his/her time worked can be manually entered. The workday begins for all employees with the first act of work.

Other requirements include:

- All non-exempt employees are assigned a work schedule, which may include unpaid lunch/meal breaks.
- It is a job requirement that all non-exempt employees must “clock out” at the start of an unpaid lunch break and “clock in” at the end of the unpaid lunch break.
- Employees are required to “clock in” before performing any work and are not permitted to “clock out” until all work has stopped.
- Employees are expected to clock in and out at his/her regularly scheduled times.

CLOCK LOCATIONS

Time Clocks are located throughout the District in effort to make it convenient for non-exempt employees to be able to “clock in” and “clock out”. Some of the locations where time clocks are located are Facilities, Maintenance Shop, Administration, ARFF station, Police department, the

Human Resources Policies and Procedures

Section 215.09 – Pay Practices, Work Hours and Time Keeping

FBO, Cerulean Cargo, the Information Desk and Operations. Employees may utilize any clock for time keeping purposes.

For designated employees, the ability to use the “web punch” feature is available for time keeping for unpaid lunch breaks.

CLOCK PROBLEMS

If an employee is unable to punch in or out because of a time clock malfunction, accidental oversight, or other reason, it is the employee’s responsibility to immediately inform his/her immediate supervisor. In this situation, the immediate supervisor will manually correct the clock in or clock out information. Clock problems or malfunctions must be reported to IT for repair.

FALSIFICATIONS, TAMPERING & UNAUTHORIZED VIEWING

All employees are prohibited from falsifying any timesheet. All hours worked must be accurately recorded. Employees are prohibited from entering time for another employee or otherwise altering or tampering with a time record.

The following infractions are prohibited and will be considered severe. Due to the severity of these infractions, employees may be subject to immediate corrective action, up to and including termination.

- Any attempt to tamper with timekeeping hardware or software.
- Clocking in or out for another employee (a.k.a. “buddy punching”).
- Interference with another employee’s use of the UltiPro system.
- Unauthorized viewing of another employee’s time in the UltiPro system.
- Demonstrating a pattern of intentionally not clocking in or out.
- Excessive missed punches.

LUNCH/MEAL BREAKS

The length of lunch/meal breaks may vary from department to department. Managers may or may not schedule unpaid lunches/meal breaks. An unpaid lunch/meal break must be a minimum of thirty (30) minutes. No work shall be performed while on an unpaid lunch break, and if an employee is interrupted during the unpaid lunch/meal and has to perform work, then the entire break shall be paid.

BREAKS

Breaks lasting less than thirty (30) minutes are compensable.

Employees who are nursing will be provided with reasonable unpaid breaks to express breast milk as frequently as needed for up to one year after the birth of a child. The District will provide a place for the break, other than a bathroom, that is shielded from view and free from intrusion. Employees will not be retaliated against for exercising her rights under this policy.

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Section 215.09 – Pay Practices, Work Hours and Time Keeping

OVERTIME

Overtime, whether or not scheduled in advance, shall be approved by the employee's immediate supervisor. Employees who work overtime without prior approval will be paid the required rate but can be subject to corrective action. All overtime will be calculated based on the actual hours recorded and credited to the employee as measured by the UltiPro electronic timekeeping system based on the hours worked in the defined work week, or for ARFF & Police the fourteen (14) day pay period.

UNREPORTED HOURS

The wage and hour laws do not permit an employer to benefit from the work of an employee without compensating them for such work. Therefore, all hours worked must be reported using the UltiPro electronic timekeeping system. Any time spent working while not clocked in (a.k.a. "working off the clock") is strictly prohibited. All time worked for the District must be properly recorded. Employees that under report or fail to report hours worked are subject to corrective action up to and including termination. Non-exempt employees are required to report any directive to work off-the-clock to the Human Resources Department.

Examples of "working off the clock" may include:

- Not clocking in or out.
- Voluntarily continuing to work at the end of regular working hours.
- Taking work home to complete on the weekend or in the evening.
- Checking/Reading/Reviewing work-related emails, text messages or listening to work-related voicemail messages while away from the office or workplace.
- Answering phones, emails, or attending to customers while on a lunch break.

Employees conducting personal business or simply not working while clocked in may be considered "riding the clock" and could be subject to corrective action up to and including termination.

LEAVE

Employees who are eligible for paid leave must use the UltiPro application to request and receive approval for paid leave. Leave approvals must be completed by the employee and the immediate supervisor prior to the end of the pay period in order to be included on his/her paycheck.

PROCESSING OF ELECTRONIC TIME REPORTS

It is recommended as a best practice, that employees review his/her timesheet each workday to resolve any missed punches or leave taken.

The timesheet must be approved prior to leaving work the last day worked in the pay period.

Any work performed in the same pay period but after the timesheet was approved, can and must be resolved by Monday at noon.

Approval by an employee certifies acceptance that the time submitted to the District is correct.

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Section 215.09 – Pay Practices, Work Hours and Time Keeping

If an employee is unable to reconcile and approve the timesheet in the prescribed timeframe, the immediate supervisor or designee will make the best effort to accurately reflect the time worked in the pay period and submit the timesheet for processing. Upon the employee's return, or as soon as possible thereafter, the employee will either electronically approve the timesheet or complete a form certifying the hours submitted were correct. If a form is used, then the original will be forwarded to Human Resources to store in the employee's personnel file.

The Finance Department will close the workweek in UltiPro according to a preset schedule to ensure that time adjustments and leave taken are properly recorded. The time clock week begins on Sunday at 12:01 AM and runs through Saturday at 12:00 AM. Managers must resolve all missed punches, reconcile and enter all leave taken, and review clock hours for staff on the Monday following the close of a pay period by 12:00 PM.

If a manager recognizes that he/she will not make the 12:00 PM deadline, he/she must immediately notify the Finance Department.

MANAGERS/APPROVERS

Immediate supervisors or designees are responsible for monitoring and approving the electronic time and attendance information for his/her department each pay period. Time cannot be released for payroll processing without the immediate supervisor or the designee's approval. Approval by the immediate supervisor or designee certifies that the time submitted to the District is correct.

TIME CLOCK SYSTEM AUDITS

UltiPro data is subject to annual external audit and may be monitored by a third party to verify compliance. Additionally, the Finance Department in conjunction with the Human Resources Department will monitor UltiPro data on a regular basis and review for irregularities or patterns. Any irregularities and/or patterns will be reported to the applicable Manager and all findings will be investigated.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 216.02 – District Benefits

OBJECTIVE

To provide an overview of District offered Benefits.

METHOD OF OPERATION

BENEFITS OVERVIEW

The following benefits are provided by the District to some or all employees. See the SC PEBA Accounts Guide and benefit description for eligibility restrictions and more information. For additional questions, employee should reach out to the Human Resources Department or visit the SC PEBA website, <https://www.peba.sc.gov/>.

Group Health Insurance
Dental & Vision Insurance
Long-term Disability
Supplemental Long-term Disability
MoneyPlus Medical Spending Account
MoneyPlus Dependent Care Spending Account
MoneyPlus Health Savings Account
Life Insurance
Accidental Death & Dismemberment (AD&D)

The President/CEO will establish the percentage of premiums paid by the District for employee and dependent coverage. The District reserves the right to change plan providers and its contribution from time to time.

DEFERRED COMPENSATION PROGRAMS

The District offers the opportunity for all of its employees to participate in the South Carolina Deferred Compensation Program.

For all Full-time employees who are SCRS participants, excluding variable hour employees, the District will 100% up to the first 5% of employee deferred compensation contributions each calendar year. The District's matched dollars will be added to the employee's account(s) as allowed in the appropriate plan documents. The Employee may elect to contribute an additional amount consistent with the plan guidelines and Federal Law. Plan Guidelines are available through the Human Resources Department or through SC PEBA.

For Qualified and Non-Qualified Part-time and Variable Hour employees

The District's deferred compensation program match is also specifically excluded from employees participating in the PORS program.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 216.04 – Reimbursement of Educational Expenses

OBJECTIVE To provide reimbursement of education expenses to employees seeking education or advanced learning while employed by the District.

METHOD OF OPERATION

GENERAL District employees who seek to improve his/her knowledge by participating in educational courses while employed by the District, may be eligible for reimbursement of education expenses under this policy. If the employee is receiving payment for such educational expense from another governmental source, or in the form of incentive pay, the employee is not eligible for the benefits provided.

REIMBURSEMENT OF EDUCATIONAL EXPENSES Reimbursement of Educational Expenses provides reimbursement of tuition and other expenses related to a course taken in the pursuit of a degree or the expenses related to a non-degree college course at an approved facility or institution.

A. Degree Program Criteria

To be approved under the policy, a Degree Program must meet the following criteria:

1. The degree is consistent with the employee's ability, potential, and scholastic background or a reasonable chance exists for the employee to use the acquired knowledge.
2. The degree is reasonably applicable to the work the employee is doing or for which the employee might be reasonably expected to be qualified to do.
3. The required curriculum leading to the degree and the number of hours to be completed is appropriate.
4. The degree is in a field of interest to the District and a reasonable chance exists for the District to derive some benefit from it.

B. Non-degree Program Criteria

To be approved under the policy, a Non-degree Program must meet the following criteria:

1. Job Improvement Courses
The course(s) must be directly related to the employee's assignment that improve skill, knowledge, and the ability of the employee in job performance, and increase potential for promotion through more advanced techniques. For example, if an electrician working on signal devices pursues a course in electronics, such a course provides advanced knowledge and training in job performance and makes the employee eligible for promotional consideration.

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Section 216.04 – Reimbursement of Educational Expenses

2. Self-Improvement Courses

Courses designated for self-improvement and increased general knowledge, which may have no direct relationship to the employee's current assignment, are recognized as approved courses when:

- A. courses are required for a college degree, certification program, or State certification;
- B. courses would enhance the employee's qualification for any other position within the District, and/or make the employee eligible for promotional consideration.

C. Eligible Fees and Expenses

The following expenses may be eligible for reimbursement:

- 1. Tuition: The fees charged by an institution for an eligible course. Eligible courses include the following:
 - a. Formal college-credit courses offered by an accredited college or university.
 - b. Online courses offered by an accredited college or university.
 - c. Adult education non-credit and/or non-degree courses offered by an accredited institution, including public school systems, colleges, or universities.
 - d. Private, business, or technical school courses, when comparable training is not available through one of the above categories. (Before approving such courses, the Manager/Supervisor should evaluate the school's standards and determine if costs are compatible with the level of training received.)
 - e. Required courses within a curriculum that lead to a diploma, certificate, or degree in a field of interest to the Company, even though these courses are not specifically job-related (i.e., religion or art courses).
- 2. Required Textbooks: May include books in printed or electronic format (including shipping charges if purchased online by the student), newspaper subscriptions, or magazine subscriptions, provided the materials are required for the enrolled course(s).
- 3. Required Supplies: Supplies related to a course may be reimbursable if they are a required part of the course. Any other

Human Resources Policies and Procedures

Section 216.04 – Reimbursement of Educational Expenses

items that are needed, but not specifically required (i.e., stated in the syllabus), will not be eligible for reimbursement

4. Required Fees: Fees assessed by the institution which are required for enrollment in and completion of an approved course or degree and are not refundable after completion of a course or course of study.

An employee is eligible for reimbursement of a course under this policy only if he or she is an active employee at the time the course commences and at the time of reimbursement. A course will ordinarily be considered to commence on the "first regular day of class" for any course that is offered during a regular academic term at an educational institution. Courses that commence prior to employment are not eligible for reimbursement.

D. Ineligible Fees and Expenses

Not all expenses related to a Degree Program or Non-Degree course are eligible for reimbursement. Ineligible fees and expenses include:

1. Ineligible Course: College courses required to complete an employee's usual job responsibilities are not eligible for reimbursement under the policy.

The following are also considered ineligible courses under the policy:

- E. Recreation or leisure time courses such as golf, bridge, sewing, and dancing are not covered, unless they are part of the curriculum stated above.
- E. Courses that will not be considered for educational reimbursement include training courses, seminars, workshops, and conferences. These types of educational activities are funded through the travel and training budget. Employees interested in attending such courses should contact his/her immediate supervisor for availability of funds and attendance.

If a Manager/Supervisor recommends one of these courses for an employee as a District-sponsored development action, it may be eligible for reimbursement as a business expense.

- E. Preparation courses to prepare for an exam that is required to attend graduate school, including GMAT/GRE test-prep courses.

Human Resources Policies and Procedures

Section 216.04 – Reimbursement of Educational Expenses

- E. Fees charged in lieu of a course, including college credit granted for District-sponsored training (in-house and outside training) and college credit granted for work or life experience.
 - e. Fees for application, laboratory, registration, taxes and similar costs are not reimbursable.
- 3. Optional Supplies: The cost of materials, instruments, supplies, or equipment are not reimbursable unless they are included as an indistinguishable part of the total cost of the course.
- 4. Optional Fees: Fees charged as the result of the institution providing services not automatically assessed or related to the enrollment in and completion of a course or degree. Optional fees also include charges for expenses that are the result of employee choice or negligence.

E. Reimbursement of Fees and Expenses

Payment for course work is authorized by the Director of Human Resources or designee. To qualify for reimbursement, an employee must receive a grade of "C" or better, or "Pass" if taking a "Pass/Fail" course. No benefit will be payable unless these requirements are met.

Once a course has been satisfactorily completed, an employee may request reimbursement for eligible fees and expenses related to the course. Eligible fees and expenses, as described above, will be reimbursed up to the annual maximum.

To request reimbursement an employee must submit official transcripts or other completion documentation along with receipts and other requested proof of expenditure documentation for reimbursement to the Director of Human Resources within 15 business days of course completion. The Director of Human Resources or designee will arrange for reimbursement to the employee for expenses incurred.

The employee is responsible for submitting transcripts, certificates and other educational achievement documents to the Human Resources Department to document personnel records with achievements.

An employee may be reimbursed up to a maximum of \$4,000 per calendar year. The President/CEO may elect to lower this reimbursement during the budget process for each fiscal year. Thus, the maximum reimbursement amount is subject to change from year-to-year.

The District shall follow IRS Publication 970 "Tax Benefits for Education" in the reporting of Educational Assistance reimbursements to the IRS.

Human Resources Policies and Procedures

Section 216.04 – Reimbursement of Educational Expenses

Reimbursements will be limited, subject to availability of funds and the number of participants in the program. This program may be amended or discontinued at any time. However, such amendment or termination will not affect any course study previously approved.

Reimbursements under this policy will be made only to employees who are on the active payroll when payment is due.

ELIGIBILITY TO PARTICIPATE

All Qualified Full-time employees who have been employed by the District for a minimum of twelve (12) months of continuous employment are eligible to participate in the program.

An employee must be in an active pay status and cannot have an active corrective action at a Written Warning level or above, or be on a current Performance Improvement Plan. If after the employee is approved for reimbursement, he/she receives a corrective action at a Written Warning level or above or is placed on a Performance Improvement Plan, the District will reimburse any current course(s) being taken, but will not reimburse any future courses until the employee no longer has an active corrective action at a Written Warning level or above or is no longer on a Performance Improvement Plan. The employee will need to reapply for consideration.

REPAYMENT TO THE DISTRICT REQUIREMENTS

Should an employee leave District employment, whether voluntarily or involuntarily, after completion of course(s), and prior to compliance with the terms of the Educational Reimbursement Repayment agreement to remain in Agreement with the District employment for one (1) or more years, the District, the employee is responsible for reimbursing the District for any costs due in accordance to the Educational Reimbursement Repayment Agreement. Repayment will be taken from the employee's benefits accrued at time of termination, and any amount due the District over and above said benefits must be paid within thirty (30) days after termination.

Following termination of an employee who is indebted to the District for reimbursement of educational expenses, the Director of Finance or designee will issue an invoice to the employee showing the amount due and the terms of payment. Checks paid by the employee must be made payable to the District and sent to the Finance Department. The Finance Department is responsible for maintaining records of each employee's educational account, showing repayment and depositing refund payments to the District fund.

Employees who participate in the reimbursement of educational expenses program specifically authorize the deduction from the employee's final paycheck to cover the reimbursement for educational expenses upon termination of employment. Under this policy the District

Human Resources Policies and Procedures

Section 216.04 – Reimbursement of Educational Expenses

may withhold from an employee's final paycheck (base salary, accrued leave/sick time, and/or expense reimbursements) to the extent permitted by applicable law, monies up to the amount due the District.

RETIREMENT, DEATH, DISABILITY, PERMANENT LAYOFF

Should the employee, through death, total disability, permanent layoff through no fault of the employee, or normal retirement, fail to continue the required tenure of employment, any remaining liability for reimbursement of educational expense is canceled automatically.

APPROVAL

Employees must secure proper approval prior to enrolling in a Degree Program or Non-Degree Program, to avoid incurring expenses that are not reimbursable under the policy. Approval for all expenses under this policy is at the discretion of the President/CEO in conjunction with the Director of Human Resources.

The following steps should be taken to obtain approval prior to beginning a course or program:

1. Submit a completed Educational Reimbursement Plan Application, along with the documentation described on the form, to the immediate supervisor for approval.
2. Once the immediate supervisor approves the program, forward the documentation, along with a Tuition Reimbursement Repayment Agreement, to the Director of Human Resources.
3. Human Resources will notify the employee and the manager of the decision.

Once an employee submits an Educational Reimbursement Plan Application, if courses have not commenced within twelve (12) months of the date the form was approved, an updated Educational Reimbursement Plan Application must be resubmitted for approval. The following rules also apply:

1. If one or more years have passed from the time of the most recent course, an updated Educational Reimbursement Plan Application must be submitted.
2. An employee who is initially approved for a specific Degree Program and later changes to a new Degree Program, must complete a new Educational Reimbursement Plan Application, even if that employee is attending the same institution.
3. A new Educational Reimbursement Plan Application is not required if an employee transfers to a different institution but remains within the same Degree Program.

Educational Reimbursement Application Plan requests must be submitted prior to December 31st for courses to begin the new fiscal year (July 1). Applications submitted after December 31st, but prior to the start of the new fiscal year will not be approved for reimbursement

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until the start of the following fiscal year without approval from the President/CEO or designee.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 219.00 – Corrective Action

OBJECTIVE

The intent of this policy is to set forth certain rules and conduct that the District expects its employees to follow. Generally, the District expects employees to exercise common sense and good judgment. When employee conduct or performance does not meet the expectations of the District, appropriate disciplinary action may be taken.

The particular disciplinary action that may be taken against an employee lies within the discretion of the District and will vary depending on the circumstances of each case.

The District, at its sole discretion, reserves the right to determine the appropriate disciplinary action depending on the factor of each situation on a case-by-case basis. The District recognizes that there are certain types of employee misconduct that are serious enough to justify either a suspension or termination of employment, without going through other steps of progressive discipline. The District reserves the right to take disciplinary action at any time up to and including termination of employment. This policy does not create an expressed or implied promise to follow any formal steps of discipline, nor does it limit the type and severity of discipline that may be issued by the District. Nothing in this policy alters or changes an employee's at-will employment status.

For the purpose of this policy, the terms "Corrective Action" and "Progressive Discipline" are used interchangeably and mean the same thing.

METHOD OF OPERATION

PROCEDURES

Disciplinary action should be taken when necessary. Generally, employee misconduct should be dealt with using a progression of disciplinary actions. However, in recognition of the facts that each instance differs in many respects from somewhat similar situations, each occurrence should be treated on an individual basis. If a Department Director and/or supervisor suspects employee misconduct, he/she must investigate the situation, in partnership with Director of Human Resources or designee, in a timely manner and determine if a violation has occurred, the nature of the violation, and who committed the violation.

The District generally subscribes to a progressive discipline system for poor job performance, misconduct, and policy/procedure/values violations. Corrective action is intended to be "corrective". When used, progressive corrective action makes the employee aware of the District's concerns and gives the employee the opportunity to correct the situation.

Human Resources Policies and Procedures

Section 219.00 – Corrective Action

Each manager is responsible for assessing the conduct and behavior of his/her employees. The objective of the District is to work with employees to solve problems and improve performance deficiencies. However, any conduct or poor performance which interferes with or adversely affects the District is grounds for disciplinary action up to and including termination. Termination may be considered appropriate even if none of these preliminary steps have been taken. Record of Disciplinary Actions will remain active in the employee's Personnel Record for twelve (12) months.

If corrective action is warranted, there are four (4) possible steps to the District's progressive discipline system.

A corrective action at "Written Warning" level or above must be discussed with and approved by the Director of Human Resources or designee prior to meeting with the employee.

STEP ONE – VERBAL COUNSELING

The immediate supervisor or designee will discuss the inappropriate action/behavior/values violation, or unacceptable job performance with the employee. All Verbal Counseling discussions must be documented on the Corrective Action Report and the original copy maintained in the employee's personnel file in Human Resources. The employee may add comments and then will sign/date the report to indicate he/she understands the content. The employee shall receive a copy of the Verbal Counseling and the original shall be sent to Human Resources for placement in the employee's personnel file.

STEP TWO – WRITTEN WARNING

A Written Warning consists of counseling with formal documentation on the Corrective Action Report. This is used when repeated inappropriate action/behavior/values violations occur, or if the circumstances warrant more than a verbal counseling.

The supervisor must communicate to the employee that if the situation is not remedied, further corrective action, up to and including termination, may result. After completion of the Corrective Action Report, the employee may add comments and then will sign/date the report to indicate he/she understands the content. The employee shall receive a copy of the Written Warning and the original shall be sent to Human Resources for placement in the employee's personnel file.

STEP THREE – SUSPENSION OR FINAL WRITTEN WARNING

Final Written Warning is used when an employee is put on notice that one or more type of violation of **any** type could result in termination of employment. It should be made clear by the supervisor that this is a final notice and another violation of **any** type could result in immediate termination. After completion of the Corrective Action Report, the employee may add comments and then will sign/date the report indicating he/she understands the content. The employee shall receive

Human Resources Policies and Procedures

Section 219.00 – Corrective Action

a copy of the Final Written Warning and the original shall be sent to Human Resources for placement in the employee's personnel file.

Suspension is used in cases where further investigation is needed, however it also may be used as a step in the progressive discipline process. Employees may be suspended with or without pay as determined by the Director Human Resources or designee.

If suspension is being used as a step in the progressive discipline process, then the reason for suspension must be documented on the Corrective Action Report. After completion of the Corrective Action Report, the employee may add comments and will sign the report to indicate he/she understands the content. The employee shall receive a copy of the report and the original shall be sent to Human Resources for placement in the employee's personnel file.

A suspension without pay for disciplinary reasons may not exceed fourteen (14) calendar days. The period of extension may be extended with approval of the President/CEO or designee.

NOTE: If further investigation determines that suspension was unwarranted, the employee will receive pay for the regular schedule hours they were absent because of the suspension from work.

STEP FOUR - TERMINATION

Termination is warranted if the preceding actions fail to improve the employee's inappropriate behavior/action/values violations, or poor job performance. Dismissal may occur after an initial violation if in the District's sole discretion, it is warranted. Complete and accurate documentation is necessary for discharge.

Documentation must be reviewed with Human Resources prior to all discharges and approved by the President/CEO.

APPROPRIATE CORRECTIVE ACTION DETERMINATION GUIDELINES

Before proceeding with corrective action, supervisors should consider the following factors:

1. Was the employee aware of the rules and/or policies and/or procedures and the consequences of non-compliance?
2. Was the employee given adequate time to show improvement?
3. Was a fair and thorough investigation conducted?
4. Is there justifiable evidence of wrongdoing?
5. Have the rules been applied fairly and without discrimination?
6. Is the amount/severity of corrective action warranted by the offense?

DISCIPLINARY PENALTIES

An employee's work record and years of service, consistency and other appropriate factors may be used to determine the appropriate level of discipline. Supervisors must partner with Human Resources to ensure that disciplinary actions are handled appropriately and consistently.

Human Resources Policies and Procedures

Section 219.00 – Corrective Action

UNACCEPTABLE CONDUCT

Types of conduct set forth below, although it is not intended to be a complete list of all possible violations, constitute unacceptable conduct that may lead to disciplinary action, up to and including termination:

- Substandard work quality.
- Failure to report absence from work in a timely manner to the immediate supervisor or his/her designee.
- Failure to follow common safety practices.
- Any act of negligence, which results in a failure to complete assigned tasks or responsibilities in a timely manner.
- Threats of violence or exhibiting violent behavior.
- Excessive unscheduled absences and/or tardiness.
- Violating the Dress Code Policy.
- Failure to provide excellent customer service.
- Smoking on or in any District property, with the exception of designated smoking areas.
- Leaving the job during working hours without notice to or permission from the supervisor.
- Absence without approved leave or failure to report after the leave has been disapproved, revoked or canceled.
- Failure to report an injury or property damage to include equipment immediately to one's supervisor.
- Careless use of District property resulting in damage.
- An accident resulting in injury due to carelessness, neglect or disregard of safety practices.
- Fighting, threatening, intimidating, coercing, bullying or otherwise interfering with the rights of other persons.
- Falsifying or altering District documents.
- Actions or behaviors which are contrary to our Mission/Vision/Values.
- Failure to follow guidelines for safety of self, others or the facilities.
- Unauthorized possession or removal without permission from the District, any property, equipment or materials.
- A non-exempt employee working off the clock or a supervisor suggesting or asking or knowingly allow an employee work off the clock.
- Assigning work that places the employee at risk of serious harm, threatens significant damage to District property or financial loss to the District whether or not such harm or damage occurs; knowingly allowing employees to perform work or assignment under unsafe conditions.
- Any conduct that violates the District's discrimination, bullying or harassment policies.
- Operation of a District vehicle or equipment while under the influence of any medication or drug, which causes drowsiness or other physical or psychological impairments.

Human Resources Policies and Procedures

Section 219.00 – Corrective Action

- Abandonment of position by being absent from duty for three (3) consecutive days of work without proper authorization.
- Insubordination.
- Violation of the District's drug-free workplace policy.
- Making false claims or deliberate misrepresentations in an attempt to obtain sickness or injury benefits, workers compensation or other such benefits.
- Loss or suspension of required license, certification, permit or other requirement needed by an employee to perform the duties of his/her position.
- Discriminating against an applicant, employee, customer, vendor, or contractor.
- Consumption of or being under the influence of intoxicating beverages or controlled substances not prescribed by a physician, while on official duty.
- Possession/use of intoxicating beverages, non-prescribed drugs or illegal controlled substance at a place of work, in a District vehicle or while on official duty.
- Testing position for illegal drugs or alcohol in violation of the District's Drug-free Workplace policy.

RIGHT OF APPEAL

The right to appeal disciplinary actions is provided to all regular employees through the Grievance Procedure. Employees within his/her introductory period (the first ninety (90) consecutive calendar days of employment) are not eligible to appeal disciplinary actions.

RE-HIRE

Employees who are involuntarily terminated or an employee that did not resign in good standing will not be eligible for re-hire for a period of twelve (12) months.

Approval by the President/CEO is required before the re-hire of a terminated employee occurs.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 221.00 – Employee Termination Process

OBJECTIVE	To formulate a comprehensive policy that covers all areas of separating from employment with the District including giving notice, final pay, exit forms, benefits and severance pay.
METHOD OF OPERATION	
RESIGNATION	<p>If an employee finds it necessary to terminate his/her employment with the District, the employee must give his/her immediate supervisor written notice as follows to be considered resigned in good standing:</p> <p>30 calendar days for employees in positions Level 18 and above. 14 calendar days for employees in positions Level 17 and below.</p> <p>The supervisor, after consultation and approval from the Department Director and the Director of Human Resources, may waive the requirements for the terminating employee to work the notice period.</p> <p>To be considered resigned in good standing, eligible for annual leave and sick leave payout and eligible for re-hire, once an employee has tendered his/her resignation, the use of paid leave during the notice period is prohibited without proper notice as outlined above. An employee may take paid leave during the resignation period only if approved by the immediate supervisor. An employee cannot elect to take time off unpaid during a resignation period.</p> <p>Employees who resign in good standing shall receive payment for accrued annual leave and sick leave, subject to the limitations set forth in those policies.</p> <p>Resigning employees may be scheduled for an exit meeting with the Director of Human Resources or designee to ensure that all District property is returned and to provide an opportunity to discuss any questions or concerns related to employment with the District.</p>
TERMINATION	<p>Prior to termination of any employee, the immediate supervisor and/or Department Director should ensure the Corrective Action Policy has been followed, and approvals have been obtained, per Section 219.00 of the Human Resources Policy and Procedures. The employee should sign the Corrective Action Report form to acknowledge the termination has occurred; he/she should be given a copy of the Report form.</p> <p>The supervisor and/or Department Director should ensure that all District property is returned and will notify Human Resources no later than Monday at noon following the last day in the pay period in which the employee is employed to make note in the employee's file.</p>

Human Resources Policies and Procedures

Section 221.00 – Employee Termination Process

DISTRICT PROPERTY

All District property should be returned on or before the last day of the pay period in which the employee is employed. Any District property not returned by this date, is subject to being withheld from the final paycheck.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 227.02 – Workers’ Compensation

OBJECTIVE

The District provides workers’ compensation insurance benefits to all employees who experience an injury or illness that arises out of the course and scope of employment. Workers’ compensation insurance provides six basic benefits: medical care, temporary disability benefits, permanent disability benefits, supplemental job displacement benefits or vocational rehabilitation, and death benefits. Entitlement to workers’ compensation benefits is controlled by applicable law. Employees are required to immediately report all work-related accidents, injuries and illnesses.

ELIGIBILITY

This policy applies to all District employees who are involved in an accident/incident and/or experience an injury or illness that arises out of the course and scope of employment.

GENERAL

All work-related accidents, incidents, injuries, or illnesses involving employees, even those that are not serious or do not result in injuries, must be immediately (or as soon as feasible) reported to the employee’s immediate supervisor or Department Director. Employees who experience a work-related accident, incident, illness or injury will be required to complete the appropriate forms and cooperate with the District in complying with its recording, reporting and investigation obligations.

The supervisor or designee should immediately inform the Director of Human Resources of the accident, incident, injury, illness.

The Director of Human Resources will help the employee and the employee’s supervisor arrange for appropriate medical treatment.

Neither the District nor the insurance carrier will be liable for the payment of workers’ compensation benefits for injuries that occur during an employee’s voluntary participation in any off-duty recreational, social or athletic activity arranged by the District.

If the work-related accident, incident injury or illness results in the employee being placed on a leave of absence, the District’s various leave policies will apply to that absence. The District strives to bring employees back to work as soon as possible following a work-related accident, incident, injury or illness. Current positions can be modified to fit an injured employee’s medical restrictions by modifying workstations, altering specific tasks or reducing hours. If this is not possible, temporary transitional jobs may be made available either with the employee’s department or through a temporary assignment with another department. Thus, while employees are on a leave of absence, they are required to stay in contact with his/her immediate supervisor and Human Resources regarding the expected return to work date. An employee’s refusal to accept a light-duty offer may result in a loss of worker’s compensation payments.

Human Resources Policies and Procedures

Section 227.02 – Workers’ Compensation

- The supervisor and the Department Director should complete a root cause analysis to determine what caused the accident/incident/injury/illness happened and take corrective action immediately. Documentation of the root cause analysis and a plan for corrective action to prevent future reoccurrence should be forwarded to the Director of Human Resources within seven (7) days.
- An employee sustaining an injury which requires absence from work, for seven (7) calendar days or less, will be required to use accrued sick time at his/her regular rate of pay for the absence.
- Employees out on workers’ compensation leave must follow normal call-in procedures.
- Employees on workers’ compensation will be required to submit periodic documentation of continued disability and inability to work.
- Employees will require a medical release from the attending physician in order to return to work.
- Workers’ Compensation leave shall run concurrent with FMLA leave.

Workers’ compensation fraud is a punishable crime. The District values integrity and has a “zero tolerance” policy for fraud. Offenders may be prosecuted. If you think you see fraud happening, tell a supervisor or manager right away, or call the Director of Human Resources at (864) 848-6271. Your tip will be investigated and kept strictly confidential.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

OBJECTIVE

This policy addresses assignment of District vehicles for business use, for home-to-work commuting and after-hours use, the use of personal vehicles for District business, mileage allowances, general motor vehicle safety expectations, and reporting requirements for commercial vehicle operators.

GUIDELINES

ASSIGNMENT OF DISTRICT VEHICLES FOR OPERATIONAL CONSIDERATIONS

Vehicles provided or assigned to District employees, at all times, remain the property of the District and the employee's use of the vehicle shall be at the sole discretion of the District, subject to change at any time. District employees are responsible for the care and maintenance of the vehicle and may be responsible for any damage. Drivers are responsible for the safe use and operation of the vehicle at all times, including the conduct of passengers.

District vehicles may be assigned to specified employees on a 24-hour basis when that person is responsible for responding to emergency situations. Assignments must be authorized by the President/CEO or designee and may be authorized on a continuous basis or a specified period of time. Under no circumstance will anyone other than an authorized District employee be assigned a District vehicle.

Assignment is authorized under this policy when:

1. There is considerable workday usage of the vehicle
2. The employee is frequently called out to duty during off-hours for emergency response, or
3. The vehicle is equipped with a radio, weapon, or other equipment that cannot reasonably be kept in a personal vehicle.

Each employee authorized a vehicle assignment under this policy must maintain a record of after-hours vehicle use including dates, miles driven and the event or reason for the trip. The record shall be maintained at the department level and approved by the department director or designee on a periodic basis as determined by the Finance Department. Employees are also required to provide proof that they possess a valid motor vehicle's license.

INSURANCE

All District owned/leased vehicles have the appropriate insurance coverage.

USE OF PERSONAL VEHICLES FOR DISTRICT BUSINESS

District employees are authorized to utilize personal vehicles for business travel purposes subject to the following requirements and conditions:

1. Use is subject to the approval of the Department Director or designee. Employees may be required to utilize a District

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

vehicle based on cost or safety considerations. Authorization to use private vehicles may be given on a trip-by-trip or standing approval basis. Upon request, employees are required to provide proof that he/she has a valid motor vehicle operator's license and proof of current vehicle liability insurance.

2. Private vehicles being used for District business are considered official vehicles and must conform to the following requirements:
 - a. The vehicle must meet the legal requirements to operate on a public highway.
 - b. The vehicle must be in sound mechanical condition and present no safety risks.
 - c. Reimbursements and allowances for the use of personal vehicles while conducting District work will be set by the District. Reimbursements and allowances may be adjusted from time to time at the sole discretion of the District.
 - d. Drivers are prohibited from reading, dialing, surfing the internet, manually writing, sending a message on an electronic wireless communication device, or holding a wireless communications device to his/her ear while the vehicle is moving. Exceptions to this section include: using a wireless communications device in the hands-free mode, using devices to report illegal activity or medical aid or other emergency assistance or prevent injury to a person or property, using hearing aids. Hands free mode means the use of a wireless communication device with a speaking phone, headset, or earpiece.
 - e. Employees must obtain approval from his/her immediate supervisor to transport District property in his/her personal vehicle. If the District equipment is damaged or stolen while in transit, the responsible employee must file a policy report. The employee will not be financially responsible for replacing the damaged or stolen equipment. However, if the District determines that the damaged or stolen equipment was the result of lack of judgement, the employee may be held responsible for his/her actions.
3. Documentation in the form of receipts, log entries, etc. may be required in order to receive reimbursements and/or allowances.

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

4. Any employee that receives an auto allowance and/or is eligible to use his/her personal vehicle for District business is required to provide valid proof of auto insurance coverage to the Director of Human Resources.

DISTRICT VEHICLES AND EQUIPMENT

Vehicles provided or assigned to District employees, at all time, remain the property of the District and the employee's use of the vehicle shall be at the sole discretion of the District, subject to change at any time. District employees are responsible for the care and maintenance of the vehicle/equipment and may be responsible for any damage.

Any maintenance problems must be reported to the employee's immediate supervisor or designee immediately. If maintenance problems exist, cease operating the vehicle/equipment until authorized to do so.

USE OF DISTRICT VEHICLES FOR PERSONAL BUSINESS

Employees using District vehicles on a continuing assignment or trip-by-trip basis are prohibited from using vehicles for personal business except as provided herein. Unauthorized personal use of a District vehicle may result in disciplinary action, up to and including termination.

1. Employees and the manager should exercise reasonable judgement regarding use of a District vehicle for personal purposes. Personal use of a District vehicle may be permitted, subject to the approval of the applicable Department Director or designee, where the use serves the District's interests, results in negligible expense and/or is justified by compelling circumstances and doesn't pose a "bad appearance" even if on personal time.
2. Prohibited personal use of a District vehicle includes:
 - a. Personal trips or route variations for personal purposes that add significant mileage to the otherwise shortest distance of the business travel.
 - b. Use of the vehicle to transport or store personal equipment.
 - c. Transporting unauthorized passengers for non-business-related purposes.
3. Personal use of a District vehicle for personal use includes:
 - a. Transporting other District employees, officers, or agents provided the travel is for business purposes.
 - b. Transporting non-employees such as volunteers, community or business representatives.
 - c. With advance approval of the Department Director or designee, immediate family members of employees

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

may ride in, but may not drive, district owned/leased vehicles unless an emergency occurs, and the employee cannot drive safely.

INCIDENTAL TRAVEL AND STOPS

Employee drivers should remember that public perception of District employees is important and influenced by how and where the public observes District vehicles being used. Employee drivers should not make incidental stops at locations the public may perceive as inappropriate. Examples are gaming and sports venues, liquor outlets, and other locations where it is unlikely that any District business or allowable incidental use is involved.

Employees are not permitted to use District vehicles for personal purposes unless approved. Some exceptions to this rule are:

Incidental stops – examples are stops at a restaurant for a meal, an automatic teller machine (ATM) or financial institution, urgent care or emergency room, gas station or convenience store, pharmacy, grocery store, school activity for employee's child(ren) while in route to/from work, school drop off/pick up for employee's child(ren) while in route to/from work, fitness center or other locations to purchase goods or conduct activities necessary for the employee's health and well-being.

USE OF DISTRICT VEHICLES BY OTHER INDIVIDUALS

Use of District vehicles by temporary employees or volunteers requires authorization from the department director and the Director of Human Resources. Temporary district employees and volunteers are subject to the applicable provisions of this policy, including providing proof of a valid driver's license.

PERMITTED AND PROHIBITED USE OF DISTRICT VEHICLES

The following guidelines govern District vehicle use:

1. Unless otherwise permitted by a Department Director, vehicles shall be locked when unattended with the engine turned off and keys are not permitted to be left in the ignition.
2. All drivers and passengers in District vehicles must comply with all motor vehicle laws of the city/state/county in which the vehicle is operated, including seatbelt and cell phone laws.
3. Drivers are prohibited from reading, dialing, surfing the internet, manually writing, sending a message on an electronic wireless communication device, or holding a wireless communications device to his/her ear while the vehicle is moving. Exceptions to this section include: using a wireless communications device in the hands-free mode, using devices to report illegal activity or medical aid or other emergency assistance or prevent injury to a person or property, using

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hearing aids. Hands free mode means the use of a wireless communication device with a speaking phone, headset, or earpiece.

4. Drivers are personally responsible for the cost of all traffic citations, parking tickets, etc. Passengers are personally responsible for the cost of any traffic citation he/she may receive while riding in a District owned/leased vehicle (i.e. seatbelt, throwing object from vehicle).
5. No person may use a District vehicle, or permit the use of a District vehicle, in the following prohibited manners:
 - a. Reckless driving or speeding or intentional violation of any traffic law or regulation.
 - b. The driver is impaired by fatigue or any other known mental or physical condition that affects the safe operation of the vehicles.
 - c. The driver is impaired because of prescribed or over-the-counter medications or drugs that causes or results in adverse side effects (e.g. drowsiness or impaired reflexes or reaction time). As described in Section 203.00 Drug-free Work Place, employees are responsible of informing his/her immediate supervisor of the possible side effects of the drug and the expected performance and expected duration of its use.
 - d. Tobacco use (smoking and non-smoking products) is prohibited in District-owned/leased vehicles. This does not include smoking in personal vehicles used for District-related business, unless also transporting others at the same time.
 - e. Transporting non-District employee passengers, including family members, is not permitted unless authorized by the employee's Department Director.
 - f. Permitting non-authorized individuals to drive a District owned/leased vehicle, unless it is for an emergency purpose.
 - g. Use for personal gain, such as delivering goods and services.

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Section 227.03 – Vehicle and Driver Safety Policy

- h. Modifications including affixing signs, stickers, antennas, bike racks, ski racks, etc. Modifications to District vehicles may be undertaken only with the prior written consent of the department director.
- i. Transporting animals is allowed only with prior written consent of the department director (excludes transportation and use of canines or other animals by the Police Department).
- j. Hauling loads that exceed the structural capacity of the vehicle and that could cause damage to the vehicle.
- k. Use of trailer hitches and towing unless approved by the Fleet Services Supervisor. Hitches must be rated for the anticipation load and must be installed by the Fleet Services Supervisor or designee.
- l. Installation or use of any radar or speed detection devices.
- m. Transporting hitchhikers.
- n. Personal bicycles transported inside vehicles unless a wheelchair or personal assistance devices as part of one's necessary equipment under ADA or from a medical professional.
- o. Use for vacations, side trips or any other use not expressly authorized by this policy or by the department director.

DRIVER'S LICENSE REQUIREMENTS

To operate a motor vehicle for business purposes employees must provide proof of a currently and valid driver's license (to include a Commercial Driver's License (CDL) verification where required) to be validated and verified by the Human Resources Department.

Employees required to maintain a valid driver's license as a part of his/her job, must notify his/her immediate supervisor within seventy-two (72) hours of a conviction for any traffic violation, except parking violations. A driver must notify his/her employer, regardless of the nature of the violation or the type of vehicle which was driven at the time. The supervisor is then responsible for notifying the Director of Human Resources within twenty-four 24 hours.

Employees must notify his/her immediate supervisor if his/her driver's license is suspended, revoked, canceled, or if he/she is disqualified

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from driving. The notification must be made by the end of the next calendar day following receipt of the notice of the suspension, revocation, cancellation, lost privilege or disqualification. The supervisor is responsible for notifying the Director of Human Resources within twenty-four 24 hours.

Failure to have a valid and current driver's license, or not report license status changes or a conviction of a traffic violation as required by the policy, may be grounds for discipline up to and including immediate termination or loss of driving privilege.

DRIVER DISQUALIFICATION AND REVIEW

District employees, applicants and other authorized persons of the District may not drive a District vehicle if his/her driving record reflects any of the following conditions within the last thirty-six (36) months:

1. Three or more moving violations and/or three or more accidents. The moving violation occurs when the citation is issued, not when the final court decision is made. However, if an accident results in the loss of life or significant property damage in excess of \$25,000 a person will be disqualified from driving District vehicles/equipment.
2. A conviction of driving while intoxicated or driving under the influence (DUI).
3. Suspension or revocation of driver's license.
4. Any change in status of an employee's driver record resulting in disqualification or the failure to report such change may result in revocation of the privilege of driving a District vehicle and/or District Equipment and/or discipline up to and including termination.

The District may periodically check motor vehicle reports for employees who are required to have a valid driver's license and are authorized to drive District vehicles/equipment.

ACCIDENTS AND CITATIONS

Employees are fully accountable to operate vehicles on District business in a legal, safe and prudent fashion and are subject to appropriate corrective action for failure to do so, up to and including termination.

1. Employees shall immediately report all traffic accidents and/or damage to his/her vehicle to his/her immediate supervisor while operating a personal or District owned/leased vehicles while on District business. In addition to any state required accident reports, employees shall complete a vehicle accident report with the first business day following the day of the accident.

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

2. In the event that an employee has a motor vehicle accident while on District business, the employee may be required to submit to a post-accident drug/alcohol screen.
3. Citations (including parking violations) are the responsibility of the vehicle operator. Passengers shall be responsible for any citations he/she receives. Citation fines shall be paid promptly by the offending employee. The District will provide the appropriate authority with the names of employees assigned to District vehicles that are observed violating traffic laws via any automated traffic enforcement device.
4. Employees shall report moving violation citations that occur while operating a vehicle for District business within the first business day of the issuance of the citation.

VEHICLE INCIDENT REPORTING GUIDELINES

The following procedure will be followed when there is an incident involving a District vehicle, including trailers, Ground Service Equipment (GSE) or other mobile equipment, or a personal vehicle being used for District business.

1. Stop vehicle, turn off engine, and use flashers or warning lights. The employee should not attempt to move the vehicle unless authorized to do so by an appropriate law enforcement official.
2. If **off** District property, call 911 - even if there are no injuries. When the police arrive, cooperate and tell them what occurred.
3. If **on** District property, call the AOC for additional instructions.
4. An effort should be made to secure the names, addresses, and telephone numbers of any witnesses.
5. Employees should cooperate with law enforcement but should not admit, make statements about, or express opinions regarding liability.
6. As soon as possible, the driver must contact his/her supervisor to report the incident.
7. Complete a vehicle/equipment incident/accident report form. Take photographs. If the driver is unable to complete the report form at the scene, the driver will give a verbal report to the supervisor and complete the form in writing as soon as practicable. The report form must be submitted to Human Resources within 24 hours.

Human Resources Policies and Procedures

Section 227.03 – Vehicle and Driver Safety Policy

8. All District employees involved in the incident must complete an Employee Incident Report at the scene of the accident whether or not an injury was sustained. This report must be provided to Human Resources within 24 hours.
9. Post-accident alcohol and controlled substance testing may be required.

APPROVAL AND UPDATE HISTORY	
APPROVAL	September 9, 2019



MEMORANDUM

TO: Members of the Airport Commission

FROM: Ashley Bruton, Director of Human Resources

DATE: September 9, 2019

ITEM DESCRIPTION - New Business Item D

Approval of Revisions to the Greenville-Spartanburg Airport District's Disadvantaged Business Enterprise (DBE) Program and the Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program

BACKGROUND

The Greenville-Spartanburg Airport District ("District") has established the DBE/ACDBE programs in accordance with the regulations of the US Department of Transportation. The District has received Federal financial assistance from the US Department of Transportation and as a condition of receiving this assistance, the District has signed an assurance that it will comply with CFR Part 23 and CFR Part 26. The District's DBE/ACDBE programs were last updated in June 2012.

ISSUES

From time to time, Staff will recommend proposed changes to programs to address new issues, maintain compliance with applicable laws and regulations, and to clarify.

The DBE/ACDBE programs were reviewed by Managers, Directors and District Executives to secure input for the proposed revisions.

Attached are the following documents:

- Revised DBE Program
- Revised ACDBE Program

Both programs constituted a re-write; therefore, a redlined copy with substantive changes is not included.



ALTERNATIVES

No alternatives are recommended at this time.

FISCAL IMPACT

There is no direct financial impact from the recommended changes.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission approve the Revisions to the Greenville-Spartanburg Airport District's Disadvantaged Business Enterprise (DBE) Program and the Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program as presented in the attached documents.

Attachment

GREENVILLE-SPARTANBURG AIRPORT DISTRICT

DISADVANTAGED BUSINESS ENTERPRISE PROGRAM



**2000 GSP Drive, Suite 1
Greer, SC 29651**

September 9, 2019

Objectives and Policy Statement *(49 CFR Sections 26.1 & 26.23)*

The Greenville-Spartanburg Airport District (hereafter referred to as "the District") has established a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26. As a small-hub primary airport, the District has received Federal financial assistance from the US Department of Transportation (DOT). As a condition of receiving this assistance, the District has signed airport grant assurances that it will comply with 49 CFR Part 26.

It is the policy of the District for the District to ensure that DBEs, as defined in Part 26, have an equal opportunity to receive and participate in DOT-assisted opportunities. It is also our policy:

1. To ensure nondiscrimination in the award and administration of USDOT-assisted contracts;
2. To create a level playing field on which DBEs can compete fairly for USDOT-assisted contracts;
3. To ensure that the DBE Program is narrowly tailored in accordance with applicable law;
4. To ensure that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate as DBEs;
5. To help remove barriers to the participation of DBEs in USDOT assisted contracts;
6. To promote the use of DBEs in all types of federally-assisted contracts and procurement,
7. To assist the development of firms that can compete successfully in the marketplace outside the DBE program, and
8. To provide appropriate flexibility to recipients of Federal financial assistance in establishing and providing opportunities for DBEs.

Ashley Bruton, Director of Human Resources, has been designated as the DBE Liaison Officer (DBELO). In that capacity, Ashley Bruton is responsible for implementing all aspects of the ACDBE program. Implementation of the DBE program is accorded the same priority as compliance with all other legal obligations incurred by the District in its financial assistance agreements with the DOT.

The District has disseminated this policy statement to its board members and all the components of our organization. The District has publicized this statement on its website and will continue to publicize this statement with the DBE and non-DBE business communities that perform work or is interested in performing work on DOT-assisted contracting opportunities.

David N. Edwards, Jr., A.A.E.
President/CEO

Date

Subpart A – General Requirements

Objectives

(Section 26.1)

The objectives are found in the policy statement on the first page of this program.

Applicability

(Section 26.3)

The District is the recipient of federal airport funds authorized by 49 U.S.C. 47107, *et seq.*

Definitions

(Section 26.5)

The District will use terms in this program that have the meaning defined in Section 26.5.

Non-Discrimination Requirements

(Section 26.7)

The District will never exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by 49 CFR Part 26 on the basis of race, color, sex, or national origin.

In administering its DBE program, the District will not, directly or through contractual or other arrangements, use criteria or methods of administration that have the effect of defeating or substantially impairing accomplishment of the objectives of the DBE program with respect to individuals of a particular race, color, sex, or national origin.

Record Keeping Requirements

(Section 26.11)

Reporting to USDOT: 26.11(b)

The District will report DBE participation to USDOT as follows:

The District will submit to the FAA annually, no later than December 1, the *Uniform Report of DBE Awards or Commitments and Payments*, as modified for use by FAA recipients, via the FAA Civil Rights Connect System (<https://faa.civilrightsconnect.com>) or any other format acceptable to the FAA as instructed.

Bidders List: 26.11(c)

The District will create and maintain a bidders list, consisting of information about all DBE and non-DBE firms that bid or quote on DOT-assisted contracts. The purpose of this requirement is to provide accurate data about the universe of DBE and non-DBE contractors and subcontractors who seek to work on Federally assisted contracts and helping to set the District's overall goals. The bidders list will include the name, address, DBE non-DBE status, age, and annual gross receipts of firms.

The District will collect this information at the time of bids or proposals by requiring prime contractors to furnish the information about their subcontractors using a Bidders List Collection Form (Attachment 3).

Federal Financial Assistance Agreement

(Section 26.13)

The District has signed the following assurances, applicable to all DOT-assisted contracts and their administration:

Assurance: 26.13(a) – Each financial assistance agreement the District signs with a DOT operating administration (or a primary recipient) will include the following assurance:

Greenville-Spartanburg Airport District (hereafter 'the District') shall not discriminate on the basis of race, color, national origin, or sex in the award and performance of any DOT-assisted contract; or in the administration of its DBE Program or the requirements of 49 CFR Part 26. The District shall take all necessary and reasonable steps under 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT assisted contracts. The District's DBE Program, as required by 49 CFR Part 26 and as approved by DOT, is incorporated by reference in this agreement. Implementation of this program is a legal obligation and failure to carry out its terms shall be treated as a violation of this agreement. Upon notification to the District of its failure to carry out its approved program, the Department may impose sanction as provided for under 49 CFR Part 26 and may, in appropriate cases, refer the matter for enforcement under 18 U.S.C. 1001 and/or the Program Fraud Civil Remedies Act of 1986 (31 U.S.C. 3801 et seq.).

Contract Assurance: 26.13(b) – For all DOT-assisted contracts, the District will ensure the following clause is included each contract and each subcontract the prime contractor signs with a subcontractor:

The contractor, sub-recipient, or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the recipient deems appropriate, which may include, but is not limited to:

- 1. Withholding monthly progress payments;*
- 2. Assessing sanctions;*
- 3. Liquidated damages; and/or*
- 4. Disqualifying the contractor from future bidding opportunities as non-responsible.*

Subpart B – ACDBE Programs

DBE Program Updates

(Section 26.21)

The District is required to have a DBE program meeting the requirements of 49 CFR Part 26 as it will receive grants for airport planning or development and will award prime contracts, the cumulative total value of which exceeds \$250,000 in FAA funds in a Federal fiscal year. The District is not eligible to receive DOT financial assistance unless the DOT has approved the District's DBE program and the District is in compliance with it and this part. The District will continue to carry out its program until all funds from DOT financial assistance have been expended. The District does not have to submit regular updates of its program, as long as the District remains in compliance. However, the District will submit significant changes in the program for approval by the FAA as required.

Policy Statement

(Section 26.23)

The Policy Statement is elaborated on the first page of this program.

DBE Liaison Officer (DBELO)

(Section 26.25)

The Airport District has designated the following individual as its DBE Liaison Officer:

*Ashley Bruton
Director of Human Resources
Greenville-Spartanburg International Airport
2000 GSP Drive, Greer SC 29651
864.848.6271
abruton@gspairport.com*

In that capacity, the DBELO is responsible for implementing all aspects of the DBE program and ensuring that the Airport District complies with all provision of 49 CFR Part 26. The DBELO has direct, independent access to the President/CEO concerning DBE program matters. An organization chart displaying the DBELO's position in the organization is found in Attachment 1 to this program.

The DBELO is responsible for developing, implementing and monitoring the DBE program, in coordination with other appropriate District staff. The DBELO, along with the assistance of District staff, will administer the program. The DBELO carries out the following duties and responsibilities:

1. Gathers and reports statistical data and other information as required by DOT.
2. Reviews third party contracts and purchase requisitions for compliance with this program.
3. Works with all departments to set overall triennial goals.
4. Ensures that bid notices and requests for proposals are available to DBEs in a timely manner.
5. Identifies contracts and procurements so that DBE goals are included in solicitations (both race-neutral methods and contract specific goals attainment and identifies ways to improve progress) and monitors results.
6. Analyzes the Airport's progress toward attainment and identifies ways to improve progress.
7. Participates in pre-bid meetings.
8. Advises the District on DBE matters and achievement, when appropriate.
9. Chairs the DBE Advisory Committee (when formed).
10. Determines contractor compliance with good faith efforts.
11. Provides DBEs with information and assistance in preparing bids, obtaining bonding and insurance.
12. Plans and participates in DBE training seminars.
13. Acts as liaison to the Uniform Certification Process.
14. Provides outreach to DBEs and community organizations to advise them of opportunities.

DBE Financial Institutions

(Section 26.27)

It is the policy of the District to investigate the full extent of services offered by financial institutions owned and controlled by socially and economically disadvantaged individuals in the community, to make reasonable efforts to use these institutions, and to encourage prime contractors on DOT-assisted contracts to make use of these institutions.

The District will make reasonable efforts to identify financial institutions owned by economically disadvantaged individuals on an as needed basis to meet the District's financial requirements. If the District identifies viable financial institutions, the District will encourage prime contractors to investigate their services and/or encourage their subcontractors to investigate such financial institutions.

Prompt Payment Mechanisms

(Section 26.29)

The District has established the following contract clause to require prime contractors to pay subcontractors for satisfactory performance of their contracts no later than 30 days from receipt of each payment made by the District to the prime contractor.

The District will ensure prompt and full payment of retainage from the prime contractor to the subcontractor within 30 days after the subcontractor's work is satisfactorily completed. The District will use the following method to comply with this requirement:

1. Hold retainage from prime contractors and provide for prompt and regular incremental acceptances of portions of the prime contract, pay retainage to prime contractors based on these acceptances, and require a contract clause obligating the prime contractor to pay all retainage owed to the subcontractor for satisfactory completion of the accepted work within 30 days after your payment to the prime contractor.

The District will consider a subcontractor's work satisfactorily complete when all the tasks called for in the subcontract have been accomplished and documented as required by the District. When the District has made an incremental acceptance of a portion of a prime contract, the work of a subcontractor covered by that acceptance is deemed to be satisfactorily completed.

The District will include the following clause in each DOT-assisted prime contract:

The prime contractor agrees to pay each subcontractor under this prime contract for satisfactory performance of its contract no later than thirty (30) days from the receipt of each payment the prime contract receives from the Airport. The prime contractor agrees further to return retainage payments to each subcontractor within thirty (30) days after the subcontractors work is satisfactorily completed. Any delay or postponement of payment from the above referenced time frame may occur only for good cause following written approval of the District. This clause applies to both DBE and non-DBE subcontracts.

The District will provide appropriate means to enforce the requirements of this section. Such means of enforcement include, but are not limited to:

1. Addressing appropriate penalties for failure to comply; and
2. Any delay or postponement of payment among the parties may take place only for good cause, with the District's prior written approval.

The District has also established, as part of its DBE program, the following mechanisms to ensure prompt payment:

1. Contractual language specifying that the decision to award the contract will be conditioned upon the District's satisfaction that the respondent has demonstrated performance of good faith efforts.
2. Contractual language requiring that contractors also sign the Assurance of DBE Participation form as required by the Federal Supplemental Contract Clauses and Requirements for Construction Contracts, which requires bidders to comply with 49 CFR Part 26. Failure to meet these requirements may be considered grounds for rejecting a bid or proposal.
3. DBE Participation verification and prompt payment process:
 - a. Prior to award of a contract, a prime contractor must submit a Letter of Intent to DBE sub participants listed in their response. The Letter of Intent must identify the scope of work and the estimated dollar value of the subcontract. The Letter of Intent must be on the prime contractor's letterhead, signed and countersigned by the DBE.
 - b. After award, a prime contractor is required to submit to the District monthly verification of payment to its subcontractors on a report indicating how much each subcontractor has been paid for the month and to-date. The District will also follow-up with subcontractors to insure prompt receipt of payment as specified in the agreement.
 - c. Contractual language requiring the prime contractor to make good faith efforts to replace any DBE unable to perform with another DBE. The District must approve substitutions after a notice of award. Approval is subject to verification of the inability of a DBE to perform.

Prompt Payment Complaints

Complaints by subcontractors regarding the prompt payment requirements are handled in accordance with the following procedure:

1. The affected subcontractor should file or make a complaint with the prime contractor directly regarding payment. If a subcontractor is not comfortable with contacting the prime contractor directly, the affected subcontractor may contact the District's DBELO for help in facilitating the filing of the complaint.
2. If filing a complaint with the prime contractor does not resolve the payment dispute, the affected subcontractor may contact the District's DBELO to file a complaint.
3. If filing a prompt payment complaint with the DBELO does not resolve the payment dispute, the affected subcontractor may contact the FAA Office of Civil Rights.

Prompt Payment Dispute Resolution

To satisfactorily comply with the purpose of this part, the District may schedule a meeting with the prime contractor, affected subcontractor(s), DBELO, and other staff as necessary to resolve disputes regarding whether work has been completed as agreed upon in order to facilitate prompt payment to the subcontractor(s) by the prime contractor.

DBE Directory

(Section 26.31)

The District uses the South Carolina Unified Certification Program (SCUCP) DBE Directory, maintained by the South Carolina Department of Transportation (SCDOT). The Directory lists the

firm's name, address, phone number, date of the most recent certification, and the type of work the firm has been certified to perform as a DBE. In addition, the Directory lists each type of work for which a firm is eligible to be certified by using the most specific NAICS code available to describe each type of work.

The South Carolina Department of Transportation updates the Directory periodically, but at least annually. The SCUCP DBE Directory can be found using the links provided in Attachment 2.

Overconcentration

(Section 26.33)

The District has not identified that overconcentration exists in the types of work that DBEs perform.

Business Development Programs

(Section 26.35)

The District has not established a business development program.

Monitoring and Enforcement Mechanisms

(Section 26.37)

The District will implement appropriate mechanisms to ensure compliance with 49 CFR Part 26 program requirements by all program participants, including prompt payment (Section 26.29), and describes and sets forth these mechanisms herein.

1. The District will bring to the attention of the Department of Transportation any false, fraudulent, or dishonest conduct in connection with the program, so that DOT can take the steps (e.g., referral to the Department of Justice for criminal prosecution, referral to the DOT Inspector General, action under suspension and debarment or Program Fraud and Civil Penalties rules) provided in 26.109.
2. The District will consider similar action under its own legal authorities, including responsibility determinations in future contracts. Attachment 7 lists the regulations, provisions, and contract remedies available to the District in the event of non-compliance with the DBE regulations by a participant in procurement activities.
3. The District will also provide a monitoring and enforcement mechanism to verify that work committed to DBEs at contract award is actually performed by DBEs. This will be accomplished by the following means:
 - a. *Review bid package documentation thoroughly, obtaining clarification, if necessary.*
 - b. *Review monthly reports regarding employment as well as DBE participation to ensure adherence to plan as represented in bid documents and as stipulated in this program.*
 - c. *Monitor progress of payments to DBEs through monthly reports from prime contractors.*
 - d. *Monitor progress of DBEs work through on-site visits and communication with DBEs.*
4. The District actively monitors participation by maintaining a running tally of actual DBE attainments (e.g., payments actually made to DBE firms), including a means of comparing these attainments to commitments.
5. The District will implement a monitoring and enforcement mechanism that will include written certification that we have reviewed contracting records and monitored work sites for this purpose. This will be accomplished by those means set forth in Attachment 7.

Fostering Small Business Participation

(Section 26.39)

The District has created an element to structure contracting requirements to facilitate competition by small business concerns, taking all reasonable steps to eliminate obstacles to their participation, including unnecessary and unjustified bundling of contract requirements that may preclude small business participation in procurements as prime contractors or subcontractors.

The program element is included as Attachment 8.

The District will actively implement the program elements to foster small business participation. Doing so is a requirement of good faith implementation of our DBE program.

Subpart C – Goals, Good Faith Efforts, and Counting

Set-asides or quotas

(Sections 26.43)

The District does not use quotas in any way in the administration of this DBE program.

Overall Goals

(Section 26.45)

The District will establish an overall DBE goal covering a three-year Federal Fiscal Year period if the District anticipates awarding DOT/FAA funded prime contracts exceeding \$250,000 during any one or more of the reporting fiscal years within the three-year goal period. In accordance with Section 26.45(f) the District will submit its overall goals according to the following schedule:

Primary Airport Size	Date Due	Period Covered	Next Goal Due
Small Hub Primary	August 1, 2017	2018 - 2020	August 1, 2020 (2021 – 2023)

The DBE goals will be established in accordance with the 2-step process as specified in 49 CFR Part 26.45. If the District does not anticipate awarding DOT/FAA funded prime contracts the cumulative total value of which exceeds \$250,000 during any of the years within the three-year reporting period, the District will not develop an overall goal; however, this DBE Program will remain in effect and the District will seek to fulfill the objectives outlined in 49 CFR Part 26.1.

Step 1 – The first step is to determine the relative availability of DBEs in the market area, “base figure”. The District will use a combination of bidders from similar, recent projects, the SCUCP registry, and a determination of relevant NAICS codes from the market area capable of performing work for proposed projects as a method to determine our weighted base figure. The second step is to adjust the “base figure” percentage from Step 1 so that it reflects as accurately as possible the DBE participation the recipient would expect in the absence of discrimination based on past participation, a disparity study and/or information about barriers to entry to past competitiveness of DBEs on Contracts.

If the District uses a bidders list, the District will do the following: Determine the number of DBEs that have bid or quoted (successful and unsuccessful) on DOT-assisted prime contracts or subcontracts in the past three years. Determine the number of all businesses that have bid or quoted (successful and unsuccessful) on prime or subcontracts in the same time period. Divide the number of DBE bidders and respondents by the number of all businesses to derive a base figure for the relative availability of DBEs in the District’s market. When using this approach, we

will establish a mechanism (documented in our goal submission) to directly capture data on DBE and non-DBE prime and subcontractors that submitted bids or quotes on our DOT-assisted contracts.

Any methodology the District chooses will be based on demonstrable evidence of local market conditions and be designed to ultimately attain a goal that is rationally related to the relative availability of DBEs in the market. The District understands that the exclusive use of a list of prequalified contractors or plan holders, or a bidders list that does not comply with the requirements of this section above, is not an acceptable alternative means of determining the availability of DBEs.

Step 2 – Once the District has calculated a base figure, the District will examine all of the evidence available in its jurisdiction to determine what adjustment, if any, is needed to the base figure to arrive at the overall goal. If the evidence does not suggest an adjustment is necessary, then no adjustment shall be made.

26.45 (g)(1) In establishing the overall goal, the District will provide for consultation and publication. This includes consultation with minority, women's and general contractor groups, community organizations, and other officials or organizations which could be expected to have information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for DBEs, and the District's efforts to establish a level playing field for the participation of DBEs. The consultation will include a scheduled, direct, interactive exchange (e.g., a face-to-face meeting, video conference, teleconference) with as many interested stakeholders as possible focused on obtaining information relevant to the District's goal setting process, and it will occur before the District is required to submit its goal methodology to the operating administration for review pursuant to paragraph (f) of this section. The District will document in the goal submission the consultation process that it engaged in. Notwithstanding paragraph (f)(4) of this section, the District will not implement the proposed goal until the District has complied with this requirement.

In addition, the District will publish a notice announcing its proposed overall goal before submission to the operating administration on August 1st. The notice will be posted on the District's official internet website and may be posted in other sources (e.g., minority-focused media, trade association publications). If the proposed goal changes following review by the operating administration, the revised goal will be posted on the District's official internet website. The District will inform the public that the proposed overall goal and its rationale are available for inspection during normal business hours at its principal office and that the District and DOT/FAA will accept comments on the goals for 30 days from the date of the notice. Notice of the comment period will include the addresses to which comments may be sent (including offices and websites) where the proposal may be reviewed. **The public comment period will not extend the August 1st deadline.**

The District's Overall Three-Year DBE Goal submission to DOT/FAA will include a summary of information and comments received, if any, during this public participation process and our responses.

The District will begin using the overall goal on October 1 of the reporting period, unless it has received other instructions from DOT.

Section 26.45 (e) - Project Goals

If permitted or required by the FAA Administrator the District will express its overall goals as a percentage of funds for a particular grant or project or group of grants and/or projects, including

entire projects. Like other overall goals, a project goal may be adjusted to reflect changed circumstances, with the concurrence of the appropriate operating administration. A project goal is an overall goal and must meet all the substantive and procedural requirements of this section pertaining to overall goals. A project goal covers the entire length of the project to which it applies. The project goal should include a projection of the DBE participation anticipated to be obtained during each fiscal year covered by the project goal. The funds for the project to which the project goal pertains are separated from the base from which your regular overall goal, applicable to contracts not part of the project covered by a project goal, is calculated.

If the District establishes a goal on a project basis, the District will begin using the goal by the time of the first solicitation for a DOT-assisted contract for the project.

Section 26.45(f) - Prior Operating Administration Concurrent

The District understands that it is not required to obtain prior operating administration concurrence with the overall goal. However, if the operating administration's review suggests that the overall goal has not been correctly calculated or that the method for calculating goals is inadequate, the operating administration may, after consulting with the District, adjust the overall goal or require the District to do so. The adjusted overall goal is binding. In evaluating the adequacy or soundness of the methodology used to derive the overall goal, the U.S. DOT operating administration will be guided by the goal setting principles and best practices identified by the Department in guidance issued pursuant to 26.9.

The District's current overall goal and methodology to calculate the overall goal can be found in Attachment 5 to this program.

Failure to Meet Overall Goals

(Section 26.47)

The District will maintain an approved DBE Program and overall DBE goal, if applicable as well as administer the DBE Program in good faith to be considered to be in compliance with this part.

If the District's awards and commitments shown on the Uniform Report of Awards or Commitments and Payments at the end of any fiscal year are less than the overall goal applicable to that fiscal year, the District will do the following in order to be regarded by the Department as implementing your DBE Program in good faith:

1. Analyze in detail the reasons for the difference between the overall goal and our awards and commitments in that fiscal year;
2. Establish specific steps and milestones to correct the problems we have identified in our analysis and to enable us to meet fully your goal for the new fiscal year;
3. The District will prepare, within 90 days of the end of the fiscal year, the analysis and corrective actions developed under paragraph (c)(1) and (2) of this section. The District will retain a copy of analysis and corrective actions in its records for a minimum of three years and will make it available to FAA upon request.

Means Used to Meet Overall Goals

(Section 26.51)

The District will meet the maximum feasible portion of its overall goal by using race-neutral means of facilitating race-neutral DBE participation. Race-neutral DBE participation includes any time a DBE wins a prime contract through customary competitive procurement procedures or is awarded a subcontract on a prime contract that does not carry a DBE contract goal.

The District will arrange solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate participation by DBEs and other small businesses and by making contracts more accessible to small businesses, by means such as those provided under 26.39.

If the District's approved projection under 26.51(c) estimates that the District can meet the entire overall goal for a given year through race-neutral means, the District will implement the program without setting contract goals during that year, unless it becomes necessary in order meet the overall goal.

The District will establish contract goals only for those DOT-assisted contracts that have subcontracting possibilities. The District need not establish a contract goal for every such contract, and the size of contract goals will be adapted to the circumstances of each such contract (e.g., type and location of work, availability of DBEs to perform the particular type of work).

Additional information regarding the means to facilitate DBE participation, including the District's Overall Goals can be found in Attachment 5 (III – V).

Good Faith Efforts Procedures

(Section 26.53)

Good Faith Efforts (Pre-Award)

The obligation of the bidder/offeror is to make good faith efforts to meet the DBE goal. The bidder/offeror can demonstrate that it has done so either by meeting the contract goal or documenting good faith efforts. Examples of good faith efforts are found in Appendix A to 49 CFR Part 26.

The DBELO is responsible for determining whether a bidder/offeror who has not met the contract goal has documented sufficient good faith efforts to be regarded as responsive.

The District will ensure that all information provided by a bidder/offeror is complete and accurate and adequately documents the good faith efforts before it commits to the performance of the contract.

Award of a contract will be conditioned on meeting the requirements of a solicitation that requires contract goals.

Each solicitation for which a contract goal has been established will require the bidder/offeror to submit the following information:

1. The names and addresses of DBE firms that will participate in the contract;
2. A description of the work that each DBE will perform. To count toward meeting a goal, each DBE firm must be certified in South Carolina and a NAICS code applicable to the kind of work the firm would perform on the contract;
3. The dollar amount of the participation of each DBE firm participating;
4. Written and signed documentation of commitment to use a DBE subcontractor whose participation it submits to meet a contract goal;
5. Written and signed confirmation from the DBE that it is participating in the contract as provided in the prime contractor's commitment and
6. Evidence of good faith efforts if the contract goal is not met. The documentation of good faith efforts must include copies of each DBE and non-DBE subcontractor quote submitted

to the bidder when a non-DBE subcontractor was selected over a DBE for work on the contract; and

7. The District will require that the bidder/offeror present the information required by this section No later than five (5) business days after bid opening as a matter of **responsibility**. This information will be collected using the forms found in Attachment 6.

Provided that, in a negotiated procurement, including a design-build procurement, the bidder/offeror may make a contractually binding commitment to meet the goal at the time of bid submission or the presentation of initial proposals but provide the information required by this section before the final selection for the contract is made by the District.

Administrative reconsideration

Within five (5) business days of being informed by the District that it is not responsible because it has not documented sufficient good faith efforts, a bidder/offeror may request administrative reconsideration. Bidders should make this request in writing to the following reconsideration official:

*David N. Edwards, Jr. (President/CEO)
Greenville-Spartanburg Airport District
2000 GSP Drive, Suite 1, Greer, SC 29651
dedwards@gspairport.com*

The reconsideration official will not have played any role in the original determination that the bidder/offeror did not document sufficient good faith efforts.

As part of this reconsideration, the bidder/offeror will have the opportunity to provide written documentation or argument concerning the issue of whether it met the goal or made adequate good faith efforts to do so. The bidder/offeror will have the opportunity to meet in person with the District's administrative reconsideration official to discuss the issue of whether it met the goal or made adequate good faith efforts to do so. The District will send the bidder a written decision on reconsideration, explaining the basis for finding that the bidder did or did not meet the goal or make adequate good faith efforts to do so. The result of the reconsideration process is not administratively appealable to the US Department of Transportation.

Good Faith Efforts Procedures (Post-Award)

For all DOT-assisted contracts, the District will include in each prime contract a provision stating:

"The contractor shall utilize the specific DBEs listed to perform the work and supply the materials for which each is listed unless the contractor obtains written consent from the District as provided in 49 CFR 26.53(f); and

That, unless consent is provided by the District, the contractor shall not be entitled to any payment for work or material unless it is performed or supplied by the listed DBE."

The District requires that prime contractors not terminate a DBE subcontractor listed on a bid/contract with a DBE contract goal without the District's prior written consent. Prior written consent will only be provided where there is good cause for termination of the DBE firm, as established by Section 26.53(f)(3) of this part.

For purposes of this paragraph, good cause includes the following circumstances:

1. The listed DBE subcontractor fails or refuses to execute a written contract;

2. The listed DBE subcontractor fails or refuses to perform the work of its subcontract in a way consistent with normal industry standards. Provided however, that good cause does not exist if the failure or refusal of the DBE subcontractor to perform its work on the subcontract results from the bad faith or discriminatory action of the prime contractor;
3. The listed DBE subcontractor fails or refuses to meet the prime contractor's reasonable, non-discriminatory bond requirements;
4. The listed DBE subcontractor becomes bankrupt, insolvent, or exhibits credit unworthiness;
5. The listed DBE subcontractor is ineligible to work on public works projects because of suspension and debarment proceedings pursuant to 2 CFR Parts 180, 215 and 1,200 or applicable state law;
6. The District has determined that the listed DBE subcontractor is not a responsible contractor;
7. The listed DBE subcontractor voluntarily withdraws from the project and provides to us written notice of its withdrawal;
8. The listed DBE is ineligible to receive DBE credit for the type of work required;
9. A DBE owner dies or becomes disabled with the result that the listed DBE contractor is unable to complete its work on the contract;
10. Other documented good cause which the District has determined to compel the termination of the DBE subcontractor. Provided, that good cause does not exist if the prime contractor seeks to terminate a DBE it relied upon to obtain the contract so that the prime contractor can self-perform the work for which the DBE contractor was engaged or so that the prime contractor can substitute another DBE or non-DBE contractor after contract award.

Before transmitting to the District its request to terminate, the prime contractor must give notice in writing to the DBE of its intent to do so. A copy of this notice must be provided to the District prior to consideration of the request to terminate. The DBE will then have five (5) business days to respond and advise the Airport District of why it objects to the proposed termination.

In addition to post-award terminations, the provisions of this section apply to pre-award deletions of or substitutions for DBE firms to put forward by offerors in negotiated procurements.

In such instances where "good cause" exists to terminate a DBE's contract, the District will require the prime contractor to make good faith efforts to replace a DBE that is terminated or has otherwise failed to complete its work on a contract with another certified DBE, to the extent needed to meet the contract goal. The District will require the prime contractor to notify the DBELO immediately of the DBE's inability or unwillingness to perform and provide reasonable documentation.

In this situation, the District will require the prime contractor to obtain prior approval of the substitute DBE and to provide copies of new or amended subcontracts, or documentation of good faith efforts.

If the contractor fails or refuses to comply in the time specified, the District will issue an order stopping all or part of payment/work until satisfactory action has been taken. If the contractor still fails to comply, the District may issue a termination for default proceeding.

Sample Bid Specification:

The requirements of 49 CFR Part 26, Regulations of the U.S. Department of Transportation, apply to this contract. It is the policy of Greenville-Spartanburg Airport District to practice nondiscrimination based on race, color, sex, or national origin in the

award or performance of this contract. All firms qualifying under this solicitation are encouraged to submit bids/proposals. Award of this contract will be conditioned upon satisfying the requirements of this bid specification. These requirements apply to all bidders, including those who qualify as a DBE. A DBE contract goal of ____ percent has been established for this contract. The bidder shall make good faith efforts, as defined in Appendix A, 49 CFR Part 26, to meet the contract goal for DBE participation in the performance of this contract.

The bidder will be required to submit the following information:

- 1. The names and addresses of DBE firms that will participate in the contract;*
- 2. A description of the work that each DBE firm will perform;*
- 3. The dollar amount of the participation of each DBE firm participating;*
- 4. Written documentation of the bidder's commitment to use a DBE subcontractor whose participation it submits to meet the contract goal;*
- 5. Written confirmation from the DBE that it is participating in the contract as provided in the commitment made under (4);*
- 6. Evidence of good faith efforts if the contract goal is not met.*

Counting DBE Participation

(Section 26.55)

The District will count DBE participation toward overall and contract goals as provided in 49 CFR 26.55. The District will not count the participation of a DBE subcontract toward a contractor's final compliance with its DBE obligations on a contract until the amount being counted has actually been paid to the DBE.

If the firm is not currently certified as a DBE in accordance with the standards of subpart D of this part at the time of the execution of the contract, the District will not count the firm's participation toward any DBE goals, except as provided for in 26.87(j).

Subpart D – Certification Standards

Certification Process

(Section 26.61 – 26.73)

The District will refer all matters pertaining to certification to the South Carolina Department of Transportation in accordance with the State's UCP program. The South Carolina Department of Transportation will use the certification standards of Subpart D of Part 26 to determine the eligibility of firms to participate as DBEs in DOT-assisted contracts. To be certified as a DBE, a firm must meet all certification eligibility standards. The South Carolina Department of Transportation will make all certification decisions based on the facts as a whole.

For information about the certification process or to apply for certification, firms should contact:

Office of Business Development and Special Programs
955 Park Street
PO Box 191
Columbia, SC 29202-0191
(803) 737-1372

The certification application forms and documentation requirements are found in Attachment 4 to this program.

Subpart E – Certification Procedures

Unified Certification Programs

(Section 26.81)

The District is a member of the Unified Certification Program (UCP) administered by the South Carolina Department of Transportation (SCDOT). The SCUCP will meet all of the requirements of this section. South Carolina's UCP program uses the certification standards of Subpart D of Part 26 and the certification procedures of Subpart E of Part 26 to determine the eligibility of firms to participate as DBEs in DOT-assisted contracts. Under the SCUCP, only SCDOT will conduct DBE certifications. To be certified as a DBE, a firm must meet all certification eligibility standards. The District will refer all certifications to either of these two agencies.

Subpart F – Compliance and Enforcement

Applicable Compliance Procedures

(Section 26.101)

The District understands that if it fails to comply with any requirement of 49 CFR Part 26, the District may be subject to formal enforcement action under 26.103 and 26.105 or appropriate program sanctions by USDOT through the FAA, such as the suspension or termination of federal funds, or refusal to approve projects, grants, or contracts until deficiencies are remedied. Program sanctions may include actions consistent with 49 U.S.C 47106(d), 47111(d), and 47122 and regulations implementing them.

Information, Confidentiality, Cooperation and Intimidations or Retaliation

(Section 26.109)

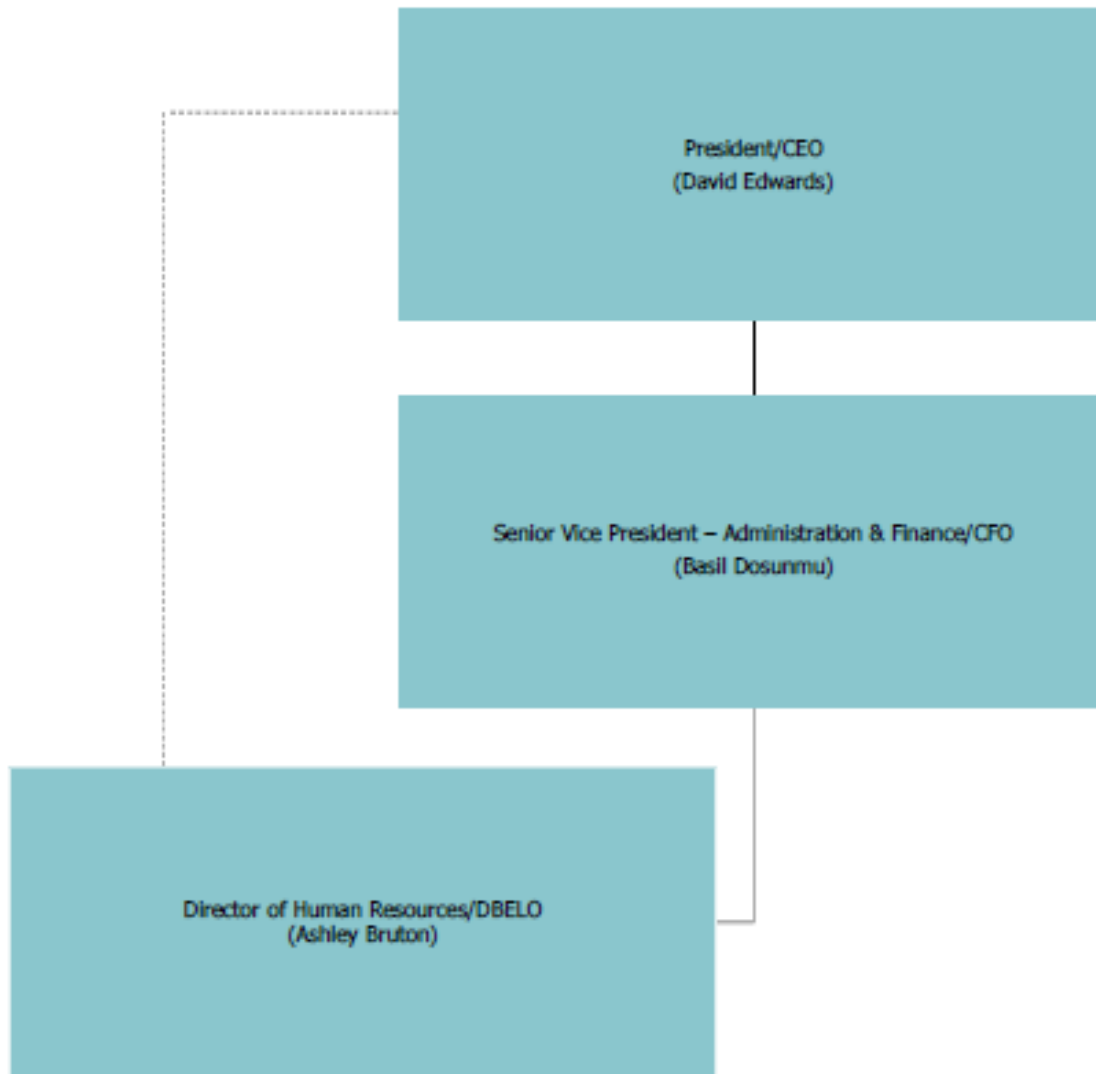
The District will safeguard from disclosure to third party's information that may reasonably be regarded as confidential business information, consistent with Federal, state, and local law. Notwithstanding any provision of Federal or state law, the District will not release any information that may reasonably be construed as confidential business information to any third party without the written consent of the firm that submitted the information. This includes applications for DBE certification and supporting information. However, the District will transmit this information to DOT in any certification appeal proceeding under 26.89 of this part or to any other state to which the individual's firm has applied for certification under 26.85 of this part.

The District, contractor, or any other participant in the program will not intimidate, threaten, coerce, or discriminate against any individual or firm for the purpose of interfering with any right or privilege secured by this part or because the individual or firm has made a complaint, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing under this part. The District is out of compliance with this part if it violates this prohibition.

List of Attachments

Attachment 1	DEBLO/ACDBELP Organization Reporting Structure
Attachment 2	Regulations: 49 CFR Part 26 (Website Link)
Attachment 3	Bidder's List Collection Form
Attachment 4	DBE Certification Information
Attachment 5	Overall Goal Calculation
Attachment 6	Form 1 & 2 for Demonstration of Good Faith Efforts
Attachment 7	DBE Monitoring and Enforcement Mechanisms
Attachment 8	Small Business Element

Attachment 1
DBELO/ACDBELO Organization Reporting Structure



Attachment 2

Regulations: 49 CFR Par 26

https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title49/49cfr26_main_02.tpl

Attachment 3
Bidder's List Form

<i>Firm Name</i>	<i>Firm Address & Phone No.</i>	<i>DBE or Non-DBE Status (Verify via DBE Directory)</i>	<i>Age of Firm</i>	<i>Annual Gross Receipts</i>
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M
		<input type="checkbox"/> DBE <input type="checkbox"/> Non-DBE	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> Less than \$500K
			<input type="checkbox"/> 1 – 3 years	<input type="checkbox"/> \$500K - \$1M
			<input type="checkbox"/> 4 – 7 years	<input type="checkbox"/> \$1M - \$2M
			<input type="checkbox"/> 8 – 10 years	<input type="checkbox"/> \$2M - \$5M
			<input type="checkbox"/> Greater than 10 years	<input type="checkbox"/> Greater than \$5M

Attachment 4
DBE Certification Information

South Carolina Disadvantaged Business Program

<https://www.scdot.org/business/bus-development-dbe-certification.aspx>

DBE Certification Directory

<https://www.scdot.org/business/bus-development-dbe-sbe-cert.aspx>

Minority & Small Business Affairs Staff

<https://www.scdot.org/business/bus-development-directory.aspx>

Attachment 5

Overall Goal Calculation

General Information:

Airport Sponsor: **Greenville-Spartanburg Airport District**
Airport: **Greenville-Spartanburg International Airport**
DBELO: **Ashely Bruton**
Director of Human Resources
Greenville-Spartanburg Airport District
2000 GSP Drive, Suite 1
Greer, SC 29651
P: 864-848-6271
E: abruton@gspairport.com

I. Detailed Methodology: Specific Steps

A. Amount of Goal

The Airport District's overall goal for the FY 2018-2020 Federal financial assistance it will expend in USDOT-assisted contracts is the following:

Overall Goal:	<u>11.0%</u>
Race-Neutral:	<u>0.4%</u>
Race-Conscious:	<u>10.6%</u>

Given the amount of USDOT-assisted contracts that the Airport District expects to let from FY 2018-2020, which is approximately **\$25,550,100**, this means that the Airport District has set a goal of expending approximately **\$2,807,205** with DBEs during this period.

B. Determination of the Market Area of the study

The normal market area was based on discussions with the Airport staff and an assessment of bidders from similar recent projects. Specifically, the market area is based on where the substantial majority of bidders, both successful and unsuccessful are located and where the substantial majority of funding was spent as illustrated in **Table 1** on the following page:

Table 1: Greenville-Spartanburg Airport District Market Area

County	Bidders	Percent of bidders	Dollars	Percent of dollars
Cherokee - SC	1	5.0%	\$4,239	0.2%
Greenville - SC	3	15.0%	\$511,859	23.6%
Horry - SC	2	10.0%	\$429,916	19.8%
Kershaw - SC	3	15.0%	\$77,994	3.6%
Oconee - SC	1	5.0%	\$36,941	1.7%
Spartanburg - SC	1	5.0%	\$142,035	6.5%
Anson - NC	2	10.0%	\$297,362	13.7%
Mecklenburg - NC	1	5.0%	\$114,300	5.3%
Market Area	14	70.0%	\$1,614,646	74.4%
Other	6	30.0%	\$556,872	25.6%
Total	20	100.0%	\$2,171,518	100.0%

Source: Subcontractor list for recent projects.

Attachment 5

Overall Goal Calculation

C. Determination of relevant NAICS codes

Based on information provided by the Airport District concerning the proposed projects, a list of NAICS codes corresponding to these projects was developed and is shown below:

**Table 2: Greenville-Spartanburg Airport District
FY 2018 – FY 2020 Projects & Activities**

FY	PROJECT	ACTIVITY	NAICS
FY 2018	ARFF Station Construction	Building Construction	236220
		Concrete	238110
		Structural Steel	238120
		Roofing	238160
		Electrical	238210
		Mechanical	238220
		Carpentry	238350
		Site Prep	238910
		Engineering	541330
	New Cargo Apron (Construction Phase)	Highway & Street	237310
		Site Prep	238910
		Engineering	541330
		Landscaping	561730
		Highway & Street	237310
FY 2019	Taxiway Rehabilitation	Site Prep	238910
		Engineering	541330
		Landscaping	561730
		Highway & Street	237310
FY 2020	Rehabilitation General Aviation Apron	Site Prep	238910
		Engineering	541330
		Engineering	541330
	Aviation Parkway Rehab (Design)	Engineering	541330

Source: Greenville-Spartanburg Airport District

Attachment 5

Overall Goal Calculation

D. Determination of Relative Availability of DBEs in Market Area Compared to all Firms

Table 3a: DBEs — Greenville-Spartanburg Airport District by Relevant NAICS Codes — FY 2018

ARFF Station Construction

Activity	NAICS CODES	DBE Firms	All Firms	% of DBE Firms Available	NAICS Dollars	DBE Goal (Dollars)
Building Construction	236220	8	148	5.4%	\$1,715,118	\$92,709
Concrete	238110	11	63	17.5%	\$267,091	\$46,635
Structural Steel	238120	0	16	0.0%	\$471,829	\$0
Roofing	238160	2	80	2.5%	\$258,103	\$6,453
Electrical	238210	1	273	0.4%	\$640,034	\$2,344
Mechanical	238220	2	478	0.4%	\$856,945	\$3,586
Carpentry	238350	3	111	2.7%	\$1,200,520	\$32,446
Site Prep	238910	19	141	13.5%	\$260,361	\$35,084
Engineering	541330	1	252	0.4%	\$630,000	\$2,500
Total					\$6,300,000	\$221,757
Weighted Step 1 Goal =						3.5%

Sources: 2015 County Business Patterns, U.S. Census Bureau.
South Carolina UCP DBE Directory, September 2017.

Table 3b: DBEs — Greenville-Spartanburg Airport District by Relevant NAICS Codes — FY 2018

New Cargo Apron (Construction Phase)

Activity	NAICS CODES	DBE Firms	All Firms	% of DBE Firms Available	NAICS Dollars	DBE Goal (Dollars)
Highway & Street	237310	7	44	15.9%	\$10,182,080	\$1,619,876
Site Prep	238910	19	141	13.5%	\$2,471,802	\$333,080
Engineering	541330	1	252	0.4%	\$1,545,423	\$6,133
Landscaping	561730	17	477	3.6%	\$145,795	\$5,196
Total					\$14,345,100	\$1,964,285
Weighted Step 1 Goal =						13.7%

Sources: 2015 County Business Patterns, U.S. Census Bureau.
South Carolina UCP DBE Directory, September 2017.

Attachment 5

Overall Goal Calculation

**Table 3c: DBEs — Greenville-Spartanburg Airport District by Relevant NAICS Codes
— FY 2019
Taxiway Rehabilitation**

Activity	NAICS CODES	DBE Firms	All Firms	% of DBE Firms Available	NAICS Dollars	DBE Goal (Dollars)
Highway & Street	237310	7	44	15.9%	\$638,815	\$101,630
Site Prep	238910	19	141	13.5%	\$155,079	\$20,897
Engineering	541330	1	252	0.4%	\$96,959	\$385
Landscaping	561730	17	477	3.6%	\$9,147	\$326
Total					\$900,000	\$123,238
Weighted Step 1 Goal =						13.7%

Sources: 2015 County Business Patterns, U.S. Census Bureau.
South Carolina UCP DBE Directory, September 2017.

**Table 3d: DBEs — Greenville-Spartanburg Airport District by Relevant NAICS Codes
— FY 2020
Rehabilitation General Aviation Apron**

Activity	NAICS CODES	DBE Firms	All Firms	% of DBE Firms Available	NAICS Dollars	DBE Goal (Dollars)
Highway & Street	237310	7	44	15.9%	\$2,803,735	\$446,049
Site Prep	238910	19	141	13.5%	\$326,137	\$43,948
Engineering	541330	1	252	0.4%	\$470,128	\$1,866
Total					\$3,600,000	\$491,862
Weighted Step 1 Goal =						13.7%

Sources: 2015 County Business Patterns, U.S. Census Bureau.
South Carolina UCP DBE Directory, September 2017.

**Table 3e: DBEs — Greenville-Spartanburg Airport District by Relevant NAICS Codes
— FY 2020
Aviation Parkway Rehab (Design)**

Activity	NAICS CODES	DBE Firms	All Firms	% of DBE Firms Available	NAICS Dollars	DBE Goal (Dollars)
Engineering	541330	1	252	0.4%	\$405,000	\$1,607
Total					\$405,000	\$1,607
Weighted Step 1 Goal =						0.4%

Sources: 2015 County Business Patterns, U.S. Census Bureau.
South Carolina UCP DBE Directory, September 2017.

Attachment 5

Overall Goal Calculation

NOTE: The County Business Patterns data were used as the source to determine the denominator, or the number of all firms in the market area. The DBE directory listed above were used to determine the numerator, or the number of DBE firms in the market area.

E. Determination of the "Weighted" DBE Base Figure

The Step 1 DBE Base Figure for each project was derived by using a weighting process by which the percentage of dollars spent on various activities (represented by NAICS codes) were multiplied by the percentage of relevant DBE firms to all relevant firms as indicated in Table 3 above.

The Step 1 DBE Base Figures for the Airport District are as follows:

ARFF Station Construction -	<u>3.5%</u>
New Cargo Apron (Construction Phase) -	<u>13.7%</u>
Taxiway Rehabilitation -	<u>13.7%</u>
Rehabilitation General Aviation Apron -	<u>13.7%</u>
Aviation Parkway Rehab (Design) -	<u>0.4%</u>

II. Adjustments to the DBE Base Figure

After the DBE Base Figure has been developed, the regulations (49 CFR Part 26) require that:

"...additional evidence in the sponsor's jurisdiction be considered to determine what adjustment, if any, is needed to the base figure in order to arrive at your overall goal" (26:45(d)).

A. Adjustment Factors to Consider

The regulations further state that there are several types of evidence that must be considered when adjusting the base figure. These include:

"(i) The current capacity of DBEs to perform work in your USDOT-assisted contracting program, as measured by the volume of work DBEs have performed in recent years.

The historical overall DBE goals accomplished at the Airport in recent years were examined relative to the above consideration. Notice the annual DBE percent accomplishment indicated in Table 4 below:

***Table 4: Greenville-Spartanburg Airport District
DBE Accomplishment***

Report Period	DBE Goal	DBE Percent Achieved	Achieved Over/Under
FY 2011	10.0%	3.9%	-6.1%
FY 2012	10.6%	11.0%	0.4%
FY 2013	10.6%	11.0%	0.4%
FY 2015	10.2%	20.9%	10.7%
FY 2016	10.2%	25.4%	15.2%
MEDIAN	10.2%	11.0%	0.4%

Source: Uniform Report of DBE Commitments/Awards and Payments

Attachment 5

Overall Goal Calculation

The median DBE accomplishment for the periods as shown above for the Airport District is 11.0%.

B. Consultations

The Airport District held a public meeting on September 21, 2017. The purpose of the meeting was to solicit information from interested stakeholders about the draft goal, as well as the availability of potential, the effects of discrimination on opportunities for DBEs, and the Airport District's effort to increase DBE participation. Although invitations were sent to 83 companies and organizations there were no attendees.

C. Adjustment to Step 1 DBE Base Figures: Greenville-Spartanburg Airport District, FY 2018-FY 2020

With the adjustment factors considered to this point, the Airport District will adjust the Step 1 base figures as calculated above by adding the annual accomplishment factor derived in Table 4 above (11.0%) to the base figure for each project as noted, and averaging the total, for an adjusted overall DBE goal.

FY 2018 – FY 2020 Overall Goal

Fiscal Year	Project	Step1	Step 2 adjustment	Overall Goal	Total project costs	DBE Goal (dollars)
FY18	ARFF Station Construction	3.5%	11.0%	7.25%	\$6,300,000	\$456,750
FY18	New Cargo Apron (Construction Phase)	13.7%	11.0%	12.35%	\$14,345,100	\$1,771,620
FY 2018 Total				10.8%	\$20,645,100	\$2,228,370
FY19	Taxiway Rehabilitation	13.7%	11.0%	12.35%	\$900,000	\$111,150
FY 2019 Total				12.4%	\$900,000	\$111,150
FY20	Rehabilitation General Aviation Apron	13.7%	11.0%	12.35%	\$3,600,000	\$444,600
FY20	Aviation Parkway Rehab (Design)	0.4%	11.0%	5.70%	\$405,000	\$23,085
FY 2020 Total				11.7%	\$4,005,000	\$467,685
FY 2018 - FY 2020 Overall Goal				11.0%	\$25,550,100	\$2,807,205

The total DBE goal in dollars was divided by the total federal portion of project costs to derive the overall DBE goal of 11.0% for FY 2018-FY 2020.

Attachment 5

Overall Goal Calculation

III. Process

The Airport District will normally submit its overall goal to the FAA on August 1 of each goal year.

Before establishing the overall goal this year, the Airport District consulted with minority, women's and general contractor groups, community organizations, and other officials or organizations to obtain information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for DBEs, and the Airport District's efforts to establish a level playing field for the participation of DBEs.

Following this consultation, the Airport District published a notice of the proposed overall goal, informing the public that the proposed goal and its rationale were available for review and comment during normal business hours at the Airport District's administrative office for 30 days following the date of the notice. The notice was published on the Airport District's website. The notice included addresses (including offices) to which comments could be sent and addresses where the proposal could be reviewed. This process was used to establish the goals for FY 2018 to FY 2020.

The Airport District's overall goal submission to the FAA will include a summary of information and comments received during this public participation process and our responses.

The Airport District will begin using the overall goal on October 1 of each year, unless the Airport District has received other instructions from DOT/FAA (or, if the goal is established on a project basis) by the time of the first solicitation for a DOT/FAA-assisted contract for the projects.

IV. Breakout of Estimated Race-Conscious/Race-Neutral Participation

The Airport District will meet the maximum feasible portion of its overall goal by using race-neutral means of facilitating DBE participation. The Airport District will use a combination of the following race-neutral means to increase DBE participation:

- 1. Arranging solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate DBE, and other small businesses participation (e.g., unbundling large contracts to make them more accessible to small businesses, encouraging prime contractors to subcontract portions of work that they might otherwise perform with their own forces);*
- 2. Disseminating information communications on contracting procedures and specific contract opportunities (e.g., ensuring the inclusion of DBEs, and other small businesses, on recipient mailing lists for bidders, ensuring the dissemination to bidders on prime contracts of lists of potential subcontractors).*

The Airport District proposes a race-conscious goal of **10.6%** and a race-neutral goal of **0.4%**, for a total of **11.0%**. The reason for this breakout is that the projects from the previous years show that the median amount by which the past DBE goals were over-achieved is **0.4%** (see **Table 4**).

The Airport District will adjust the estimated breakout of race-neutral and race-conscious participation as needed to reflect actual DBE participation (26.51(f)) and it will track and report race-neutral and race-conscious participation separately. For reporting purposes, race-neutral DBE participation includes, but is not necessarily limited to, the following: DBE

Attachment 5

Overall Goal Calculation

participation through a prime contract a DBE obtains through customary competitive procurement procedures; DBE participation through a subcontract on a prime contract that does not carry a DBE goal; DBE participation on a prime contract exceeding a contract goal; and DBE participation through a subcontract from a prime contractor that did not consider a firm's DBE status in making the award.

V. Contract Goals

The Airport District will use contract goals to meet any portion of the overall goal that the Airport District does not project being able to meet using race-neutral means. Contract goals are established so that, over the period to which the overall goal applies, they will cumulatively result in meeting any portion of our overall goal that is not projected to be met through the use of race-neutral means.

We will establish contract goals only on those DOT-assisted contracts that have subcontracting possibilities. We need not establish a contract goal on every such contract, and the size of contract goals will be adapted to the circumstances of each such contract (e.g., type and location of work, availability of DBEs to perform the particular type of work).

We will express our contract goals as a percentage of the Federal share of a DOT-assisted contract.

Resource Documents

1. South Carolina UCP DBE Directory.
2. 2015 County Business Patterns, Census Bureau.
3. Uniform Report of DBE Commitments/Awards and Payments.
4. Greenville-Spartanburg Airport District Capital Improvements Plan.

Attachment 6

Forms for Demonstration of Good Faith Efforts

FORM 1: DSADVANTAGED BUSINESS ENTERPRISE (DBE) UTILIZATION

The undersigned bidder/offeror has satisfied the requirements of the bid/proposal specification in the following manner *(please check the appropriate space)*:

- ☐ The bidder/offeror is committed to a minimum of _____% DBE utilization on this contract.
- ☐ The bidder/offeror (if unable to meet the DBE goal of _____%) is committed to a minimum of _____% DBE utilization on this contract and submitted documentation demonstrating good faith efforts.

Name of Bidder/offeror's firm: _____

By: _____

Title: _____
(Printed Name and Title of Authorized Representative)

Signature: _____

Date: _____

Attachment 6

Forms for Demonstration of Good Faith Efforts

FORM 2: LETTER OF INTENT

Name of bidder/offeror firm: _____

Address: _____

City: _____ State: _____ Zip: _____

Name of ACDBE firm: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone Number: _____

Description of work to be performed by DBE firm:

.....

.....

.....

.....

The bidder/offer is committed to utilizing the above named ACDBE firm for the work described above. The estimated dollar value of this work is \$ _____.

Affirmation

The above named DBE firm affirms that it will perform the portion of the work described above for the **{Project Name}** project for the estimated dollar value as shown on this Letter of Intent.

By: _____
(Print Name) (Signature) (Title)

If the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent shall be null and void.

(Submit this page for each DBE subcontractor)

Attachment 7

DBE Monitoring and Enforcement Mechanisms

The District has several remedies available to enforce the DBE requirements contained in its contracts, including, but not limited to, a breach of contract action, pursuant to the terms of the contract.

In addition, the federal government has available several enforcement mechanisms that it may apply to firms participating in the DBE problem, including, but not limited to, the following:

1. Suspension or debarment proceedings pursuant to 49 CFR part 23 and 2 CFR parts 180 and 1200
2. Enforcement action pursuant to 49 CFR part 31; and
3. Prosecution pursuant to 18 USC 1001.

Attachment 8
Small Business Element

1. Objective/Strategies

The Greenville-Spartanburg Airport District (District) recognizes the need to facilitate competition for small business concerns by structuring contract opportunities in a way that reduces obstacles in order to gain more small business participation. The District seeks to meet the projected race-neutral portion its overall goal through race-neutral measures, ensuring that a reasonable number of prime contracts are of a size that small businesses, including DBEs, can reasonably perform. The District's small business element seeks to implement a supplemental Small Business Participation Plan (SBPP) in conjunction with its overall DBE program that fulfills the overall intent of 49 CFR 26.39. The District is committed to taking all reasonable steps to meet this objective using a combination of the following strategies:

1. *Set-Asides* – The District will establish a procurement vehicle for certain projects under \$1,000,000 that will be set-aside and designed to provide small businesses equal opportunity to compete for project awards. The procurement vehicle will have a requirement that limits an interested offeror's business size which meet the requirements of the Small Business Administration (SBA) without regard to race, gender, or geographic location of the interested offeror. Where feasible, the District will encourage prime contractors on contracts that do not have DBE contract goals to determine elements of the contract that can be set-aside for small businesses, including DBEs, and give them opportunity to bid for work that they can reasonable perform without hindering project execution.
2. *Alternative Acquisition Strategies* – The District will look to identify future project requirements that allow for an opportunity to structure procurements which can facilitate the ability of consortia or joint ventures consisting of small businesses, including DBEs, to compete for and perform prime contracts. When such projects present this opportunity, the Greenville-Spartanburg Airport Commission (Commission) is required to approve an alternative acquisition method prior to executing the strategy. If an alternative acquisition strategy is approved, the District will ensure due diligence is performed for all firms that want to participate in the consortia or joint venture.
3. *Unbundling* – The Commission, as the operator of the District, has given consideration to "unbundling" as a small business strategy and believe that at this time, such a strategy will not be suitable for the commission. Because of the limited number of contracts each year, the increased total number of bid solicitations with "unbundling" could significantly increase both administrative and project costs per bid. This will reduce the necessary "economy of scale".
4. *Outreach* – The District currently advertises all contracting opportunities through its website and various commercial outlets to maximize competition exposure. To broaden outreach efforts, the District may look to add other methods to reach out to the small business community, such as submitting advertisements with small business organization websites. The District will look at the way other local municipalities and regional airports seek small business participation to possibly utilize those methods to introduce small businesses to the District's procurement processes and practices.

The District will evaluate and utilize a variety of methods to increase opportunity for small business participation. Other methods may include establishing a separate bidders list of qualified small businesses for solicitations that match those qualified small businesses skill

Attachment 8

Small Business Element

sets. The District will consider additional governmental resources such as the Small Business Administration (SBA) and Department of Commerce and Minority Business Development Agencies as tools to provide further assistance in order to foster small business participation.

2. Definitions

Small Business – For purposes of this program element, which is part of our approved DBE program, “small business” shall have the same definition as “small business concerns” contained in 49 CFR 26.5:

"Small business concern means, with respect to firms seeking to participate as DBEs in DOT-assisted contracts, a small business concern as defined pursuant to section 3 of the Small Business Act and Small Business Administration regulations implementing it (13 CFR part 121) that also does not exceed the cap on average annual gross receipts specified in §26.65(b)."

For additional clarification, it is useful to include here some excerpts from the SBA regulations, 13 CFR, 121.105:

(a)(1) Except for small agricultural cooperatives, a business concern eligible for assistance from SBA as a small business is a business entity organized for profit, with a place of business located in the United States, and which operates primarily within the United States or which makes a significant contribution to the U.S. economy through payment of taxes or use of American products, materials or labor; and,

(b) A business concern may be in the legal form of an individual proprietorship, partnership, limited liability company, corporation, joint venture, association, trust or cooperative, except that where the form is a joint venture there can be no more than 49 percent participation by foreign business entities in the joint venture.

Further, it is acknowledged that the SBA rules make allowances, depending on the industry, for size standards based on the average number of employees for the preceding twelve (12) months or based on gross annual receipts averaged over a three-year period to meet the annual eligibility requirement.

Disadvantaged Business Enterprise (DBE) – A for-profit small business concern (defined by SBA rules, above) that meets the standards of 49 CFR Part 26, i.e.

1. At least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which 51 percent of the stock is owned by one or more such individuals;
2. Whose socially and economically disadvantaged owners do not exceed the personal net worth (PNW) described in 49 CFR Part 26. (The current PNW cap is \$1.32 million.)
3. Whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it;
4. Where in any Federal fiscal year, a firm has had less than \$23.98 million in gross receipts based on the average of gross receipts of the firm's previous three fiscal years;

Attachment 8

Small Business Element

5. Has been certified as a DBE by a certifying member of the South Carolina Unified Certification Program (SC UCP) in accordance with the full requirements of 49 CFR 26.

It is understood that in the implementation of this element, all of the small business concerns may not necessarily be DBE firms. However, small businesses that are also owned and controlled by individuals who meet the DBE standard will certainly be encouraged to seek DBE certification. Only DBE certified firms who participate as small business concerns, pursuant to this element, will be counted towards DBE race-neutral participation on FAA-assisted contracts in this program.

3. Verification

The District will take steps to verify eligibility of a firm to participate in the District's DBE program and this SBPP. The District will rely on the certification/verification process from other entities and accept the following certifications to be included in this SBPP:

1. *South Carolina Unified Certification Program (SCUCP) DBE Certification* – The Commission is a non-certifying member of the SCUCP and relies on certification decisions of the South Carolina Department of Transportation (SCDOT). DBE certification by a certifying member of the SCUCP which stipulates that a firm has been determined to meet all the requirements in accordance with 49 CFR Part 26. All certification determinations are evidenced by a letter of DBE certification issued by a certifying member of the SC UCP.
2. *Small Business Administration (SBA) Business Development Certification* – The District rely on the certification process used by the SBA in accordance with 13 CRF Parts 121 and 124.

4. Monitoring/Record Keeping

1. The District is only required to track and report any race-neutral participation by certified DBEs achieved through this SBPP. However, the District will collect data on small business participation obtained through this SBPP as a means to track data for future needs at the airport as well as to answer future questions that may arise as a result of the District's program.
2. The District will separate the records of firms that meet the requirements for small businesses from those firms that are DBE certified. This is done to make it easier to report annually the DBE participation to the FAA.

5. Implementation Timeline

The Commission approved this SBPP in 2012 and it was submitted to the FAA at that time. This update will be approved and submitted to the FAA by October 1, 2019. After submission, the updated SBPP will be fully implemented within 180 days of final FAA approval.

Attachment 8
Small Business Element

6. Assurance

The District makes the following assurances:

1. The program is authorized under state law;
2. Certified DBEs that meet the size criteria established under the program are presumptively eligible to participate in the program;
3. There are no geographic preferences or limitations imposed on any federally assisted procurement included in the program;
4. There are no limits on the number of contracts awarded to firms participating in the program but that every effort will be made to avoid creating barriers to the use of new, emerging, or untried businesses; and
5. Aggressive steps will be taken to encourage those minority and women owned firms that are eligible for DBE certification to become certified.
6. The program is open to small businesses regardless of their location (i.e., that there is no local or other geographic preference).

GREENVILLE-SPARTANBURG AIRPORT DISTRICT

AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE PROGRAM



**2000 GSP Drive, Suite 1
Greer, SC 29651**

September 9, 2019

Objectives and Policy Statement

(49 CFR Sections 23.1 & 23.23)

The Greenville-Spartanburg Airport District (hereafter referred to as "the District") has established an Airport Concession Disadvantaged Business Enterprise (ACDBE) program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 23. The District is a primary airport and has received federal funds authorized for airport development after January 1988. The District has signed airport grant assurances that it will comply with 49 CFR Part 23.

It is the policy of the District to ensure that ACDBEs, as defined in Part 23, have an equal opportunity to receive and participate in concession opportunities. It is also our policy:

1. To ensure nondiscrimination in the award and administration of opportunities for concessions by airports receiving DOT financial assistance;
2. To create a level playing field on which DBEs can compete fairly for opportunities for concessions;
3. To ensure that the ACDBE Program is narrowly tailored in accordance with applicable law;
4. To ensure that only firms that fully meet 49 CFR Part 23 eligibility standards are permitted to participate as ACDBEs;
5. To help remove barriers to the participation of ACDBEs for opportunities for concessions at our airport, and
6. To provide appropriate flexibility to our airport in establishing and providing opportunities for ACDBEs.

Ashley Bruton, Director of Human Resources, has been designated as the ACDBE Liaison Officer (ACDBELO). In that capacity, Ashley Bruton is responsible for implementing all aspects of the ACDBE program. Implementation of the ACDBE program is accorded the same priority as compliance with all other legal obligations incurred by the District in its financial assistance agreements with the Department of Transportation.

The District has disseminated this policy statement to its board members and all the components of our organization. The District has publicized this statement on its website, and will continue to publicize this statement, to the ACDBE and non-ACDBE business communities that perform work or is interested in performing work on concessions related contracting opportunities.

David N. Edwards, Jr., A.A.E.
President/CEO

Date

Subpart A – General Requirements

Objectives

(Section 23.1)

The objectives are found in the policy statement on the first page of this program.

Definition of Terms

(Section 23.3)

All of the terms used in this program have the meanings defined in Section 23.3 and Part 26, Section 26.5 where applicable and are hereby adopted by the District.

Applicability

(Section 23.5)

The District is the recipient of federal airport funds authorized by 49 U.S.C. 47107, et seq. and is therefore subject to part 23.

Non-Discrimination Requirements

(Section 23.9)

The District will never exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any concession agreement, management contract or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR Part 23 on the basis of race, color, sex, or national origin.

In administering its DBE program, the District will not, directly or through contractual or other arrangements, use criteria or methods of administration that have the effect of defeating or substantially impairing accomplishment of the objectives of the DBE program with respect to individuals of a particular race, color, sex, or national origin.

The District acknowledges these representations are also in accordance with obligations contained in its Civil Rights, DBE and ACDBE Airport Grant assurance. The following assurances will be included in all concession agreements and management contracts it executes with any firm:

1. This agreement is subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR part 23. The concessionaire or contractor agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, or sex in connection with the award or performance of any concession agreement, management contract, or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR part 23.
2. The concessionaire or contractor agrees to include the above statements in any subsequent concession agreement or contract covered by 49 CFR part 23, that it enters and cause those businesses to similarly include the statements in further agreements.

Compliance and Enforcement

(Section 23.11)

The District will comply with and is subject to the provisions of 49 CFR Part 26 (26.101 and 26.105 through 26.107), and 2 CFR Parts 180 and 1200.

The District will comply with this part or be subject to formal enforcement action under 26.105 or appropriate program sanctions, such as the suspension or termination of federal funds, or refusal to approve projects, grants or contracts until deficiencies are remedied. Program sanctions may include actions consistent with 49 U.S.C. 47106(d), 47111(d), and 47122.

2 C.F.R. Part 180, Government-wide Debarment and Suspension (Non-procurement), effective November 15, 2006, adopted and supplemented by DOT at 2 C.F.R. Part 1200, effective June 2, 2008, provides Office of Management and Budget (OMB) guidance for Federal agencies on the government-wide debarment and suspension system for non-procurement transactions, programs and activities. 2 C.F.R. Part 1200 adopts the OMB guidance in subparts A through I of 2 CFR part 180, as supplemented by part 1200, as the Department of Transportation policies and procedures for non-procurement suspension and debarment.

The District's compliance with all requirements of this part is enforced through the procedures of Title 49 of the United States Code, including 49 U.S.C. 47106(d), 47111(d), and 47122, and regulations implementing them.

The following enforcement actions apply to firms participating in the District's ACDBE program:

1. For a firm that does not meet the eligibility criteria of subpart C of this part and that attempts to participate as a ACDBE on the basis of false, fraudulent, or deceitful statements or representations or under circumstances indicating a serious lack of business integrity or honesty, the Department of Transportation (DOT) or the Federal Aviation Administration (FAA) may initiate suspension or debarment proceedings against the firm under 2 CFR Parts 180 and 1200.
2. For a firm that, in order to meet ACDBE goals or other DBE program requirements, uses or attempts to use, on the basis of false, fraudulent or deceitful statements or representations or under circumstances indicating a serious lack of business integrity or honesty, another firm that does not meet the eligibility criteria of subpart C of this part, DOT or FAA may initiate suspension or debarment proceedings against the firm under 2 CFR Parts 180 and 1200.
3. DOT may take enforcement action under 49 CFR Part 31, Program Fraud and Civil Remedies, against any participant in the ACDBE program whose conduct is subject to such action under 49 CFR Part 31.
4. DOT may refer to the Department of Justice, for prosecution under 18 U.S. C 1001 or other applicable provisions of law, any person who makes a false or fraudulent statement in connection with participation of an ACDBE in the Airport District's ACDBE program or otherwise violates applicable Federal statutes.

Compliance reviews: The FAA may review the District's compliance with this part at any time, including but not limited to, reviews of paperwork, on-site reviews, and review of the airport sponsor's monitoring and enforcement mechanism, as appropriate. The FAA Office of Civil rights may initiate a compliance review based on complaints received.

Any person who knows of a violation of this part by the District may file a complaint under 14 CFR Part 16 with the Federal Aviation Administration Office of Chief Counsel.

Subpart B – ACDBE Programs

ACDBE Program Updates

(Section 23.21)

The District is a small hub primary airport that is required to have an ACDBE program. As the recipient of federal airport funds and as a condition of eligibility for FAA financial assistance, the District will submit its ACDBE program and overall goals to the FAA in accordance with 23.45(a) of this section. Until this program is submitted and approved, the Airport Commission will continue to implement the concessions DBE program that was previously in effect, except with respect to any provision that is contrary to 46 CFR Part 23.

Administrative Provisions

(Section 23. 23)

The District is committed to operating its ACDBE program in a nondiscriminatory manner. The District's full Policy Statement is described in greater detail on the first page of this program.

ACDBE Liaison Officer (ACDBELO): The District has designated the following individual as the ACDBE Liaison Officer (ACDBELO):

*Ashley Bruton
Director of Human Resources
Greenville-Spartanburg International Airport
2000 GSP Drive, Greer SC 29651
864.848.6271
abruton@gspairport.com*

In this capacity, the ACDBELO is responsible for implementing all aspects of the ACDBE program and ensuring that the District complies with all provisions of 49 CFR Part 23. The ACDBELO has direct, independent access to the President/CEO concerning ACDBE program matters. The ACDBELO, with the assistance of the airport staff, will administer the ACDBE program.

The ACDBELO is responsible for developing, implementing and monitoring the ACDBE program, in coordination with other appropriate officials. The ACDBELO carries out the following responsibilities:

1. Gathers and reports statistical data and other information as required by DOT/FAA.
2. Reviews third party contracts and purchase requisitions for compliance with this program.
3. Works with all departments to set overall annual goals.
4. Ensures that bid notices and requests for proposals are available to ACDBEs in a timely manner.
5. Identifies contracts and procurements so that ACDBE goals are included in solicitations (both race-neutral methods and contract specific goals) and monitors results.
6. Analyzes the District's progress toward goal attainment and identifies ways to improve progress.
7. Participates in pre-bid/pre-proposal meetings.
8. Advises the President/CEO on ACDBE matters and achievement.
9. Provides ACDBEs with information and assistance in preparing bids, obtaining bonding, financing, and insurance, if requested.
10. Plans and participates in ACDBE training seminars.

11. Provides outreach to ACDBEs and community organizations to advise them of opportunities.
12. Serves as liaison to the Uniform Certification Program (UCP) in South Carolina.
13. Maintains an updated South Carolina UCP of certified ACDBEs and distinguishes them from DBEs.

The District through the State of South Carolina Uniform Certification Program (UCP), maintains a directory identifying all firms eligible to participate as DBEs and ACDBEs. The Directory lists the firm's name, point of contact (owner), address, phone number(s), email and/or web address, NAICS number, date of the most recent certification, and the type of work the firm has been certified to perform as an ACDBE.

The South Carolina UCP ensures that the certified directory database lists each type of work for which a firm is eligible to be certified by using the most specific NAICS code available to describe each type of work. The South Carolina UCP makes any changes to the current database necessary to meet the requirements of this paragraph.

The South Carolina UCP revises the Directory continuously and is available at <https://www.scdot.org/business/bus-development-dbe-sbe-cert.aspx> or by contacting Steve Smith at 803.737.6396.

Ensuring Non-Discrimination Participation of ACDBEs

(Section 23.25)

The District will take the following measures to ensure nondiscriminatory participation of ACDBEs in concession, and other covered activities: (23.25(a))

1. All concession agreements will contain the required non-discrimination clause from 49 CFR Part 23.
2. All concession solicitations will contain required Title VI language pertaining to contracting activities and concession performance.
3. All discrimination complaints will be thoroughly investigated by compliance staff.

The District will seek ACDBE participation in all types of concession activities, rather than concentrating participation in one category or a few categories to the exclusion of others. (23.25(c))

The District's overall goal methodology and a description of the race-neutral measures it will take to meet the goals are described in Section 23.25 and Attachment 4 of this plan. The goals are set consistent with the requirements of Subpart D. (23.25(b), (d))

If the District projects that race-neutral measures alone are not sufficient to meet an overall goal, it will use race-conscious measures as described in Section 23.25 and Attachments 4 and 5 of this plan. (23.25(e))

The District will require businesses subject to ACDBE goals at the airport (except car rental companies) to make good faith efforts to explore all available options to meet those goals, to the maximum extent practicable, through direct ownership arrangements with ACDBEs. The District will not use set-asides or quotas as a means of obtaining ACDBE participation. (23.25(g))

Reporting Requirements

(Section 23.27)

The District will retain sufficient basic information about this ACDBE program, ACDBE certification, and the award and performance of agreements and contracts to enable the FAA to determine compliance with Part 23. This data will be retained in accordance with the District's document retention policy following the end of the concession agreement or other covered contract.

The ACDBELO and compliance staff will submit to the FAA Regional Civil Rights Office an annual ACDBE participation report on the form found in Appendix A of Part 23.

Compliance and Enforcement Procedures

(Section 23.29)

The District will take the following monitoring and enforcement mechanisms to ensure compliance with 49 CFR Part 23.

1. The District will bring to the attention of the Department of Transportation any false, fraudulent, or dishonest conduct in connection with the program, so that DOT can take the steps (e.g., referral to the Department of Justice for criminal prosecution, referral to the DOT Inspector General, action under suspension and debarment or Program Fraud and Civil Penalties rules) provided in 26.107.
2. The District will consider similar action under its own legal authorities, including responsibility determinations in future agreements and contracts. The District has listed the regulations, provisions, and contract remedies available to it in the event of non-compliance with the ACDBE regulation by a participant in the District's procurement activities (Attachment 3).
3. The District will also implement a monitoring and enforcement mechanism to ensure that work committed to ACDBEs at contract award is actually performed by the ACDBEs. This mechanism will provide for a running tally of actual ACDBE attainments (e.g., payment actually made to ACDBE firms), including a means of comparing these attainments to commitments. This will be accomplished by making observations or obtaining any documentation deemed necessary to verify the ACDBEs actual participation.

The District will show both commitments and attainments in the annual Uniform Report of ACDBE Participation as required by the DOT reporting form.

Subpart C – Certification and Eligibility

Certification Standards and Procedures

(Sections 23.31, 23.33, 23.35, 23.37, 23.39)

The District is a member of the Unified Certification Program (UCP) administered by South Carolina Department of Transportation (SCDOT). The South Carolina UCP complies with all relevant procedures and standards of Part 26, except for those specifically established in Part 23.31. Such procedures and standards in Part 23 are used to make certification decisions by the South Carolina UCP for ACDBEs to participate in the District's concessions program, and such standards and procedures are incorporated herein.

The South Carolina UCP's directory of eligible DBEs/ACDBs specifies whether a firm is certified as a DBE for the purposes of Part 26, or an ACDBE for the purposes of Part 23.

Prior to entering into a new contract, extension, or option period with a currently certified ACDBE, the District will review their eligibility by checking the UCP's certified directory database. The plan for this review process will be to review each new ACDBE, through the UCP's certified directory database, as they contract or propose to contract with the District.

The District will treat a firm as a small business eligible to be certified as an ACDBE if its gross receipts, averaged over the firm's previous three fiscal years do not exceed \$56.42 million for non-car rental ACDBEs and \$75.23 million for car rental ACDBEs. The size standard for banks and other financial institutions is \$1 billion in assets, for pay telephone companies the standard is 1,500 employees, and for automobile dealers is 350 employees.

The personal net worth standard used in determining eligibility for purposes of part 23 is \$1.32 million. An individual's personal net worth includes only his or her own share of assets held jointly or as community property with the individual's spouse. Any person who has a personal net worth (PNW) exceeding this amount is not a socially and economically disadvantaged individual, even if a member of a group is otherwise presumed to be disadvantaged.

The District presumes that a firm that is certified as a DBE under Part 26 is eligible to participate as an ACDBE by also meeting the eligibility standards of Part 23. However, the District shall ensure that the disadvantage owners of a DBE certified business under Part 26 are able to control the firm with respect to its activity in the airport's concessions program. The District is not obligated to certify a Part 26 DBE as a Part 23 ACDBE if the firm does not do work relevant to the airport's concession program.

The District acknowledges that a prime contractor includes a firm holding a prime contract with an airport concessionaire to provide goods or services to the concessionaire or a firm holding a prime concession agreement with the airport. The District recognizes that the eligibility of Alaska Native Corporations (ANC) owned forms for purposes of part 23 is governed by part 26 section 26.73(h). (23.39(c)(d))

In instances when the eligibility of a concessionaire is removed after the concessionaire has entered into a concession agreement because the firm exceeded the size standard or the owner has exceeded the PNW standard, and the firm in all other respects remains an eligible DBE, the District may continue to count the concessionaire's participation toward ACDBE goals during the remainder of the current concession agreement. The District will not count the concessionaire's participation toward ACDBE goals beyond the termination date for the concession agreement in effect at the time of the decertification. (23.39(e))

Subpart D – Goals, Good Faith Efforts, and Counting

Basic Overall Goal Requirements

(Section 23.41)

The District will establish two separate overall ACDBE goals, one for car rentals and another for concessions other than car rentals. The overall goals will cover a three-year period that will be reviewed annually to make sure both goals continue to fit the airport's circumstances appropriately. The District will report any significant overall goal adjustments to the FAA.

If the average annual concession revenues for car rentals over the preceding three (3) years do not exceed \$200,000, the District need not submit an overall goal for car rentals. Likewise, if the average annual concession revenues for concessions other than car rentals over the preceding three (3) years do not exceed \$200,000, the District need not submit an overall goal for

concessions other than car rentals. The District understands that “revenue” means total revenue generated by concessions, not the fees received by the airport from concessionaires.

The District’s overall goals will provide for participation by all certified ACDBEs and will not be subdivided into group-specific goals.

Consultation Requirements in Goal Setting

(Section 23.43)

The District consults with stakeholders before submitting the overall goals to the FAA. Stakeholders will include, but not be limited to, minority and women’s business groups, community organizations, trade associations representing concessionaires currently located at the airport, as well as existing concessionaires themselves, and other officials or organizations which could be expected to have information concerning the availability of disadvantaged businesses, the effects of discrimination on opportunities for ACDBEs, and the District’s efforts to increase participation of ACDBEs.

When submitting overall goals, the District will identify all stakeholders that were consulted and provide a summary of the information obtained from the stakeholders.

Overall Goal Submission Requirements

(Section 23.45)

The District is a small hub primary airport. As a condition of eligibility for FAA financial assistance, the District will submit its overall goals according to the following schedule:

Primary Airport Size	Date Due	Period Covered	Next Goal Due
Small Hub	October 1, 2018	2019 - 2021	October 1, 2021 (2022 – 2024)

If a new concession opportunity arises at a time that falls between the normal submission dates above and the estimated average of annual gross revenues are anticipated to be \$200,000 or greater, the District will submit an appropriate adjustment to our overall goal to FAA for approval no later than 90 days before issuing the solicitation for the new concession opportunity. (23.45(i))

The District will establish overall goals in accordance with the 2-Step process as specified in Section 23.51. After determining the total gross receipts for the concession activity, the first step (23.51(c)) is to determine the relative availability of ACDBEs in the market area, “base figure”. The second step (23.51(d)) is to examine all relevant evidence reasonably available in the District’s jurisdiction to determine if an adjustment to the “base figure” in Step 1 is necessary so that the goal accurately reflects the ACDBE participation the District would expect in the absence of discrimination. Evidence may include, but is not limited to, current capacity of ACDBEs to perform work based on past participation, a disparity study, evidence from related fields that affect ACDBE opportunities to form, grow, and compete (such as statistical disparities in ability to get required financing, bonding, insurance; or data on employment, self-employment, education, training and union apprenticeship).

The District will arrange solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate participation by ACDBEs and other small businesses

and by making contracts more accessible to small businesses, by means such as those provided under 26.39 of this part.

A description of the methodology to calculate the overall goal for car rentals, the goal calculations, and the data the District relied upon can be found in Attachment 5 of this program.

A description of the methodology to calculate the overall goal for other than car rentals, the goal calculations, and the data the District relied upon can be found in Attachment 4 of this program.

Projection of Estimated Race-Neutral & Race-Conscious Participation – (23.45(f), 23.25(d-e))

The breakout of estimated race-neutral and race-conscious participation can be found with the goal methodology in Attachments 4 and 5 to this plan. This section of the plan will be reviewed annually when the goal calculation is reviewed under 23.41(c).

Concession Specific Goals – (23.35(c)(e)(1)(iv))

The District will use concession specific goals to meet any portion of the overall goals it does not project being able to meet using race-neutral means to the extent permitted by law. Concession specific goals are established so that, over the period to which the overall goals apply, they will cumulatively result in meeting any portion of the overall goal that is not projected to be met through the use of race-neutral means.

The District will establish concession specific goals only on those concessions that have direct ownership arrangements (except car rentals), sublease, or subcontracting possibilities. The District will require businesses subject to ACDBE goals at the airport (except car rental companies) to make good faith efforts to explore all available options to meet goals, to the maximum extent practicable, through direct ownership arrangements with DBEs. (23.25(f))

Car rental firms are not required to change their corporate structure to provide for direct ownership arrangements. In the case of a car rental goal, where it appears that all or most of the goal is likely to be met through the purchases by car rental companies of vehicles or other goods or services from ACDBEs, one permissible alternative is to structure the goal entirely in terms of purchases of goods and services.

The District need not establish a concession specific goal on every such concession, and the size of concession specific goals will be adapted to the circumstances of each such concession (e.g., type and location of concession, availability of ACDBEs.)

If the objective of a concession specific goal is to obtain ACDBE participation through direct ownership with an ACDBE, the District will calculate the goal as a percentage of the total estimated annual gross receipts from the concession. (23.25(e)(1)(i))

If the concession specific goal applies to purchases and/or leases of goods and services, the District will calculate the goal by dividing the estimated dollar value of such purchases and/or leases from ACDBEs by the total estimated dollar value of all purchases to be made by the concessionaire. (23.25(e)(1)(ii))

Good Faith Efforts on Concession Specific Goals – (23.25(e)(1)(iii-iv))

To be eligible to be awarded a concession that has a concession specific goal, bidders/offers must make good faith efforts to meet the goal. A bidder/offeror may do so either by obtaining enough ACDBE participation to meet the goal or by documenting that it made sufficient good faith efforts to do so. Examples of good faith efforts are found in Appendix A to 49 CFR Part 26.

The procedures applicable to 49 CFR Sections 26.51 and 26.53, regarding contract goals also apply to the District's concession specific goals. Specifically, the District shall provide for the following:

Demonstration of good faith efforts (26.53(a) & (c))

The ACDBELO, with the assistance of airport staff, is responsible for determining whether a concessionaire who has not met the concession specific goal has documented sufficient good faith efforts to be regarded as responsible. The District will ensure that all information is complete and accurate and adequately documents the bidder/offeror's good faith efforts before committing to the concession agreement with the bidder/offeror.

Information to be submitted (26.53(b))

Each solicitation for which a concession specific goal has been established, concessionaires will be required to submit the following:

1. Names and addresses of ACDBE firms or ACDBE suppliers of goods and services that will participate in the concession;
2. A description of the work that each ACDBE will perform;
3. The dollar amount of the participation of each ACDBE firm/supplier participating;
4. Written and signed documentation of commitment to use an ACDBE whose participation it submits to meet a contract goal;
5. Written and signed confirmation from the ACDBE that is participating in the concession as provided in the prime concessionaire's commitment, and
6. If the contract goal is not met, evidence of good faith efforts.
7. The District will require that the bidder/offeror present the information required by this section No later than 5 business days after bid opening as a matter of **responsibility**. This information will be collected using the forms found in Attachment 6.

Provided that, in a negotiated procurement, including a design-build procurement, the bidder/offeror may make a contractually binding commitment to meet the goal at the time of bid submission or the presentation of initial proposals but provide the information required by this section before the final selection for the contract is made by the District.

Administrative reconsideration (26.53(d))

Within five (5) business days of being informed by the District that it is not responsible because it has not documented sufficient good faith efforts, a bidder/offeror may request administrative reconsideration due to the fact that administrative reconsideration must be offered before awarding the contract. Bidder/offerors should make this request in writing to the following reconsideration official:

*David N. Edwards, Jr. (President/CEO)
Greenville-Spartanburg Airport District
2000 GSP Drive, Suite 1, Greer, SC 29651
dedwards@gspairport.com*

The reconsideration official will not have played any role in the original determination that the bidder/offeror did not document sufficient good faith efforts.

As part of this reconsideration, the bidder/offeror will have the opportunity to provide written documentation or argument concerning the issue of whether it met the goal or made adequate

good faith efforts to do so. The bidder/offeror will have the opportunity to meet in person with our reconsideration official to discuss the issue of whether it met the goal or made adequate good faith efforts to do so. The District will send the bidder/offeror a written decision on reconsideration, explaining the basis for finding that the bidder did or did not meet the goal or make adequate good faith efforts to do so. The result of the reconsideration process is not administratively appealable to the Department of Transportation.

Good Faith Efforts when an ACDBE is replaced on a concession (26.53(f))

The District will require a concessionaire to make good faith efforts to replace an ACDBE that is terminated or has otherwise failed to complete its concession agreement, lease, or subcontract with another certified ACDBE, to the extent needed to meet the concession specific goal. The District will require the concessionaire to notify the ACDBELO immediately of the ACDBEs inability or unwillingness to perform and provide reasonable documentation.

In this situation, the concessionaire will be required to obtain the District's prior approval of the substitute ACDBE and to provide copies of new or amended subcontracts, or documentation of good faith efforts.

For purposes of this paragraph, "good cause" includes the following circumstances:

1. The listed ACDBE sub-concession fails or refuses to execute a written contract;
2. The listed ACDBE sub-concession fails or refuses to perform the work of its sub-concession in a way consistent with normal industry standards. Provided however, that good cause does not exist if the failure or refusal of the ACDBE sub-concession to perform its work on the sub-concession results from the bad faith or discriminatory action of the prime contractor;
3. The listed ACDBE sub-concession fails or refuses to meet the prime concession's reasonable, non-discriminatory bond requirements.
4. The listed ACDBE sub-concession becomes bankrupt, insolvent, or exhibits credit unworthiness;
5. The listed ACDBE sub-concession is ineligible to work on public works projects because of suspension and debarment proceedings pursuant to 2 CFR Parts 180, 215 and 1,200 or applicable state law;
6. The District has determined that the listed ACDBE subcontractor is not responsible;
7. The listed ACDBE sub-concession voluntarily withdraws from the project and provides to us written notice of its withdrawal;
8. The listed ACDBE is ineligible to receive ACDBE credit for the type of work required;
9. An ACDBE owner dies or becomes disabled with the result that the listed ACDBE concession is unable to complete its work on the contract;
10. Other documented good cause which the District has determined to compel the termination of the ACDBE sub-concession. Provided, that good cause does not exist if the prime concession seeks to terminate an ACDBE it relied upon to obtain the contract so that the prime concession can self-perform the work for which the ACDBE concession was engaged or so that the prime contractor can substitute another ACDBE or non-ACDBE concession after contract award.

Before transmitting to the District its request to terminate and/or substitute an ACDBE sub-concession, the prime concession must give notice in writing to the ACDBE sub-concession, with a copy to us, of its intent to request to terminate and/or substitute, and the reason for the request.

The prime concession must give the ACDBE five days to respond to the prime concession's notice and advise the District and the concessionaire of the reasons, if any, why it objects to the proposed termination of its sub-concession and why the District should not approve the prime concession's action. If required in a particular case as a matter of public necessity (*e.g.*, safety), the District may provide a response period shorter than five days.

The District will require a concessionaire to make good faith efforts to replace an ACDBE that is terminated or has otherwise failed to complete its work on a concession with another certified ACDBE. These good faith efforts shall be directed at finding another ACDBE to perform at least the same amount of work under the concession contract as the ACDBE that was terminated, to the extent needed to meet the concession contract goal that we established for the procurement. The good faith efforts shall be documented by the concessionaire. If the District requests documentation from the concessionaire under this provision, the concessionaire shall submit the documentation to the District within five (5) business days, which may be extended for an additional five (5) business days if necessary at the request of the concessionaire, and the recipient shall provide a written determination to the concessionaire stating whether or not good faith efforts have been demonstrated.

The District will include in each prime concession contract the contract clause required by 26.13(b) stating that failure by the concessionaire to carry out the requirements of this part is a material breach of the contract and may result in the termination of the concession contract or such other remedies set forth in that section that the Authority deem appropriate if the prime concessionaire fails to comply with the requirements of this section.

If the concessionaire fails or refuses to comply in the time specified, the District will follow the procedures outlined in each agreement, which requires written notice of a default by the concessionaire. If the concessionaire still fails to comply, the District may issue a termination for default.

Sample Proposal/Bid Specification when a concession specific goal has been set:

The requirements of 49 CFR Part 23, regulations of the U.S. Department of Transportation, applies to this concession. It is the policy of the Greenville-Spartanburg Airport District to practice nondiscrimination based on race, color, sex, or national origin in the award or performance of this contract. All firms qualifying under this solicitation are encouraged to submit bids/proposals. Award of this concession will be conditioned upon satisfying the requirements of this proposal/bid specification. These requirements apply to all concession's firms and suppliers, including those who qualify as an ACDBE. An ACDBE concession specific goal of _____ percent of (annual gross receipts; value of leases and/or purchases of goods and services) has been established for this concession. The concession firm shall make good faith efforts, as defined in Appendix A, 49 CFR Part 26, to meet the concession specific goal for ACDBE participation in the performance of this concession.

The concession firm will be required to submit the following information:

- 1. Names and addresses of ACDBE firms and suppliers that will participate in the concession;*
- 2. A description of the work that each ACDBE will perform;*
- 3. The dollar amount of the participation of each ACDBE firm participating;*
- 4. Written and signed documentation of commitment to use an ACDBE whose participation it submits to meet a contract goal;*

5. *Written and signed confirmation from the ACDBE that it is participating in the concession as provided in the prime concessionaire's commitment; and*
6. *If the contract goal is not met, evidence of good faith efforts.*

Counting ACDBE Participation for Car Rental Goals

(Section 23.53)

The District will count ACDBE participation toward car rental overall goals as provided in 49 CFR 23.53.

Counting ACDBE Participation for Concessions Other than Car Rentals

(Section 23.55)

The District will count ACDBE participation toward overall goals other than car rentals as provided in 49 CFR 23.55.

Goal Shortfall Accountability

(Section 23.57(b))

If the awards and commitments shown on the District's Uniform Report of ACDBE Participation at the end of any fiscal year are less than the overall goal applicable to that fiscal year, the District will:

1. Analyze in detail the reasons for the difference between the overall goal and the District's awards and commitments in that fiscal year;
2. Establish specific steps and milestones (when necessary) to correct the problems identified during the goal shortfall analysis that enable the District to fully meet the new fiscal year goal.

Quotas or Set-asides

(Section 23.61)

The District does not use quotas or set-asides in any way in the administration of this ACDBE program.

Subpart E – Other Provisions

Existing Agreements

(Section 23.71)

When an extension or option to renew an existing agreement is exercised or when a material amendment is made the District will assess potential for ACDBE participation and may use means authorized by Part 23 to obtain a modified amount of ACDBE participation in the renewed or amended agreement.

Long-Term Exclusive Agreements

(Section 23.75)

The District will not enter into long-term exclusive agreements for concessions without prior approval of the FAA Regional Civil Rights Office. The District understands that a "long-term" agreement is one having a term of longer than five (5) years. The District understands that an "exclusive" agreement is one in which an entire category of a business opportunity is limited to a single business entity. If special, local circumstances exist that make it important to enter into a

long-term and exclusive agreement, the District will submit detailed information to the FAA Regional Civil Rights Office for review and approval.

Geographic Preferences

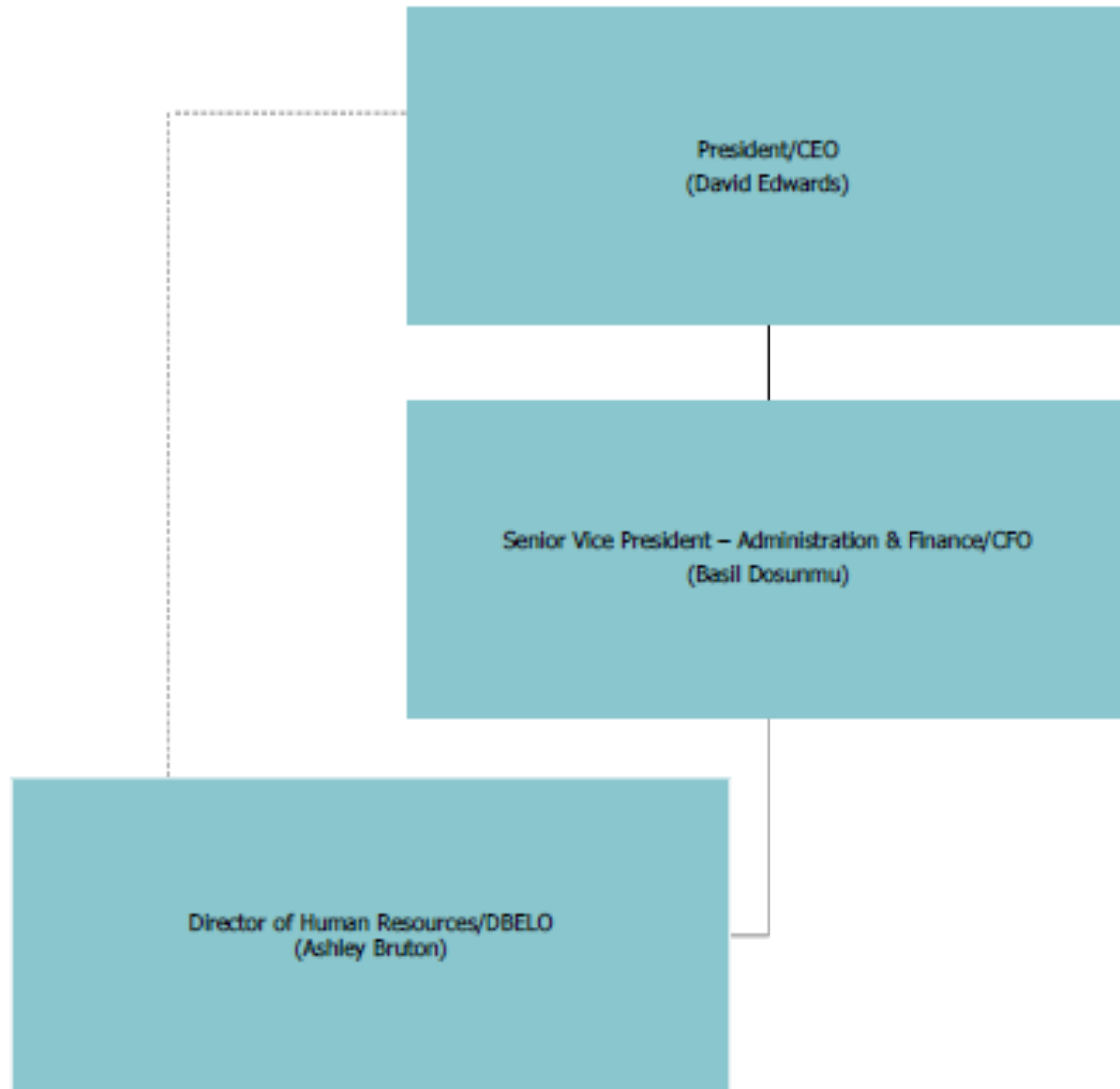
(Section 23.79)

The District will not use a "local geographic preference, i.e., any requirement that gives an ACDBE located in the Greenville-Spartanburg area an advantage over ACDBEs from other places in obtaining business as, or with, a concession at the airport.

List of Attachments

- Attachment 1: DBELO/ACDBELO Reporting Structure
- Attachment 2: South Carolina ACDBE/DBE Certification Information
- Attachment 3: Monitoring and Enforcement Mechanisms
- Attachment 4: Overall Goal Calculation for Concessions Other Than Car Rentals
- Attachment 5: Overall Goal Calculation for Concessions for Car Rentals
- Attachment 6: Forms for Demonstration of Good Faith Efforts
- Attachment 7: Regulations: 49 CFR Part 23

Attachment 1
DBELO/ACDBELO Reporting Structure



Attachment 2

South Carolina ACDBE/DBE Certification Information

South Carolina Disadvantaged Business Program

<https://www.scdot.org/business/bus-development-dbe-certification.aspx>

ACDBE/DBE Certification Directory

<https://www.scdot.org/business/bus-development-dbe-sbe-cert.aspx>

Minority & Small Business Affairs Staff

<https://www.scdot.org/business/bus-development-directory.aspx>

Attachment 3

Monitoring and Enforcement Mechanisms

The District has several remedies available to enforce the ACDBE requirements contained in its contracts, including, but not limited to, a breach of contract action, pursuant to the terms of the contract.

In addition, the federal government has available several enforcement mechanisms that it may apply to firms participating in the ACDBE problem, including, but not limited to, the following:

1. Suspension or debarment proceedings pursuant to 49 CFR part 23 and 2 CFR parts 180 and 1200
2. Enforcement action pursuant to 49 CFR part 31; and
3. Prosecution pursuant to 18 USC 1001.

The District will implement various mechanisms to monitor program participants to ensure they comply with Part 23, including, but not limited to the following:

1. We will insert the following provisions into concessions agreements and management contracts:
 - A. Equal Opportunity Contracting Statement: All businesses, including those that meet the definition of socially and economically disadvantaged, as defined in 49 Code of Federal Regulations ("CFR") Part 23 and 26, will be provided equal access to participate in the performance of all Authority and in DOT-assisted contracting and leasing opportunities. In the procurement of service and consulting agreements and the purchase of supplies, materials and equipment, the District's President/CEO or his or her designee shall be responsible for following all procedures required by the District, as amended from time to time, and other applicable federal, state and local laws.
 - B. Equal Opportunity Requirements: All companies interested in conducting business with the District shall not discriminate against any employee or applicant for employment, because of race, color, religion, gender, national origin, ancestry, physical or mental disability, veteran status, medical condition, marital status, age (40 years and older), sexual orientation, pregnancy or other non-job-related criteria. Interested companies shall also take action to assure that applicants and employees are treated without regard to the same criteria listed above. Questions regarding the Equal Opportunity Program Requirements – call 864.877.7426.
 - C. Small Business Development: The District encourages small businesses to contact all potential prime contractors on the RFP mailing list if they are interested in participating in this process. The District discourages prime contractors from imposing limitations on small businesses on the number of other proposals they wish to participate in as subcontractors.
 - D. ACDBE Participation: In accordance with Regulations of the U.S. Department of Transportation, 49 CFR Part 23, the District has implemented an Airport Concession Disadvantaged Business Enterprise (ACDBE) Program Plan under which qualified firms may have the opportunity to operate an airport business. The District has a race-neutral ACDBE Program and requests that Respondents support this program. The overall ACDBE Non-Car Rental Goal for all concessions (excluding car rental concessions) at the Airport during Federal Fiscal Year 2015-2017 is 23.9%. ACDBE participation on this contract will be applied towards the overall goal. The District

Attachment 3

Monitoring and Enforcement Mechanisms

encourages the participation of certified ACDBEs in the Agreement to be awarded. In order to counted toward the District's overall ACDBE program, the Respondent's businesses must be certified as an ACDBE by the California Unified Certification Program.

There is no project specific ACDBE goal for this opportunity; however, any participation achieved by the successful respondent on the opportunity will be applied to the District's overall ACDBE program goal. If Respondent proposes ACDBE participation, please provide the name, email, address, and contact information of any ACDBE firm(s) that will participate and describe how that ACDBE participation will be achieved. This should include a description of the legal arrangement to be used to achieve participation (e.g. subcontract, joint venture, etc.) and the gross revenues to be earned by the ACDBE firm. If ACDBE participation is proposed in the form of the purchase of goods and/or services from an ACDBE firm(s), please provide the name, email, address, and contact information of any ACDBE firm(s) that will participate, the dollar amount of purchases anticipated for ACDBE firm(s) and the total dollar amount for the purchase of goods and/or services from all firms for the concession.

- E. ACDBE Credit: In the event that the Respondent wishes to receive ACDBE participation credit for a joint venture agreement, the agreement must be in compliance with 49 CFR part 23, the Joint Venture Guidance issued by the FAA in July 2008, and the above requirements.
 - F. Compliance: The District, in its sole discretion, shall determine if any proposed joint venture agreement is in compliance with the above requirements. If the District determines that the submitted joint venture is not in compliance, Respondent will have an opportunity to revise the joint venture agreement to remedy any issues identified by the District. In the event such remedy is deemed insufficient, Respondent will be required to convert proposed sub-participation into a form of sublease in compliance with Section 1 above.
 - G. Airport Concessions Disadvantaged Business Enterprise Program: The Greenville-Spartanburg International Airport District is a recipient of federal funds issued by the Federal Aviation Administration. Code of Federal Regulations ("CFR") 49, Part 23 and 26, requires the District to establish an overall airport concessions disadvantaged business enterprise ("ACDBE") goal for each federal fiscal year. A federal fiscal year is a twelve-month period commencing on October 1. The District has an existing Race-Neutral Airport Concessions Disadvantaged Business Enterprise Program and requests that the Respondent support this Program.
2. The District will implement the following additional monitoring and compliance procedures:
- A. Concessionaires or contractors will be required to submit quarterly gross revenue earned by ACDBEs and expenditures to DBEs.
 - B. Concessionaires or contractors will be required to list the specific duties, functions, and responsibilities that ACDBEs or DBEs will perform.
 - C. Concessionaires or contractors will be required to submit, for review, a written notification of any material change in the duties, functions, and responsibilities of ACDBEs and DBEs prior to implementing the change.

Attachment 3

Monitoring and Enforcement Mechanisms

- D. The District will review, annually, the specific duties, functions, and responsibilities of each ACDBE and DBE to confirm that no material change has occurred.
 - E. The District will perform periodic reviews, including site visits, each year on concessionaires or contractors to confirm ACDBEs and DBEs are performing listed duties, functions, and responsibilities.
3. The District will implement its compliance and monitoring procedures as follows:
- A. The District will require that concessionaires submit written confirmation, annually, that there are no changes in duties, functions, and responsibilities of ACDBEs, including terms and conditions of joint venture agreements.
 - B. The District will perform reviews of ACDBEs to ensure that their activities correspond to the previously submitted list of duties, functions and responsibilities. Reviews may include review of appropriate records, contracts, financial information, joint venture agreements, certification information, site visits, and other relevant information deemed necessary.
 - C. Joint ventures will be reviewed in accordance with 49 CFR part 23 and the July 2008 FAA Joint Venture Guidance.
 - D. The District will include in the contract files a written certification that it has reviewed records of all contracts, leases, joint venture agreement, or other concession-related agreements and monitored the work on-site for each concession contract to which 49 CFR part 23 applies.

Attachment 4

Overall Goal Calculation for Concessions Other Than Car Rentals

General Information:

Airport Sponsor: **Greenville-Spartanburg Airport District**

Airport: **Greenville-Spartanburg International Airport**

DBELO: **Ashely Bruton**

Director of Human Resources
Greenville-Spartanburg Airport District
2000 GSP Drive, Suite 1
Greer, SC 29651
P: 864-848-6271
E: abruton@gspairport.com

I. Amount of Goal

The Greenville-Spartanburg Airport District's overall goal for concessions other than car rentals (i.e. non-car rental) during the period beginning October 1, 2018 and ending September 30, 2021 is the following:

Overall Goal: **26.7%**

Race-Neutral: **9.5%**

Race-Conscious: **17.2%**

The goal is based on the total gross receipts for concessions at the Airport District. The following are not included in the total gross receipts for concessions: (a) the gross receipts of car rental operations, (b) the dollar amount of a management contract or subcontract with a non-ACDBE, (c) the gross receipts of business activities to which a management contract or subcontract with a non-ACDBE pertains, and (d) any portion of a firm's estimated gross receipts that will not be generated from a concession.

The concession revenues anticipated during this goal period for all non-car rental concessions is **\$22,015,489**. If a new concession opportunity arises prior to the end of this goal period and the estimated average of annual gross revenues are anticipated to be \$200,000 or greater, the Airport District will submit an appropriate adjustment to the overall goal. This will be submitted to FAA for approval at least 90 days before issuing the solicitation for the new concession opportunity (23.45(i)).

Table 1: Concession Lease Dates

Concession Type	Concession	Beginning Lease Date	Ending Lease Date
Gift Shop	Hudson News	12/12/2012	12/12/2022
Restaurant	OHM	1/27/2016	12/12/2022
Taxi/Limo	Eastside	11/1/2017	10/31/2022

Source: Airport District; compiled by KWA

A. Projected Concessions Opportunities: October 1, 2018 – September 30, 2021

Attachment 4

Overall Goal Calculation for Concessions Other Than Car Rentals

Concessions revenue opportunity for the 3-year period is based upon the gross receipts for the preceding year. The table below describe the gross concession receipts for the goal period.

Table 1: Projected Gross Receipts for "All Other" (Non-Car Rental Concessions) FY 2019 – FY 2021

Fiscal Year	Gross Receipts
FY 2019	\$7,122,679
FY 2020	\$7,336,360
FY 2021	\$7,556,450
Total	\$22,015,489

Source: Airport District; compiled by KWA

Projected gross receipts are based on a 3.0% expected annual growth rate over the FY 2017 gross receipts of \$6,915,223. The total projected non-car rental concessions revenue for the goal period is \$22,015,489.

B. Determination of Market Area

The market area is defined by the geographical area in which the substantial majority of firms which seek to do concessions business with the Airport District are located and the geographical area in which the firms which receive the substantial majority of concessions-related revenues are located.

Although firms that are currently doing business with the Airport District are located in various states, ACDBEs that would participate would be located within the state of South Carolina. Therefore, the Airport District is proposing to use the **State of South Carolina** as its market area.

Table 3: Location of current concessionaires

Concession Type	Name	Location
Eastside	Taxi/Limo	Taylors, SC
Restaurant	OHM	Woodson Terrace, MO
Retail	Hudson	East Rutherford, NJ

II. Methodology used to Calculate Overall Goal

A. Goods and Services

The Airport District can meet the percentage goal by including the purchase from ACDBEs of goods and services used in non-car rental concessions business conducted at the Airport. The Airport District, and the non-car rental concessionaires at the Airport, should make good faith efforts to explore all available options to achieve, to the maximum extent practicable, compliance with the goal through direct ownership arrangements, including joint ventures and franchises. The dollar value from purchases of goods and services from ACDBEs may be added to the numerator, and the dollar value from purchases of goods and services from all firms (ACDBEs and non-ACDBEs) may be added to the denominator.

Attachment 4

Overall Goal Calculation for Concessions Other Than Car Rentals

B. Management Contract or Subcontract

The Airport District can meet the percentage goal by including any non-car rental concessions operated through a management contract or subcontract with an ACDBE. The Airport District, and the non-car rental concessions at the Airport, will add the dollar amount of a management contract or subcontract with an ACDBE to the total participation by ACDBEs in airport concessions (both the numerator AND the denominator) and to the base from which the Airport District's percentage goal is calculated. However, the dollar amount of a management contract or subcontract with a non-ACDBE and the gross revenue of business activities to which the management contract or subcontract pertains will not be added to this base in either the numerator or denominator.

C. Step 1: 23.51 (c)

The Airport District determined the base figure for the relative availability of ACDBEs other than car rentals. The base figure was calculated as follows:

The Step 1 DBE Base Figure was determined by dividing the number of ACDBE firms available by the total number of firms available to determine the relative availability of ACDBEs for each concession type. That relative availability was multiplied by the projected gross receipts to determine ACDBE goal in dollars for each concession type as indicated in **Table 4** below.

Table 4: Determination of Relative Availability of ACDBEs (Non-Car Rental)

NAICS Codes	Concession Type/Group	ACDBE Firms in Market Area	/	Total Firms in Market Area	=	Availability	x	Projected FY 19-21 Gross Receipts	=	ACDBE Goal (Dollars)
453220	News & Gifts		/		=	0.0%	x	\$11,743,166	=	\$0
485310	Ground Transportation		/		=	0.0%	x	\$1,923,661	=	\$0
722513	Food & Beverage		/		=	100.0%	x	\$8,348,663	=	\$8,348,663
Total								\$22,015,489		\$8,348,663
Step 1 Base Goal										37.9%

Concessions that are shaded do not have opportunities. Their current ACDBE commitment was used as availability.

*Sources: South Carolina UCP DBE Directory, October 2018.
US Census Bureau, 2016 County Business Patterns.*

The Step 1 base goal for "all other" (i.e. non-car rental) ACDBEs is 37.9%.

A. Step 2: 23.51(d)

After calculating a base figure of the relative availability of ACDBEs, the Airport District examined evidence to determine whether or not the base figure needs to be adjusted in order to arrive at the overall goal.

The data used to determine the adjustment to the base figure was past participation.

Attachment 4

Overall Goal Calculation for Concessions Other Than Car Rentals

The Airport District evaluated the current capacity of ACDBEs to perform work in the concessions program by measuring the volume of work ACDBEs have performed in the past.

The historical ACDBE accomplishments in recent years were examined relative to the above consideration (i). Specifically, the annual "Uniform Report of ACDBE Participation" for the reporting periods listed below was assessed. Notice the annual DBE percent accomplishment for each year, and the annual median for the periods reported.

Table 3: Greenville-Spartanburg Airport District ACDBE Accomplishments

Year	Goal	Accomplishment	Over/Under
2015	5.9%	4.3%	-1.7%
2016	5.9%	15.4%	9.5%
2017	5.9%	37.9%	32.0%
Median	5.9%	15.4%	9.5%

**Source: Uniform Report of ACDBE Participation, Greenville-Spartanburg Airport District*

Disparity Study – The Greenville-Spartanburg Airport District is not aware of any disparity studies that have been conducted in the Greenville area.

C. Adjustment of the Step 1 Goal

The median ACDBE accomplishment for the reporting periods as shown above is 15.4%, compared to the Step 1 DBE base figure for the Airport District of **37.9%**. This seems to indicate that the Step 1 base figure overestimates ACDBE capacity at the Airport District.

Therefore, the Airport District will adjust the Step 1 DBE base figure of 37.9% by averaging it with the median ACDBE participation (**15.4%**) for a final adjusted overall goal of **26.7%**.

III. Consultation with Stakeholders (23.43)

Before establishing the DBE non-car rental concessions goal, the Airport District consulted with stakeholders in its concession program to obtain information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for ACDBEs, and the Airport District's efforts to establish a level playing field for the participation of ACDBEs.

The Airport District held a stakeholder meeting on October 18, 2018, where stakeholders were given an overview of the concession program requirements and an opportunity to comment on the goal methodology. The attendee list and comments can be found in Appendix A.

IV. Breakout of Estimated Race-Neutral & Race-Conscious Participation

A. Section 23.51

The Airport District will meet the maximum feasible portion of its overall goal by using race-neutral means of facilitating ACDBE participation. The Airport District uses the race-neutral measures below to increase ACDBE participation. The Airport District understands that it will be expected to actually take these steps, and this is not merely a paper exercise.

Attachment 4

Overall Goal Calculation for Concessions Other Than Car Rentals

1. Locating and identifying ACDBEs and other small businesses who may be interested in participating as concessionaires under 49 CFR Part 23;
2. Notifying ACDBEs of concession opportunities and encouraging them to compete, when appropriate;
3. When practical, structuring concession activities so as to encourage and facilitate the participation of ACDBEs;
4. Providing technical assistance to ACDBEs in overcoming limitations.
5. Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the sponsor's ACDBE program will affect the procurement process;
6. Providing information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation.

The Airport District proposes a race-conscious goal of 17.2% and a race-neutral goal 9.5%, for a total of 26.7%. The reason for this projected split is the Airport District overachieved its ACDBE goals by a median of 9.5% between 2015 and 2017. Therefore, the Airport District will achieve its entire goal using race-conscious means.

If the Airport District projects that race-neutral measures, standing alone, are not sufficient to meet an overall goal, it will use the following race-conscious measures to meet the overall goal:

1. Establish concession-specific goals for particular concession opportunities;
2. Negotiate with potential concessionaires to include ACDBE participation through direct ownership arrangements or measures, in the operation of the concession; and
3. With prior FAA approval, other methods that take a competitor's ability to provide ACDBE participation into account in awarding a concession.

In order to ensure that the ACDBE program will be narrowly tailored to overcome the effects of discrimination, if the Airport District uses concession-specific goals, it will adjust the estimated breakout of race-neutral and race-conscious participation as needed to reflect actual ACDBE participation (see 26.51(f)) and will track and report race-neutral and race conscious participation separately. For reporting purposes, race-neutral ACDBE participation includes, but is not necessarily limited to the following: ACDBE participation through a prime contract that an ACDBE obtains through customary competitive procurement procedures, ACDBE participation through a subcontract on a prime contract that does not carry ACDBE goal; ACDBE participation on a prime contract exceeding a concession specific goal; and ACDBE participation through a subcontract from a prime contractor that did not consider a firm's ACDBE in making the award.

The Airport District will maintain data separately on ACDBE achievements in those contracts with and without concession specific goals, respectively.

Attachment 5

Overall Goal Calculation for Concessions for Car Rentals

General Information:

Airport Sponsor: **Greenville-Spartanburg Airport District**

Airport: **Greenville-Spartanburg International Airport**

DBELO: **Ashely Bruton**

Director of Human Resources

Greenville-Spartanburg Airport District

2000 GSP Drive, Suite 1

Greer, SC 29651

P: 864-848-6271

E: abruton@gspairport.com

I. Amount of Goal

The Greenville-Spartanburg Airport District's overall car rental goal for the period beginning October 1, 2018 and ending September 30, 2021 is the following:

Overall Goal: **1.1%**

Race-Neutral: **0.2%**

Race-Conscious: **0.9%**

The base of the goal will be the total purchases of goods and services for car rental operations at the Airport.

There are no car rental concession opportunities anticipated for this time period. If new car rental concession opportunities arise prior to the end of this goal period and the estimated average of annual gross revenues are anticipated to be \$200,000 or greater, the Airport District will submit an appropriate adjustment to the overall goal. This will be submitted to FAA for approval no later than 90 days before issuing the solicitation for the new concession opportunity (23.45(i)).

Table 1: Car Rental Lease Dates

Car Rental	Lease start	Lease end
Avis Rent-A-Car	7/1/2013	6/30/2023
Budget Rent-A-Car	7/1/2013	6/30/2024
Enterprise Rent-A-Car	1/1/2009	6/30/2027
Hertz Corporation	7/1/2013	6/30/2028
National Car Rental	7/1/2013	6/30/2029

A. Projected Concessions Opportunities: October 1, 2018 - September 30, 2021

The goods and services opportunity for the 3-year period is based upon the car rental expenditures on goods and services for FY 2016. FY 2016 expenditures by car rental concession at Greenville-Spartanburg Airport District was **\$13,000,417**. This base number was multiplied by 3.0% the expected growth for each year for a total **car rental concessions base of \$41,388,479**.

Attachment 5

Overall Goal Calculation for Concessions for Car Rentals

**Table 2: Projected Car Rental Expenditures
FY 2019 – FY 2021**

Fiscal Year	All Concessions (excluding car rentals)
FY 2019	\$13,390,430
FY 2020	\$13,792,142
FY 2021	\$14,205,907
Total	\$41,388,479

B. Determination of Market area

The market area is defined by the geographical area in which the substantial majority of firms which seek to do concessions business with the car rental companies are located and the geographical area in which the firms which receive the substantial majority of car rental related revenues are located.

The Airport District believes that, although firms that are currently doing business with the Airport District are located nationally, Airport Concession Disadvantaged Business Enterprises (ACDBE) that would participate would be more local, especially for the purchase of goods and services. Therefore, the Airport District is proposing to use the State of South Carolina as its market area.

II. Methodology used to Calculate Overall Goal

A. Goods and Services

The Airport District can meet the percentage goal by including the purchase from ACDBEs of goods and services used in business at the Airport. To calculate the percentage, the dollar value of purchases of goods and services from ACDBEs will form the numerator, and the dollar value of purchases of goods and services from all firms (ACDBEs and non-ACDBEs) will be used as the denominator.

B. Step 1: 23.51 (c)

The Airport District determined the base figure for the relative availability of car rental ACDBEs. The base figure was calculated as follows:

The Step 1 DBE Base Figure was determined by dividing the number of ACDBE firms available by the total number of firms available to determine the relative availability of ACDBEs as indicated in **Table 1** below.

Attachment 5

Overall Goal Calculation for Concessions for Car Rentals

Table 1: Determination of Relative Availability of ACDBEs (Car Rental)

Goods and Services	NAICS Code	Potential ACDBE Firms	All Firms	% of ACDBE Firms Available
Service Establishment Equipment and Supplies Merchant Wholesalers	423850	61	5359	1.1%
Stationery and Office Supplies Merchant Wholesalers	424120			
Other Chemical and Allied Products Merchant Wholesalers	424690			
Tire Dealers	441320			
Automobile carrier trucking	484230			
Insurance	524126			
Janitorial	561720			
Auto Repair	811111			
Auto Body Repair	811121			
Auto Oil Change	811191			
Car Washes	811192			

*Sources: South Carolina UCP DBE Directory, October 2018.
US Census Bureau, 2016 County Business Patterns.*

The Step 1 base goal for car rental ACDBEs is **1.1%**.

C. Step 2: 23.51(d)

After calculating a base figure of the relative availability of ACDBEs, the Airport District examined evidence to determine whether or not the base figure needs to be adjusted in order to arrive at the overall goal.

The data used to determine the adjustment to the base figure was

1. Past Participation – The Airport District evaluated the current capacity of ACDBEs to perform work in car-rental concessions program by measuring the volume of work ACDBEs have performed in the past.

Specifically, the annual “Uniform Report of ACDBE Participation” for the reporting periods listed below was assessed. Notice the annual DBE percent accomplishment for each year, and the median for the periods reported.

Table 2: Greenville-Spartanburg International Airport ACDBE Accomplishments for FY 2014 – FY 2016

Report Period	Car Rental Goal	ACDBE Car Rental Accomplishment	Over/Under Participation
FY 2014	0.9%	1.1%	0.2%
FY 2015	2.0%	1.0%	-1.0%
FY 2016	2.0%	2.5%	0.5%
Median	2.0%	1.1%	0.2%

**Source: Uniform Report of ACDBE Participation, Airport District*

The median ACDBE accomplishment for the reporting periods shown above is **1.1%**, compared to the Step 1 DBE base figure of **1.1%**. This may indicate that the Step 1 base figure correlates with ACDBE capacity at the Airport.

Attachment 5

Overall Goal Calculation for Concessions for Car Rentals

2. Disparity Study – The Airport District is not aware of any disparity studies that have been conducted in the Greenville area.

D. Adjustment of the Step 1 Base Figure

The Airport District will not adjust the Step 1 DBE base figure of 1.1%. The median past achievement is the also 1.1% indicating that current capacity is the same as availability. The overall goal will be **1.1%**.

III. Consultation with Stakeholders (23.43)

Before establishing the DBE car rental concessions goal, the Airport District consulted with stakeholders in its concession program to obtain information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for ACDBEs, and the Airport District's efforts to establish a level playing field for the participation of ACDBEs.

The Airport District held a stakeholder meeting on October 18, 2018 where stakeholders were given an overview of the concession program requirements and an opportunity to comment on the goal methodology. The attendee list and comments can be found in Appendix A.

Breakout of Estimated Race-Neutral & Race-Conscious Participation **Section 23.51**

The Airport District will meet the maximum feasible portion of its overall goal by using race-neutral means of facilitating ACDBE participation. The Airport District uses the race-neutral measures listed below to increase ACDBE participation. The Airport District understands that it will be expected to actually take these steps, and this is not merely a paper exercise.

1. Locating and identifying ACDBEs and other small businesses who may be interested in participating as concessionaires under 49 CFR Part 23;
2. Notifying ACDBEs of concession opportunities and encouraging them to compete, when appropriate;
3. When practical, structuring concession activities so as to encourage and facilitate the participation of ACDBEs;
4. Providing technical assistance to ACDBEs in overcoming limitations.
5. Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the sponsor's ACDBE program will affect the procurement process;
6. Providing information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation.

The Airport District proposes a race-conscious goal of 0.9% and a race-neutral goal of 0.2%, for a total of 1.1%. The reason for this projected split is that the median amount by which the Airport District over-achieved its goals over the preceding three (3) year period as shown in Table 4 is 0.2%. Therefore, the Airport District expects to meet 0.2% of its overall goal using race-neutral means. The remainder of the goal (0.9%) is projected to be met using race-conscious means.

Attachment 5

Overall Goal Calculation for Concessions for Car Rentals

If the Airport District projects that race-neutral measures, standing alone, are not sufficient to meet an overall goal, it will use the following race-conscious measures to meet the overall goal:

1. Establish concession-specific goals for particular concession opportunities;
2. Negotiate with potential concessionaires to include ACDBE participation through purchases of goods and service in the operation of the concession; and
3. Utilize, with prior FAA approval, other methods that take a competitor's ability to provide ACDBE participation into account in awarding a concession.

In order to ensure that the ACDBE program will be narrowly tailored to overcome the effects of discrimination, if the Airport District uses concession-specific goals, it will adjust the estimated breakout of race-neutral and race-conscious participation as needed to reflect actual ACDBE participation (see 26.51(f)) and the Airport District will track and report race-neutral and race conscious participation separately. For reporting purposes, race-neutral ACDBE participation includes, but is not necessarily limited to the following: ACDBE participation through a prime contract that an ACDBE obtains through customary competitive procurement procedures, ACDBE participation through a subcontract on a prime contract that does not carry ACDBE goal; ACDBE participation on a prime contract exceeding a concession specific goal; and ACDBE participation through a subcontract from a prime contractor that did not consider a firm's ACDBE status in making the award.

The Airport District will maintain data separately on ACDBE achievements in those contracts with and without concession-specific goals, respectively.

Attachment 6

Forms for Demonstration of Good Faith Efforts

FORM 1: AIRPORT CONCESSION DSADVANTAGED BUSINESS ENTERPRISE (ACDBE) UTILIZATION

The undersigned bidder/offeror has satisfied the requirements of the bid/proposal specification in the following manner *(please check the appropriate space)*:

- ☐ The bidder/offeror is committed to a minimum of _____% ACDBE utilization on this contract.
- ☐ The bidder/offeror (if unable to meet the ACDBE goal of _____%) is committed to a minimum of _____% ACDBE utilization on this contract and submitted documentation demonstrating good faith efforts.

Name of Bidder/offeror's firm: _____

By: _____

Title: _____
(Printed Name and Title of Authorized Representative)

Signature: _____

Date: _____

Attachment 6

Forms for Demonstration of Good Faith Efforts

Address:

Name of ACDBE firm:

Address:

City: _____ State: _____ Zip: _____

Phone Number: _____

.....

.....

.....

The bidder/offer is committed to utilizing the above named ACDBE firm for the work described above. The estimated dollar value of this work is \$ _____.

Affirmation

The above named ACDBE firm affirms that it will perform the portion of the work described above for the **{Project Name}** project for the estimated dollar value as shown on this Letter of Intent.

By: _____
 (Print Name) (Signature) (Title)

If the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent shall be null and void.

(Submit this page for each ACDBE subcontractor)

Attachment 7
Regulations: 49 CFR Part 23

https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title49/49cfr23_main_02.tpl



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: September 9, 2019

ITEM DESCRIPTION – New Business Item E

Approval of American Airlines Ticket Counter Kiosk and Workstation Capital Improvement Project

BACKGROUND

American Airlines presently has its own proprietary computer hardware at the ticket counters. They are requesting that the Airport District install and maintain computer hardware, including kiosks, as well as migrate them over to the Amadeus Extended Airline System Environment (EASE) software platform. The Airport District is presently using EASE at all 13 gates and at the ticket counters for Allegiant, Frontier, and Southwest.

ISSUES

In order to facilitate this request, the Airport District would need to purchase computer hardware, kiosks, and EASE software licenses for the five workstations at the American Airlines ticket counters. Based on the quoted amount for the project, this would need to be a new capital improvement project in the current fiscal year.

If approved, this project will greatly improve overall customer service with the equipment not being routinely out of service since the Airport District's IT Department will maintain it. Presently, American must fly in IT Department staff to address computer hardware and kiosk issues when they arise or use a local on call contractor to come out to the airport. The Airport District's IT Department will be able to respond to reported issues in a timelier fashion to the benefit of our mutual customers.



ALTERNATIVES

The Airport Commission could elect to not move forward with the project.

FISCAL IMPACT

The hardware and software cost total amount is \$238,761. The Airport District will amortize these costs over a five-year period with a 5% interest rate charged back to American Airlines. In addition, the Airport District will recoup the cost of the additional IT Department staff time needed to address issues as they arise over the five-year term of the agreement with American Airlines.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission (1) approve a new capital improvement project as outlined above in the total amount of \$238,761 and (2) authorize the President/CEO to execute all related agreements and contracts.



MEMORANDUM

TO: Members of the Airport Commission

FROM: David Edwards, President/CEO

DATE: September 9, 2019

ITEM DESCRIPTION – Information Section Item A

July 2019 - Traffic Report

SUMMARY

For July 2019, passenger traffic was strong with a **16.8%** increase over the same month in 2018. Cargo numbers for July 2019 were up at **8.5%** for the same period. Passenger load factors were down at an average of **84.1%**.

A comparison of the North America National Passenger Traffic Growth Averages for 2019 to GSP's Passenger Traffic Growth is depicted below:

Month	2019		
	GSP	National Average	Difference
Jan	16.80%	4.20%	12.60%
Feb	15.80%	2.40%	13.40%
Mar	15.50%	4.60%	10.90%
April	13.40%	2.90%	10.50%
May	16.70%	4.40%	12.30%
June	14.90%	2.90%	12.00%
July	16.80%	(Data Not Available to Date)	
August			
September			
October			
November			
December			
Average	15.70%	3.57%	12.13%

Attached are copies of the detailed traffic report for July 2019.

Providing a look forward into the service levels for **October 2019** is a schedule comparison for the month vs the same month last year, including flights and seats by airline and non-stop markets served. GSP flights are up at 4.6%, and seats are up at 5.1%.

Schedule Weekly Summary Report for nonstop Passenger (Air - All) flights from GSP to for travel October 2019 vs. October 2018										
All flights, seats, and ASMs given are per week.										
Travel Period			Oct 2019		Oct 2018		Diff		Percent Diff	
Mkt AI	Orig	Dest	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats
AA	GSP	CLT	62	4,481	60	4,131	2	350	3.3%	8.5%
AA	GSP	DCA	19	1,040	19	1,028	0	12	0.0%	1.2%
AA	GSP	DFW	17	2,384	14	2,240	3	144	21.4%	6.4%
AA	GSP	MIA	14	700	0	0	14	700		
AA	GSP	ORD	12	600	12	600	0	0	0.0%	0.0%
AA	GSP	PHL	20	1,300	20	1,260	0	40	0.0%	3.2%
DL	GSP	ATL	53	8,580	59	9,043	(6)	(463)	(10.2%)	(5.1%)
DL	GSP	DTW	20	1,716	20	1,709	0	7	0.0%	0.4%
DL	GSP	LGA	18	1,368	16	1,216	2	152	12.5%	12.5%
F9	GSP	DEN	3	516	2	360	1	156	50.0%	43.3%
F9	GSP	LAS	2	366	2	360	0	6	0.0%	1.7%
F9	GSP	MCO	2	372	2	360	0	12	0.0%	3.3%
G4	GSP	FLL	2	354	3	531	(1)	(177)	(33.3%)	(33.3%)
G4	GSP	PIE	3	489	3	531	0	(42)	0.0%	(7.9%)
G4	GSP	SFB	4	714	4	697	0	17	0.0%	2.4%
UA	GSP	DEN	7	532	0	0	7	532		
UA	GSP	EWR	20	1,208	21	1,070	(1)	138	(4.8%)	12.9%
UA	GSP	IAD	21	1,310	27	1,650	(6)	(340)	(22.2%)	(20.6%)
UA	GSP	IAH	14	1,064	14	1,064	0	0	0.0%	0.0%
UA	GSP	ORD	29	1,632	28	1,400	1	232	3.6%	16.6%
WN	GSP	ATL	20	3,020	20	2,860	0	160	0.0%	5.6%
			362	33,746	346	32,110	16	1,636	4.6%	5.1%

Attachment

Monthly Traffic Report

Greenville-Spartanburg International Airport

July 2019



Category	Jul 2019	Jul 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change	*MOV12-2019	*MOV12-2018	Percentage Change
Passenger Traffic									
Enplaned	119,681	102,982	16.2%	738,104	637,655	15.8%	1,266,905	1,116,823	13.4%
Deplaned	<u>118,626</u>	<u>101,031</u>	17.4%	<u>728,811</u>	<u>630,282</u>	15.6%	<u>1,250,057</u>	<u>1,099,839</u>	13.7%
Total	238,307	204,013	16.8%	1,466,915	1,267,937	15.7%	2,516,962	2,216,662	13.5%
Cargo Traffic (Pounds)									
Express and Mail									
Enplaned	1,079,987	883,141	22.3%	7,021,146	6,461,928	8.7%	11,787,740	11,875,257	-0.7%
Deplaned	<u>1,037,015</u>	<u>953,212</u>	8.8%	<u>6,622,504</u>	<u>6,675,562</u>	-0.8%	<u>11,483,893</u>	<u>12,288,049</u>	-6.5%
Subtotal	2,117,002	1,836,353	15.3%	13,643,650	13,137,490	3.9%	23,271,633	24,163,306	-3.7%
Freight									
Enplaned	3,114,888	3,033,493	2.7%	19,880,436	20,377,483	-2.4%	36,952,896	34,958,279	5.7%
Deplaned	<u>4,682,583</u>	<u>4,269,876</u>	9.7%	<u>34,386,606</u>	<u>34,268,798</u>	0.3%	<u>58,878,990</u>	<u>55,012,493</u>	7.0%
Subtotal	7,797,471	7,303,369	6.8%	54,267,042	54,646,281	-0.7%	95,831,886	89,970,772	6.5%
Total	9,914,473	9,139,722	8.5%	67,910,692	67,783,771	0.2%	119,103,519	114,134,078	4.4%

*CYTD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

Monthly Traffic Report

Greenville-Spartanburg International Airport

July 2019



Category	Jul 2019	Jul 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change	*MOV12-2019	*MOV12-2018	Percentage Change
Aircraft Operations									
Airlines	2,530	1,969	28.5%	16,044	12,612	27.2%	27,581	22,078	24.9%
Commuter /Air Taxi	<u>996</u>	<u>1,165</u>	-14.5%	7,339	7,930	-7.5%	12,485	14,198	-12.1%
Subtotal	<u>3,526</u>	<u>3,134</u>	12.5%	<u>23,383</u>	<u>20,542</u>	13.8%	<u>40,066</u>	<u>36,276</u>	10.4%
General Aviation	979	1,012	-3.3%	5,860	5,706	2.7%	10,431	9,328	11.8%
Military	<u>389</u>	<u>165</u>	135.8%	<u>1,502</u>	<u>1,556</u>	-3.5%	<u>2,510</u>	<u>2,397</u>	4.7%
Subtotal	<u>1,368</u>	<u>1,177</u>	16.2%	<u>7,362</u>	<u>7,262</u>	1.4%	<u>12,941</u>	<u>11,725</u>	10.4%
Total	4,894	4,311	13.5%	30,745	27,804	10.6%	53,007	48,001	10.4%
Fuel Gallons									
100LL	2,514	3,502	-28.2%	16,997	21,731	-21.8%	30,649	40,123	-23.6%
Jet A (GA)	117,170	121,481	-3.5%	815,688	793,075	2.9%	1,459,181	1,243,713	17.3%
Subtotal	<u>119,684</u>	<u>124,983</u>	-4.2%	<u>832,685</u>	<u>814,806</u>	2.2%	<u>1,489,830</u>	<u>1,283,836</u>	16.0%
Jet A (A/L)	<u>1,604,611</u>	<u>1,380,418</u>	16.2%	<u>10,689,178</u>	<u>9,328,739</u>	14.6%	<u>18,965,444</u>	<u>15,239,921</u>	24.4%
Total	1,724,295	1,505,401	14.5%	11,521,863	10,143,545	13.6%	20,455,274	16,523,757	23.8%

*CYTD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

Scheduled Airline Enplanements, Seats, and Load Factors

Greenville-Spartanburg International Airport



July 2019

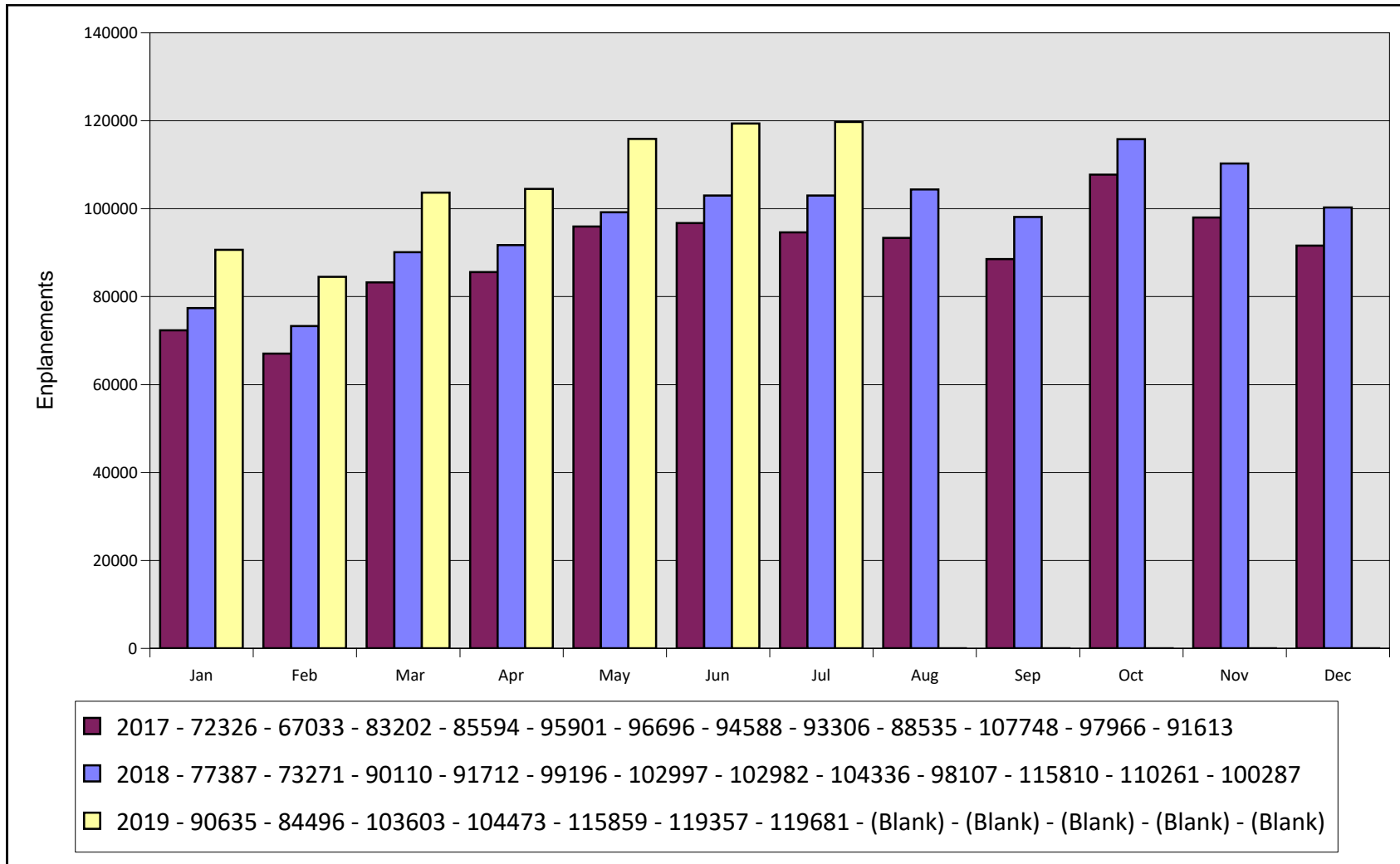
	Jul 2019	Jul 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change
Allegiant Air						
Enplanements	5,634	6,361	-11.4%	31,107	33,043	-5.9%
Seats	6,924	7,561	-8.4%	40,545	40,553	0.0%
Load Factor	81.4%	84.1%	-3.3%	76.7%	81.5%	-5.8%
American Airlines						
Enplanements	39,946	33,226	20.2%	246,487	213,185	15.6%
Seats	50,003	39,567	26.4%	324,100	263,209	23.1%
Load Factor	79.9%	84.0%	-4.9%	76.1%	81.0%	-6.1%
Delta Air Lines						
Enplanements	39,847	37,132	7.3%	259,136	230,018	12.7%
Seats	45,210	40,188	12.5%	313,508	262,559	19.4%
Load Factor	88.1%	92.4%	-4.6%	82.7%	87.6%	-5.6%
Frontier Airlines						
Enplanements	5,588	0	#Div/0!	25,870	0	#Div/0!
Seats	6,480	0	#Div/0!	32,376	0	#Div/0!
Load Factor	86.2%	#Num!	#Type!	79.9%	#Num!	#Type!

Wednesday, August 21, 2019

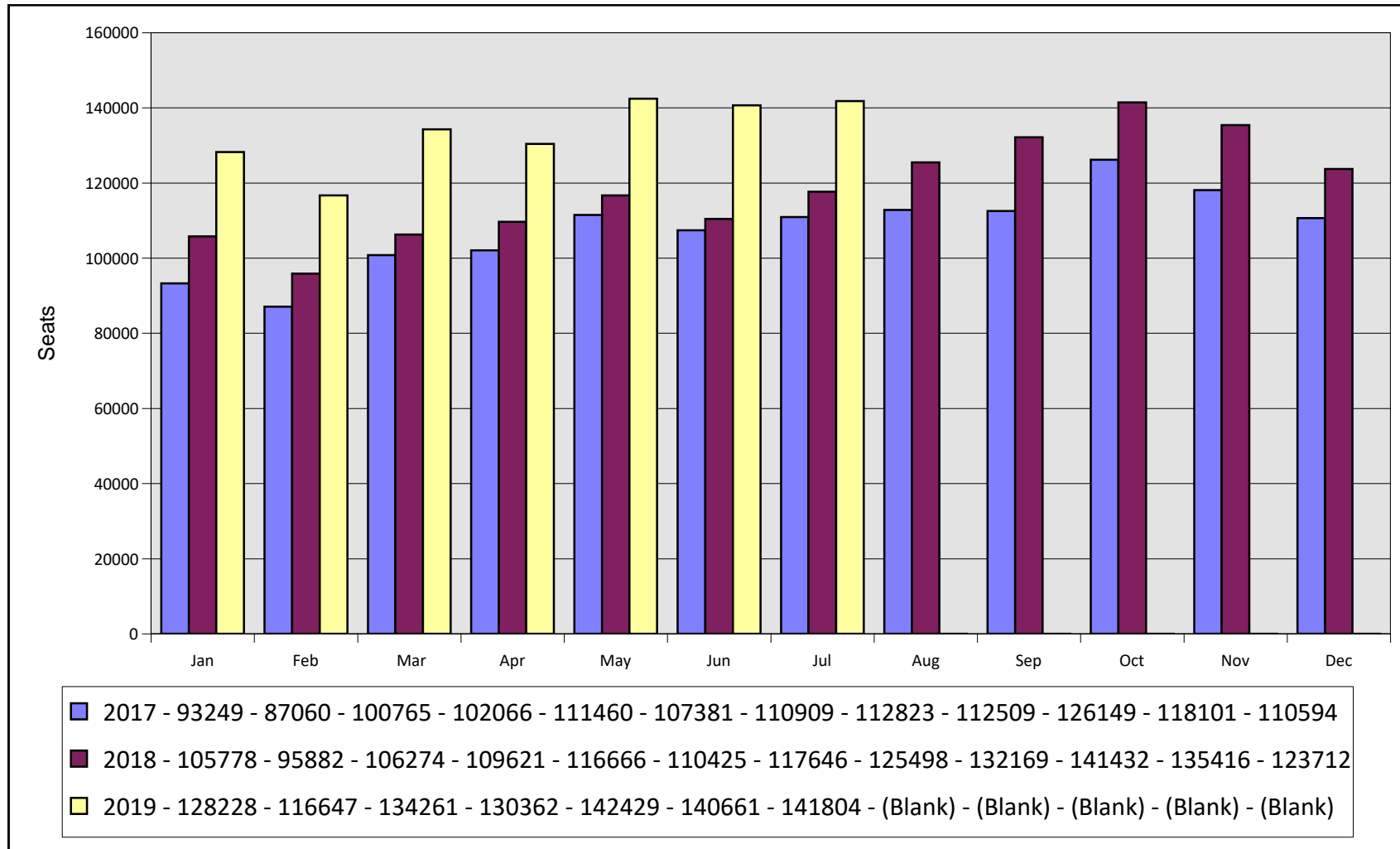
*CTYD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

	Jul 2019	Jul 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change
Southwest Airlines						
Enplanements	10,012	10,138	-1.2%	60,785	65,033	-6.5%
Seats	12,791	12,584	1.6%	87,219	86,071	1.3%
Load Factor	78.3%	80.6%	-2.8%	69.7%	75.6%	-7.8%
United Airlines						
Enplanements	18,288	16,029	14.1%	111,451	94,220	18.3%
Seats	20,396	17,746	14.9%	135,170	109,900	23.0%
Load Factor	89.7%	90.3%	-0.7%	82.5%	85.7%	-3.8%
Totals						
Enplanements	119,315	102,886	16.0%	734,836	635,499	15.6%
Seats	141,804	117,646	20.5%	932,918	762,292	22.4%
Load Factor	84.1%	87.5%	-3.8%	78.8%	83.4%	-5.5%

Monthly Enplanements By Year Greenville-Spartanburg International Airport

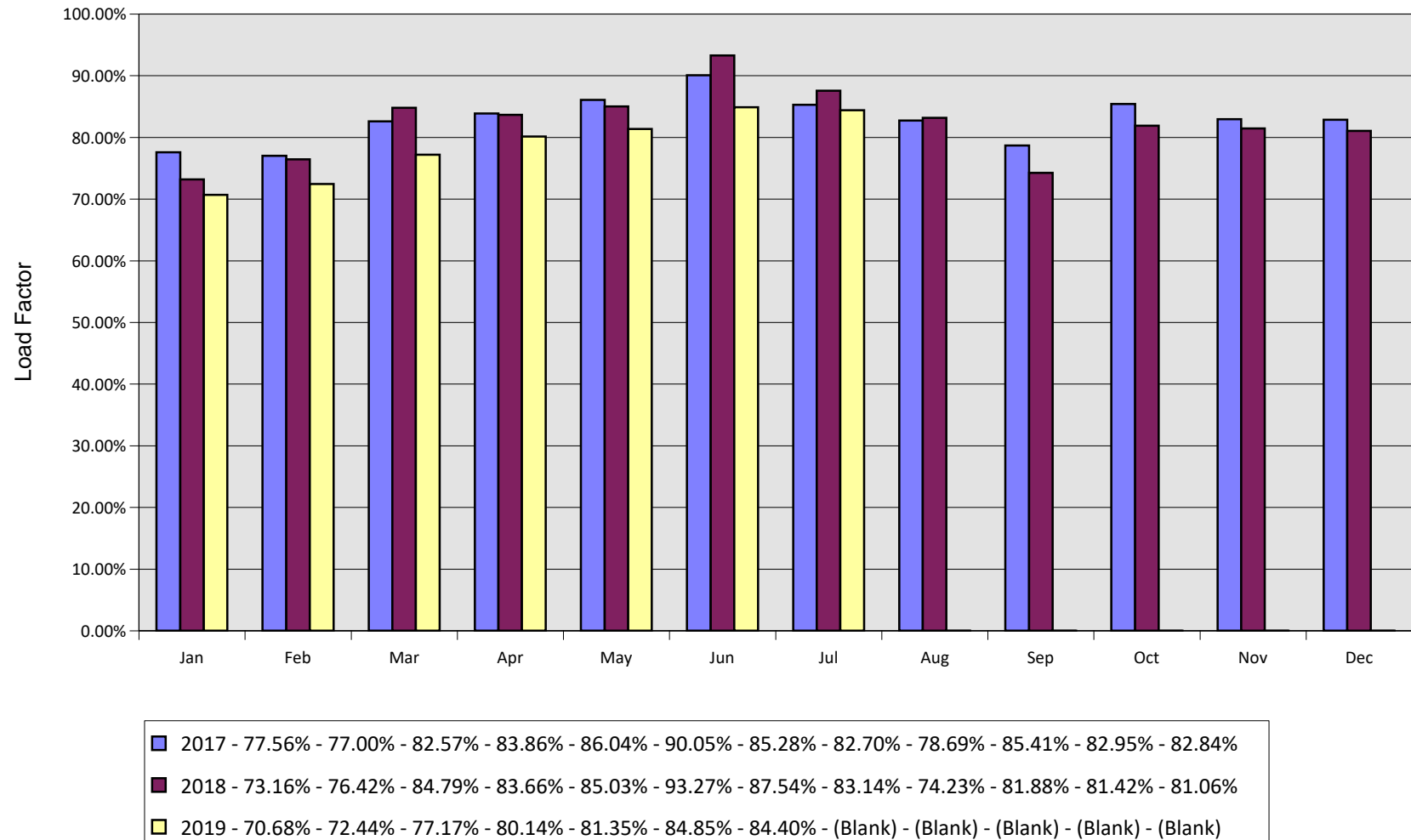


Monthly Seats By Year Greenville-Spartanburg International Airport

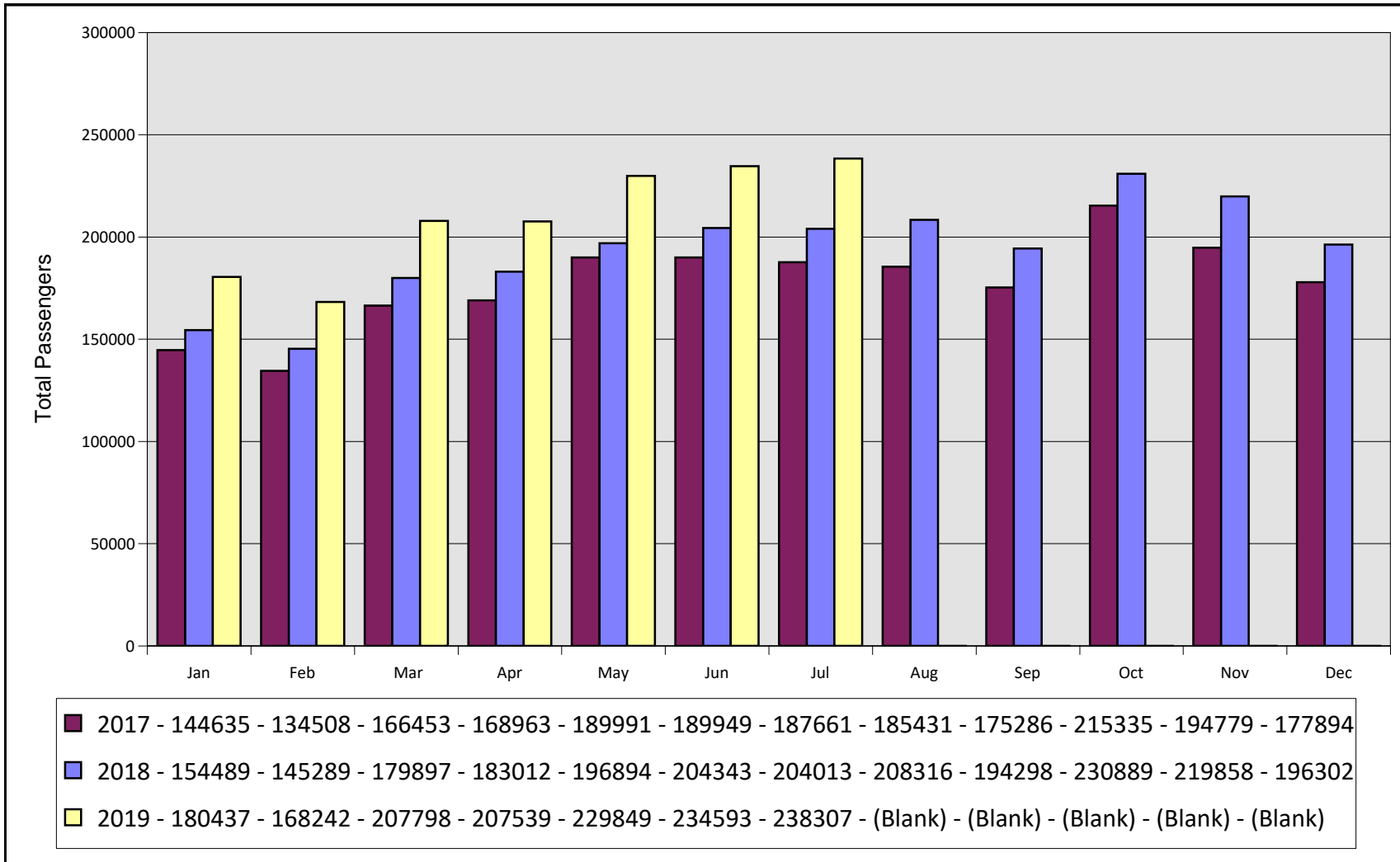


Monthly Load Factors By Year

Greenville-Spartanburg International Airport

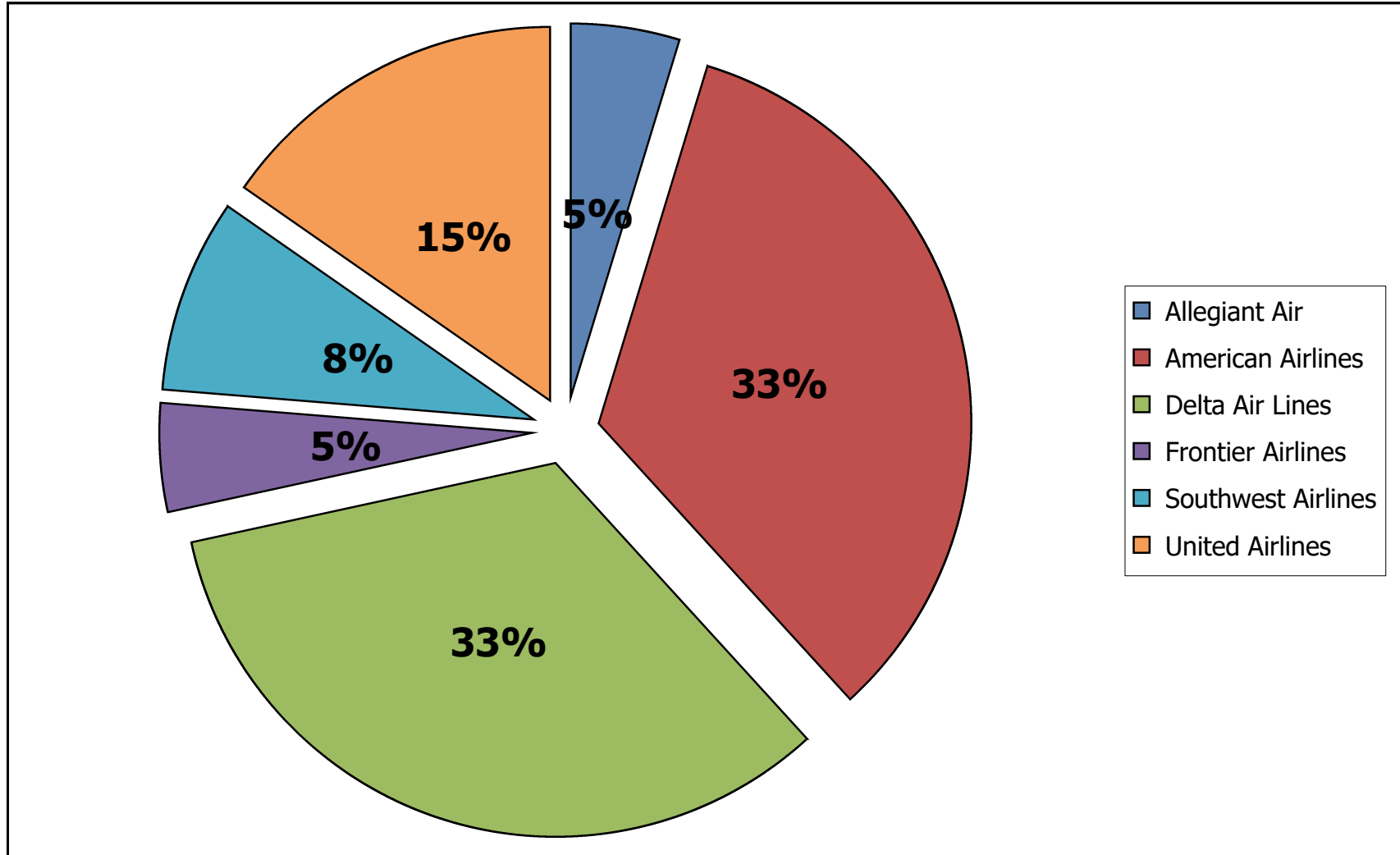


Total Monthly Passengers By Year Greenville-Spartanburg International Airport



Scheduled Airline Market Shares (Enplanements) Greenville-Spartanburg International Airport

Report Period From July 2019 Through July 2019



Airline Flight Completions

Greenville-Spartanburg International Airport

July 2019



Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Aeronaves TSM	2	0	0	0	0	0	100.0%
Air Atlanta Icelandic	17	0	0	0	0	0	100.0%
Allegiant Air	42	0	0	0	0	0	100.0%
Alliance Air Charter	1	0	0	0	0	0	100.0%
American Airlines	686	0	5	12	5	22	96.9%
Cavok Air	1	0	0	0	0	0	100.0%
Delta Air Lines	393	0	0	0	0	0	100.5%

Wednesday, August 21, 2019

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Federal Express	38	0	0	0	0	0	100.0%
Frontier Airlines	36	0	0	0	0	0	100.0%
IFL Group	1	0	0	0	0	0	100.0%
Kalitta Charters II	2	0	0	0	0	0	100.0%
Mountain Air Car	17	0	0	0	0	0	100.0%
Royal Air Freight	1	0	0	0	0	0	100.0%
Sierra Pacific LLC	2	0	0	0	0	0	100.0%
Silkway West	4	0	0	0	0	0	100.0%
Southwest Airlines	89	0	0	0	0	0	100.0%

Wednesday, August 21, 2019

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Sun Country Airlines	4	0	0	0	0	0	100.0%
Swift Air, LLC	2	0	0	0	0	0	100.0%
United Airlines	369	0	0	0	12	12	99.5%
UPS	34	0	0	0	0	0	100.0%
Western Global Airlines	2	0	0	0	0	0	100.0%
Total	1,743	0	5	12	17	34	98.0%



MEMORANDUM

TO: Members of the Airport Commission

FROM: Basil O. Dosunmu, Senior VP of Administration & Finance/CFO

DATE: September 9, 2019

ITEM DESCRIPTION – Information Section Item B

July 2019 – Financial Report

SUMMARY

Attached is a copy of the detailed financial report for July 2019.

Operating Income was down by **2.42%** when compared to the budget for Year-to-Date July 2019. Operating Expenses were down by **16.39%** when compared to the budgeted amount for the period. Net operating income was up by **21.20%** when compared to the budget through July 2019. For the period ending July 2019, which represents one (1) month of the fiscal year, a total of about **\$1.84 million** has been returned to the bottom line in operating income.

Please recognize that this is a preliminary report, unaudited, and only represents *one month* of activity resulting in variances from budget which can be quite volatile.

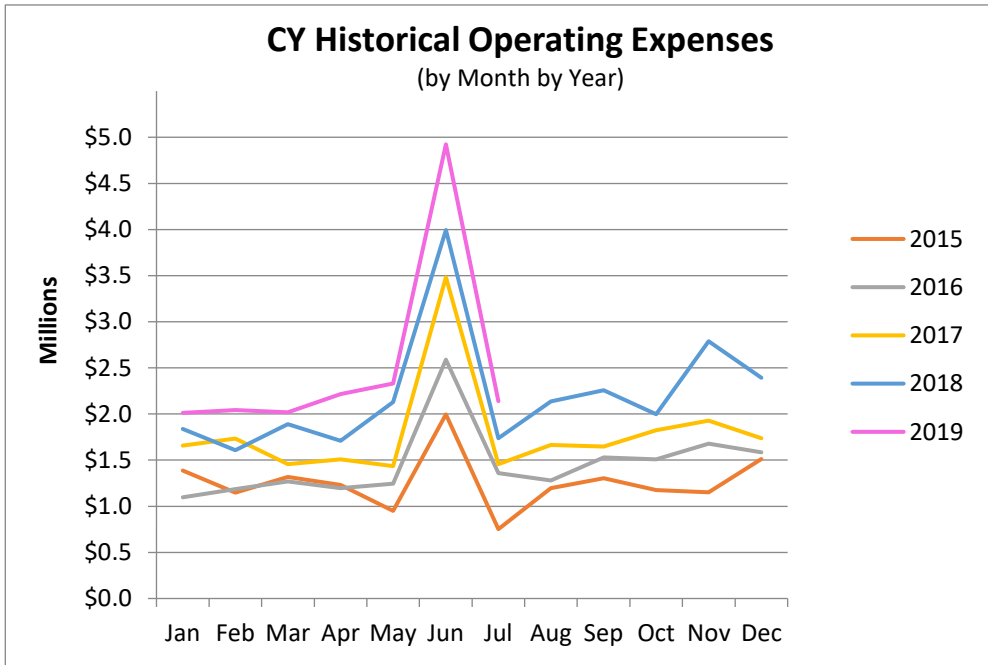
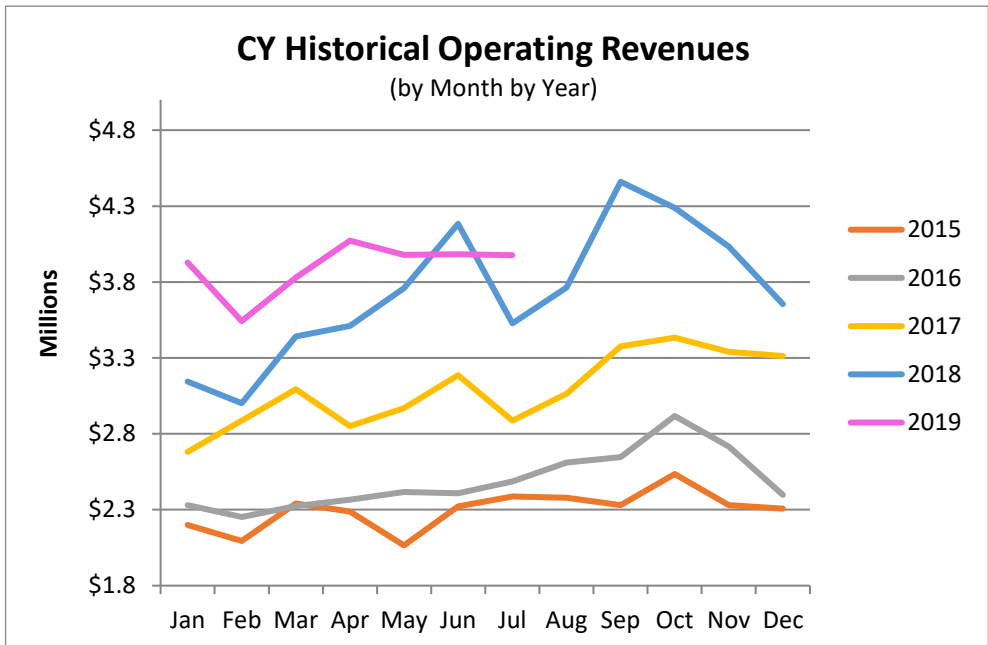
Attachment

July 31, 2019 FINANCIAL STATEMENT PACKAGE

GREENVILLE SPARTANBURG AIRPORT DISTRICT
STATEMENT OF NET POSITION

	Current Month Current FY 7/31/2019	Current Month Prior FY 7/31/2018
Assets		
Cash Accounts	13,744,740.37	14,975,335.85
Investments-Airport	20,298,342.48	9,985,572.20
Bond Trustee Assets	36,383.24	459,910.82
Accounts Receivable	2,611,068.77	2,489,524.79
Less: Reserve for Doubtful Accts	-	-
Net Accounts Receivable	<u>2,611,068.77</u>	<u>2,489,524.79</u>
Inventory	450,105.78	419,944.58
Prepaid Insurance	636,919.65	575,309.65
Notes Receivable-RAC District Funds	1,067,186.45	1,345,126.04
Property, Plant & Equipment (PP&E)	427,917,430.76	397,816,749.54
Less: Accumulated Depreciation	(161,539,064.03)	(148,652,049.71)
Net PP&E	<u>266,378,366.73</u>	<u>249,164,699.83</u>
TOTAL ASSETS	<u>305,223,113.47</u>	<u>279,415,423.76</u>
PLUS: Deferred Outflows of Resources		
Deferred Pension	5,921,005.04	4,534,914.39
TOTAL DEFERRED OUTFLOWS OF RESOURCES	<u>5,921,005.04</u>	<u>4,534,914.39</u>
LESS: Liabilities		
Accounts Payable	2,303,357.38	1,847,467.98
TD Bank LOC	-	7,194,369.00
Revenue Bonds Payable	869,910.20	1,675,236.16
TD Bank LT Debt	15,164,912.00	-
SCRS Pension Liability	17,931,187.00	15,243,794.00
Benefit Liability	1,599,345.57	1,334,855.35
TOTAL LIABILITIES	<u>37,868,712.15</u>	<u>27,295,722.49</u>
LESS: Deferred Inflows of Resources		
Deferred Revenues	1,156,390.45	1,360,302.04
TOTAL DEFERRED INFLOWS OF RESOURCES	<u>1,156,390.45</u>	<u>1,360,302.04</u>
NET POSITION		
Invested in Capital Assets, net of Related Debt	249,281,268.28	239,005,204.79
Restricted:		
A/P - Capital Projects - Restricted	31,473.04	404,674.66
Contract Facility Charge	2,265,468.96	2,146,944.96
Total Restricted:	<u>2,296,942.00</u>	<u>2,551,619.62</u>
Unrestricted	20,540,805.63	13,737,489.21
TOTAL NET POSITION	<u>272,119,015.91</u>	<u>255,294,313.62</u>

GREENVILLE SPARTANBURG AIRPORT DISTRICT REVENUES AND EXPENSES TREND GRAPHS



GREENVILLE SPARTANBURG AIRPORT DISTRICT
PROFIT and LOSS STATEMENT

<----- FISCAL YEAR TO DATE ----->				
	July 31, 2019 Actual	July 31, 2019 Budget	Actual - Budget	% Change
INCOME				
Landing Area:				
Landing Fees	241,978.48	255,166.66	(13,188.18)	-5.17%
Aircraft Parking Fees	27,326.81	28,825.00	(1,498.19)	-5.20%
Subtotal Landing Area	269,305.29	283,991.66	(14,686.37)	-5.17%
Space & Ground Rentals	1,027,269.45	1,119,733.72	(92,464.27)	-8.26% (a)
Auto Parking	1,354,466.20	1,288,750.00	65,716.20	5.10% (b)
Commercial Ground Transportation	31,600.39	30,166.67	1,433.72	4.75%
Concessions:				
Advertising	27,635.00	29,166.67	(1,531.67)	-5.25%
Food & Beverage	66,258.51	68,641.67	(2,383.16)	-3.47%
Rental Car	350,371.76	321,666.67	28,705.09	8.92% (c)
Retail	71,617.64	56,166.67	15,450.97	27.51%
Subtotal Concessions	519,366.91	475,641.68	43,725.23	9.19%
Expense Reimbursements	155,322.90	158,333.33	(3,010.43)	-1.90%
Other Income	245,067.26	269,666.26	(24,599.00)	-9.12% (d)
Gross Profit on Fuel Sales	373,526.81	448,091.66	(74,564.85)	-16.64% (e)
Total Operating Income	3,975,925.21	4,074,374.98	(98,449.77)	-2.42%
EXPENSES				
Salary & Benefits	1,202,035.01	1,313,694.83	(111,659.82)	-8.50% (f)
Professional Services	9,153.24	84,547.91	(75,394.67)	-89.17% (g)
Promotional Activities	48,574.99	112,220.85	(63,645.86)	-56.71% (h)
Administrative	58,946.74	147,965.48	(89,018.74)	-60.16% (i)
Insurance	57,307.09	57,307.09	-	0.00%
Contractual Services	376,591.44	430,120.98	(53,529.54)	-12.45% (j)
Rentals & Leases	20,834.04	28,691.17	(7,857.13)	-27.39%
Repairs & Maintenance	68,891.51	71,723.15	(2,831.64)	-3.95%
Supplies & Equipment	119,180.00	139,921.03	(20,741.03)	-14.82% (k)
Utilities	178,449.60	173,371.78	5,077.82	2.93%
Total Operating Expenses	2,139,963.66	2,559,564.27	(419,600.61)	-16.39%
NET OPERATING INCOME	1,835,961.55	1,514,810.71	321,150.84	21.20%

July 31, 2019

YTD ACTUAL VS YTD BUDGET FOOTNOTES - SUMMARY

(a)	Space & Ground Rentals	UNDER BUDGET	\$92,464.27	Blended effects of the following: - New cargo building rentals under budget 42K, construction not complete. - PSA office and hangar under budget 16K - TSA new contract not yet started, 16K under budget
(b)	Auto Parking	OVER BUDGET	\$65,716.20	- Budgeted a 2% increase over our FY18 trend; traffic is trending higher.
(c)	Rental Car	OVER BUDGET	\$28,705.09	- Concessions for all RACs are over budget except for Avis - traffic trending higher than anticipated
(d)	Other Income	UNDER BUDGET	\$24,599.00	- Ground handling fees-AvServ under budget 20K - Warehouse Fees 10K under budget - GSE Maintenance 10K under budget - Cargo Ops 13K over budget
(e)	Gross Profit on Fuel Sales	UNDER BUDGET	\$74,564.85	- Jet A Into-Plane Scheduled Fees over budget 68K - Jet A Into-Plane Fees under budget 105K - Jet A Retail over budget 18K - Jet A COGS over budget (55K)
(f)	Salary & Benefits	UNDER BUDGET	\$111,659.82	- 232 employees are budgeted vs 202 employed as of July 31
(g)	Professional Services	UNDER BUDGET	\$75,394.67	- Consulting 40K under budget - Legal 27K under budget - Engineering/Design 14K under budget
(h)	Promotional Activities	UNDER BUDGET	\$63,645.86	- Advertising expense 46K under budget - Special Events expenses 11K under budget - Sponsorships expenses 11K under budget
(i)	Administrative	UNDER BUDGET	\$89,018.74	- Travel/Training 56K under budget - Dues & Subscriptions 15K under budget - Corporate Function 19K under budget
(j)	Contractual Services	UNDER BUDGET	\$53,529.54	- Parking Management agreement expenses 30K under budget - Catering Services 16K under budget
(k)	Supplies & Equipment	UNDER BUDGET	\$20,741.03	- Paper 17K under budget

Note: Please recognize that this is a preliminary report, unaudited, and only represents one month of activity, resulting in variances which can be quite volatile.

GREENVILLE SPARTANBURG AIRPORT DISTRICT
Other Operating and Maintenance Reserve Funds

	<u>FY \$ Amount Authorized</u>	<u>Estimated Cost</u>	<u>Date</u>	<u>\$ Amount Used YTD</u>
Emergency Repair/Replacement/Operations Fund	\$ 750,000			
		<u>\$ -</u>		<u>\$ -</u>
Uncommitted Balance	\$ 750,000			
Business Development Obligations/Incentives	\$ 1,000,000			
		<u>\$ -</u>		<u>\$ -</u>
Uncommitted Balance	\$ 1,000,000			

Greenville-Spartanburg Airport District
July 31, 2019

	Initial Purchase	Maturity Date	Interest Rate	Cost Basis or BOY FMV	Par	EOM FMV
US Treasury						
Note	9/10/2018*	9/30/2019	1.375%	1,385,974.00	1,400,000.00	1,398,208.00
Bill	7/3/2019	10/3/2019	0.000%	1,790,586.00	1,800,000.00	1,793,592.00
Note	9/10/2018*	10/31/2019	1.250%	1,332,625.50	1,350,000.00	1,346,517.00
Note	5/3/2019	11/30/2019	1.750%	1,494,912.18	1,500,000.00	1,497,660.00
Note	9/10/2018*	12/31/2019	1.625%	1,335,894.72	1,350,000.00	1,346,841.00
Note	5/3/2019	1/31/2020	1.250%	1,488,118.13	1,500,000.00	1,493,025.00
Note	9/24/2018*	2/15/2020	3.625%	1,367,278.56	1,350,000.00	1,360,017.00
Note	9/24/2018*	3/31/2020	2.250%	1,344,178.16	1,350,000.00	1,350,999.00
Note	5/3/2019	4/30/2020	1.375%	1,486,012.96	1,500,000.00	1,491,675.00
Note	7/3/2019	5/31/2020	1.375%	1,791,378.00	1,800,000.00	1,789,110.00
Note	9/24/2018*	6/30/2020	2.500%	1,346,072.21	1,350,000.00	1,355,062.50
Note	9/24/2018*	8/31/2020	1.375%	1,318,195.00	1,350,000.00	1,340,293.50
Note	9/24/2018*	9/30/2020	1.375%	1,318,658.56	1,350,000.00	1,339,821.00
Note	1/28/2019	12/31/2020	2.375%	1,346,287.50	1,350,000.00	1,357,114.50

Subtotal-UST

20,146,171.48	20,300,000.00	\$ 20,259,935.50
----------------------	----------------------	-------------------------

Money Market Fund Balance (matured UST)

\$ 38,406.98

Total Investment Balance

\$ 20,298,342.48

* These notes were initially purchased in 9/2018 with a par of \$1M. In 1/2019, additional notes were purchased from the same issuer

Weighted blended
yield =
1.4997%

-

US Treasury Investment Types		T-Bill	T-Note	T-Bond	Fed Ag
Negotiable Debt Obligation		Yes	Yes	Yes	Yes
Backed by Gov Full Faith/Credit		Yes	Yes	Yes	No
Maturity		< 1 yr	1-7 yrs	7+ yrs	1-5 yrs
Coupon-Bearing		No	Yes	Yes	Yes
Interest is paid		at Maturity	Semi-Ann	Semi-Ann	Semi-Ann
State & Local Tax Exemption		Yes	Yes	Yes	Only FHLB (*)
(*) Note: Since GSP is a political subdivision of SC, we are tax-exempt from all taxes, including state and local.					

7/31/2019

Procurement / Capital Acquisitions

Project/Item Description	Date	Monthly \$ Amount
Capital Improvements:		
WK Dickson / Cargo Apron	7/22/2019	40,907
WK Dickson / Cargo Apron	7/22/2019	31,015
LS3P Associates / Parking Garage	7/22/2019	432,251
The Haskell Co / Air Cargo Facility	7/11/2019	799,996
WK Dickson / ARFF Station design	7/22/2019	28,005
Equipment and Small Capital Outlays:		
Heavy Duty Mower	7/22/2019	29,471
FOD Removal System	7/22/2019	15,355
George Coleman Ford / Van for IT	7/30/2019	21,388
Semler Industries / Potable Water	7/22/2019	75,181
Renewals and Replacements:		
D&D Motors / Ford Connect Transit Van	9/12/2019	31,088
D&D Motors / Ford Connect Transit Van	9/12/2019	31,088
D&D Motors / Ford Connect Transit Van	9/12/2019	31,088
C&C Boiler Sales / Replace Burners on Boilers	7/30/2019	41,206
Professional Service Projects:		



MEMORANDUM

TO: Members of the Airport Commission

FROM: Kevin Howell, Senior Vice President/COO

DATE: September 9, 2019

ITEM DESCRIPTION – Information Section Item C

August 2019 – Development/Project Status Report

SUMMARY

Parking Garage C & CONRAC Facility:

Status – Design Phase

Project Budget – \$40,000,000

Estimated Completion Date – 2022

This project includes the design and construction of a new combined public parking and rental car ready/return garage. The design team is led by LS3P. The design team is currently working on wrapping up the design phase and a final construction cost estimate will be prepared after preliminary permit review is completed by Spartanburg County. The advance package for the roadways and utilities enabling work is being bid by the design-assist contractor with the surface parking expansion program. An agreement has been finalized with Metromont Corporation for precast design/build services. Metromont's contract will ultimately be assigned to the general contractor selected for the garage. Construction of the parking garage is expected to start late summer 2020 and be completed in 2022.

New Cargo Apron:

Status – Construction Phase

Project Budget – \$19,496,850

Estimated Completion Date – September 2019

This project includes the design and construction of a new dedicated cargo apron with a taxiway connector south of the existing FedEx facility. The engineer of record for the cargo apron project is WK Dickson (WKD). The general contractor is McCarthy Improvement Company. The contractor continues to work on the underground storm drainage system. All concrete paving is complete, and the contractor is also working on the high mast apron lighting. While the contractor remains significantly behind schedule, the apron is scheduled to be ready for operations in early September.

Air Cargo Facility Phase 1:

Status – Construction Phase

Project Budget – \$14,000,000

Estimated Completion Date – September 2019

This project includes the new 110,000 SF air cargo facility. Fifty percent (50%) of the new building will be leased by Senator International and the balance of the building will be used by Cerulean Aviation. The design/build contractor is Haskell. Haskell is currently working on the interior office build out. Operations are scheduled to transfer to the new facility in early September.

2102 GSP Drive Hangar Renovation Project:

Status – Design Phase

Project Budget – \$3,675,000

Estimated Completion Date – TBD

This project includes the renovation of the hangar located at 2102 GSP Drive, adjacent to the FBO Terminal. The hangar was in a serious state of disrepair after being transitioned from Stevens Aviation to GSP/Cerulean Aviation. The interior hangar ceiling was repainted, and the fire alarm system and roof were replaced. Additional renovation items include demo and renovation of the tenant office suites, restroom upgrades, upgrade/replacement of the electrical system and HVAC equipment, new tool room/shop space for corporate flight departments, circulation space, stairs and egress accommodations, exterior paint, doors and hardware replacement, and integration to the GSP campus access control and CCTV systems. Project design is led by DP3, architecture teaming member under the WKD on-call agreement. Stakeholder meetings were held with the current hangar tenants and final design is underway. Contractors will be pre-qualified prior to bidding.



Surface Parking Lot Expansion Program:

Status – Design Phase

Project Budget – \$16,700,000

Estimated Completion Date – Summer 2020

The Parking Garage C and CONRAC Facility Project will impact the existing Daily Surface Parking Lot and the Employee Parking Lot. Due to continued passenger growth, public parking capacity is already strained on a near daily basis. Based upon the planning and programming presented in January 2019, the Surface Parking Expansion Program was approved with a budget of \$16,700,000.

This program includes a new 1,500 stall parking lot for public economy parking with associated access road and a roundabout on Aviation Parkway. The program also includes a new approximately 600 stall Employee Parking Lot and TNC Staging Area on GSP Drive.

Project planning was completed by McFarland Johnson. Kimley-Horn is leading the design and engineering work. Rodgers Builders, Inc. is under contract as the Design-Assist contractor for the project. Rodgers is currently bidding the work and a bid summary update will be available on September 9.

Aircraft Rescue and Firefighting (ARFF) Station:

Status – Bidding Phase

Project Budget – \$11,750,000

Estimated Completion Date – TBD

This project includes construction of a new ARFF station to be located adjacent to the PSA Hangar at 2100 GSP Drive. Design and engineering were delivered under the WK Dickson on-call contract. Architectural design was led by Leo-Daly, supported by DP3 and other sub consultants. Four bids were received in June. Award is pending a final grant agreement with the FAA.

FBO Expansion:

Status – Planning and Programming Phase

Project Budget – \$50,000

Estimated Completion Date – TBD



This project includes planning and programming for the expansion and renovation of the FBO facility. Planning is led by McFarland Johnson. After the planning phase is complete, a design contract will be executed with a current on-call consulting/design firm.

Facilities Department Building Expansion:

Status – Planning and Programming Phase

Project Budget – \$50,000

Estimated Completion Date – TBD

This project includes planning and programming for the expansion and renovation of the Facilities Department, including administrative, shop and storage buildings. Planning is led by McFarland Johnson. After the planning phase is complete, a design contract will be executed with a current on-call consulting/design firm.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Tom Tyra, Director of Communications & Air Service Development

DATE: September 9, 2019

ITEM DESCRIPTION – Information Section Item D

August 2019 – Communications Status Report

SUMMARY

News Stories ~ Broadcast, Print and Online 8/01/19-8/31/19:

June Passenger Traffic Statistics

WSPA: [Passenger traffic continues upward climb at GSP Airport](#)
SC BizNews: [GSP aircraft operations increase by 19%](#)
GSA Business: [GSP aircraft operations increase by 19%](#)
106.3 WORD: [The Sky's the Limit](#)
Greer Today: [GSP Airport service, passenger activity continues to soar](#)
WYFF: [June Passenger Activity](#)

Delta Flight Makes Emergency Landing

WSPA: [Delta Flight Makes Emergency Landing](#)

Frontier Airlines – Americas Greenest Flight

USA Today: [Frontier Airlines will let you fly for free if you have this last name](#)

TSA Tips for Traveling with Firearms

WSPA: [TSA officials give tips for gun owners traveling with firearms](#)
WYFF: [TSA demonstrates the right way to travel with firearms](#)

SC Troops deploy from GSP, heading to Middle East

WHNS: [SC Troops deploy from GSP, heading to Middle East](#)



Upstate soldier who passed away overseas comes home

WHNS: [Upstate soldier who passed away overseas comes home](#)

Social Media 8/01/19-8/31/19:

GSPAairport.com

- Sessions: 81,279
- New Users: 56,118
- Page/Session: 1.77
- Average Session Duration: 00:01:39
- Page views: 144,036

Facebook

- Total followers: 12,132
- New followers: 422
- Post reach: 16,473
- Total reach: 931,628 (total reach is calculated by the number of tags, check-ins)

Twitter

- Impressions: 44.8k
- Visits: 1,124
- New followers: 15
- Top Tweet: Aircraft operations were up 19% in June at GSP! The airport is celebrating 21 consecutive months of increased passenger activity. bit.ly/2yIFex8
- Top Mention: Frontier Airlines - We are celebrating our green efforts with the start of Green Week! To kick off, we have a special flight from [@DENAirport](#) to [@GSPAairport](#), 7 days of giveaways and if your last name is Green you have the chance to fly for free on 8/13! bit.ly/30StWIB pic.twitter.com/coiZFwDWHX

My GSP newsletter

The My GSP newsletter continues to have an above average open rate. The August newsletter was distributed to more than 10,000 subscribers.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: September 9, 2019

ITEM DESCRIPTION – Information Section Item E

August 2019 – Commercial Business and Marketing Report

SUMMARY

Bon Secours Wellness Arena Rebranding:

Status – New terms have been completed for another five-year agreement. BSWA informed us of an upcoming remodel project and requested that we hold off on updating our advertising on the concourse until after it is completed.

Project Budget – \$15,000

Estimated Completion Date – TBD

The Airport District has an advertising/marketing agreement with the Bon Secours Wellness Arena. As a part of that agreement, we have the branding rights to the ticket office. The current branding is now over four years old and in need of a refresh.

GSP360 – Land Development Program Video:

Status – Currently searching for a new company to complete this project. Met with two different companies and currently reviewing proposals.

Project Budget – \$5,000

Estimated Completion Date – TBD

The Airport District is developing a video to highlight the GSP360 land development program. The video will be used for business development purposes with prospective tenants.

Southwest Baltimore (BWI) Advertising/Marketing Campaign:

Status – The draft marketing and media plan has been sent to Southwest for review and approval.

Project Budget – \$200,000

Estimated Completion Date – December 31, 2019

Southwest announced new service to BWI in May 2019. The daily flight begins on November 3, 2019 and is being operated on Boeing 737-700 aircraft with 143 seats. The Airport District is putting together a marketing plan to support this new service to help ensure that it is successful from the first flight.

Art Program – Baggage Claim Mural:

Status – The contract has been signed and fabrication is underway. Installation is scheduled for the week of October 14, 2019.

Project Budget – \$82,500

Estimated Completion Date – October 31, 2019

The Airport District is working with the artist on the completion of the remaining section of the mural. It is located in baggage claim above the three baggage carousels and is entitled "Weaving the World."

Passenger Intercept Survey Program:

Status – The Airport District has signed up for ACI's ASQ Surveys and is set to begin on October 1, 2019.

Project Budget – \$20,000

Completion Date – September 30, 2019

The Airport District is in the process of relaunching passenger intercept surveys at the terminal building. This will provide staff with quarterly third-party feedback and assist the Airport District with identifying areas of improvement to the passenger experience to ensure that we're the airport of choice for Upstate travelers.

Children's Play Area Alcove Project:

Status – The Airport District has partnered with Plus-Plus USA out of Greenville for the development of a children's play area in the alcove in the Grand Hall. Drafting of a five-

year agreement has been completed and is under internal review prior to being sent to Plus-Plus USA.

Project Budget – All costs should be covered by Plus-Plus USA.

Estimated Completion Date – December 31, 2019

Through the terminal building renovation project, two alcoves were developed in the Grand Hall. Based on past direction from the Airport Commission, one will be for a children's play area and another will be for an airport history alcove. The children's play area alcove will be located on the Concourse A side of the Grand Hall.

History Alcove Project – Phase #1:

Status – A final schematic design concept with a cost estimate in being completed by Jack Porter.

Project Budget – Schematic design phase is \$18,000

Completion Date – August 31, 2019

Through the terminal building renovation project, two alcoves were developed in the Grand Hall. Based on past direction from the Airport Commission, one will be for a children's play area and another will be for an airport history alcove. The history alcove will be located on the Concourse B side of the Grand Hall.

Federal Aviation Administration (FAA) – AT&T Network Fiber Extension Project:

Status – A utility access permit was sent to AT&T for review and signature to facilitate the project. Still awaiting revised construction drawing from AT&T based on Airport District comments.

Project Budget – All costs are being covered by AT&T.

Estimated Completion Date – To be determined

FAA needs additional bandwidth at the Air Traffic Control Tower (ATCT). This project will extend AT&T's fiber network from the National Weather Service along GSP Drive, and then adjacent to the current employee parking lot up to the FAA ATCT leasehold.

FedEx – AT&T Network Fiber Extension Project:

Status – Awaiting revised construction drawings for review from AT&T based on Airport District comments

Project Budget – All costs are being covered by AT&T.

Estimated Completion Date – To be determined

FedEx was requesting to install a backup cellular system for their local data network to provide redundancy if their wired data connection is interrupted. This project was cancelled and has been replaced by a fiber installation project that will extend fiber from SR 101 down Gateway Drive to the FedEx leasehold.

T-Mobile Signal Strength & Data Transfer Speed Enhancement Project:

Status – T-Mobile was onsite and took signal strength and data transfer speed measurements throughout the terminal building and both parking garages. Awaiting report for review.

Project Budget – All costs are being covered by T-Mobile.

Estimated Completion Date – To be determined

T-Mobile has received customer service complaints regarding their signal strength for their wireless customers while at the airport. They are presently evaluating the current signal strength. Subsequently they will evaluate options to determine the best corrective action to boost that signal strength and data transfer speeds around the airport campus.

National Business Aviation Association (NBAA) Conference:

Status – Staff has selected our booth location through the annual lottery and is now preparing to exhibit at the conference.

Business Development Budget – \$25,000

Completion Date – October 25, 2019

NBAA is a business development and exhibiting opportunity for the Airport District to showcase our GSP360 land development program as well as Cerulean Aviation. This year's conference is in Las Vegas, NV and runs from October 22-24, 2019.

Vino Volo – Market Bar:

Status – The construction documents have been completed and a contractor has been selected. Construction is scheduled to begin in September 2019.

Project Budget – All costs are being covered by Vino Volo.

Estimated Completion Date – December 2019

Vino Volo selected the airport as it's first location for a new market bar concept. The concept includes its traditional Vino Volo bar as well as the addition of a market with local

items for sale. There will also be a selection of grab and go food and beverage items available in the market too.

R.J. Rockers Brewery - GSP Branded Beer – Concessions Revenue Enhancement Project:

Status – An announcement of the new beer is scheduled for September 5, 2019 at R.J. Rockers Brewery.

Project Budget – All beer and marketing development costs are being covered by R.J. Rockers Brewery. The Airport District will cover terminal building advertising and announcement of the new beer through our public relations channels.

Completion Date – September 5, 2019

Google Street & Terminal Mapping Project:

Status – Google has already been onsite to map the interior public spaces of the terminal building as well as the local streets surrounding the airport. Staff is awaiting Google to upload all the images to their server and make them available for public use. Some images were uploaded that include the terminal building's airside garden and several roadways around the airport campus in early March 2019.

Project Budget – All costs are being covered by Google.

Estimated Completion Date – To be determined

Google has an interior mapping program for public facilities as well as a street view mapping program. To assist users of the airport by providing a 360-degree view of public areas of the airport, Google has selected GSP for inclusion into both programs. Once complete, you will be able to see views of the inside of the terminal building and the streets leading up to it when you utilize Google Maps.

Tract B – Panattoni Development Company Project:

Status – This project is currently under construction and approximately 95% complete.

Project Budget – All costs are being covered by Panattoni Development Company.

Estimated Completion Date – September 15, 2019

Presently, Panattoni Development Company is constructing a ±567,630 square foot office and warehouse facility on Tract B. The leasehold site consists of ±40.32 acres. This facility will initially be subleased to BMW for the first 10 years of the initial 30-year lease term.

Victor Avenue Extension – Roadway Abandonment Project:

Status –The Airport District has completed a traffic study and it is presently under review by the City of Greer.

Project Budget – \$15,000 for a required roadway boundary survey and traffic study

Estimated Completion Date – To be determined

The Airport District is requesting that the City of Greer abandon a section of Victor Avenue Extension between McElrath Road and J. Verne Smith Parkway. This will facilitate a future economic development project on Tract B that will create new jobs in the community as well as provide an additional user of the South Carolina Inland Port.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Ashley Bruton, Director of Human Resources

DATE: September 9, 2019

ITEM DESCRIPTION – Information Section Item F

August 2019 – OSHA Reportable Injury Report

SUMMARY

Monthly Activity as of August 31, 2019

- 0 OSHA Reportable Injury

2019 Calendar Year-to-Date

- 8 OSHA Reportable Injuries

2 Year Historical Annual OSHA Report Submissions:

Calendar Year	Annual Average # Employees	Total Hours Worked by all Employees	# OSHA Reportable Work-Related Injuries	# OSHA Reportable Work-Related Illnesses	# Days away from Work
2018	195	379,203	12	0	112
2017	188	241,716	4	0	12

NON-TRADITIONAL, NON-AERONAUTICAL REVENUE GROWTH

Airport Magazine is pleased to present success stories from two airports in Montana and Wisconsin that have used creativity to bolster non-aeronautical revenue. We welcome ideas from other airports that have turned challenges into productive results. Using the resources at hand often can produce welcome outcomes.





HELENA REGIONAL AIRPORT

COMMERCIAL BUSINESSES BOOST NON-AERONAUTICAL REVENUE

BY JEFF WADEKAMPER

Small community airports are facing more challenges than ever to provide a viable business model in which airlines and general aviation can continue to operate. As the regionalization of air service continues to develop, airports also are experiencing increased demand from consumers, not only to maintain existing air service, but also to expand options and at reduced costs.

So what does a small community airport do to counter all of the forces present in today's industry? Helena Regional Airport, located in central Montana, serves the state's capital city and surrounding region. The greater Helena area has a population of approximately 68,000, but also lies within close driving distance to several other

communities located within a two-hour drive. Many of those other nearby communities also have commercial airports and very robust levels of air service, so much competition exists for airline resources. Additionally, Montana as a whole is a state that has a population of just over 1 million people. This all presents challenges for a small community airport such as Helena Regional.

Helena Regional Airport is operated as a regional airport authority established under Montana Code. In 1993, the city of Helena and Lewis and Clark County created the airport authority with the goal of making the airport operation an efficient and financially self-sufficient entity. Today, the airport operates without

any funding assistance from the city or county. No local mil levies or general fund taxes are used to fund its operation. The airport functions like a business and generates revenue from user fees and various revenue generating activities.

Diverse Development Types

Over the past few decades, the airport has diversified its revenues by thinking outside the box and making use of airport-owned properties not otherwise useable for aviation purposes. At present, 42 percent of the airport's revenues are derived from sources not directly connected to the airfield. Interestingly enough, the traditional "non-aeronautical" sources of revenue, such as parking and concessions, are not included in the airport's 42 percent of what it considers truly non-aeronautical. The airport is fortunate to be located adjacent to one of Helena's newest commercial hot spots near a newly expanded interstate off-ramp. Commercial businesses located *on airport property* include Costco Wholesale and a Lee Enterprises newspaper print facility. A cluster of commercial office buildings is also present, including many governmental agencies and private businesses. These include FAA's District Office, U.S. Forest Service Supervisor's Office, Immigration Customs Enforcement, Montana Association of Counties, Federal Motor Carriers, and Montana Radio Companies headquarters. Other activities on the airport campus are geared toward sporting activities, such as 12 soccer fields and a large indoor tennis facility. Helena Airport's campus also includes a world-class emergency services training center. This facility originally was constructed in 1996 to provide aircraft rescue firefighter training to airports in the region,

but the facility has expanded to include numerous other features as well. These include training for hazmat, structural fires, and a 1.2-mile-long paved driving track used for driver training and motorsports activities.

Boeing and Pioneer Aerostructures are two world-class aerospace manufacturing facilities located on the airport's campus. While each is building aircraft components, neither is directly connected to the airfield infrastructure. In turn, they are both considered part of the airport's efforts to generate revenue from non-aeronautical sources.

Other inventive revenue-generating ideas include selling dirt

to a local sand and gravel company from areas of the airport where dirt needed to be removed. The company purchased the dirt and used it as fill on a nearby project. Another example of this was done in the airport's general aviation expansion area. Over 100,000 yards of dirt were removed to bring the area down to a grade that matched the existing taxi lanes, which were extended to provide more hangar development lots. In both circumstances, the airport not only benefitted by obtaining expensive dirt work completed at no cost, but also realized a boost in revenue from the sale of dirt. Since the dirt removed from the airport

site was close to the sand and gravel company's existing projects, the company saved considerable expense as well. Overall, this was a win for both entities.

Challenges

Diversifying the airport's revenue portfolio was easier said than done, and much time and effort went into achieving this success. The non-aeronautical designated properties had to pass through the FAA approval process and also had to be re-zoned through the city commission. Then came the cost of developing the properties, including engineering,



“Diversification of the airport’s revenue has paid off over time, and ensured the airport’s ability to maintain an excellent airside infrastructure along with a healthy aviation and commercial air service environment.”

subdivision approval and necessary infrastructure. The airport provided the basic needs, such as roads, water, sewer and utilities, but left the specifics of each tract to the developer. Marketing these sites was another challenge, as many entities are unfamiliar with leasing airport land or locating a business near an active airport.

Educating the community and elected officials about why an airport would choose to focus on non-aeronautical development was equally important to ensure community acceptance and understanding of the benefits to a financially healthy airport. Each of these challenges was overcome and, as interest in properties increased, developers experienced a business friendly and efficient method of doing business with the airport. It became more apparent the airport was a favorable location in which to base a commercial business activity.

Results

Diversification of the airport’s revenue has paid off over time, and ensured the airport’s ability to maintain an excellent airside infrastructure along with a healthy aviation and commercial air service environment.

In the last 10 years, the airport has been able to reduce the cost per enplanement paid by the airlines by 37 percent and ensure that it is within a level competitive with other airports in the system, while also meeting the airlines’ return on investment to the Helena community. In the last six years, passenger traffic has increased 23 percent and airline revenues have increased 25 percent.

In an environment where many small, non-hub, non-tourist destination airports have lost air service, Helena has been able to see an increase. The airlines serving Helena boosted the number of available seats by 12 percent in 2018 alone, and have started transitioning to larger aircraft during peak demand periods.

Having the financial resources to ensure maintenance of the airport’s airside infrastructure has been key to the airport’s abilities to maintain critical infrastructure, and non-aeronautical revenue sources have made that possible. The generation of non-aeronautical revenue also ensures the airport is able to maintain critical airside infrastructure used by a variety of aviation activities. Many times, the largest challenge a small airport faces is the ability to provide matching funds for federally funded projects.

Helena Regional Airport continues to build upon its success in diversifying revenues and has many more acres of land available for non-aeronautical properties.

Jeff Wadekamper is director of the Helena Regional Airport Authority. He may be reached at jwadekamper@helenaairport.com.

CENTRAL WISCONSIN AIRPORT

NON-TRADITIONAL, NON-AERONAUTICAL REVENUE GROWTH

BY BRIAN GREFE, C.M.

While pilots descending into the Central Wisconsin Airport in Mosinee are preparing TO land, dedicated farmers down below are preparing THE land.

Central Wisconsin Airport (CWA) has a long history of leasing agricultural land to area farmers. For years, about 300 acres of land outside the airport's perimeter fence have been used to grow traditional Wisconsin crops such as corn, soybeans, rye and alfalfa. These leases have made tillable land available to local farmers, while generating a modest income for our regional airport:

In 2018, CWA agricultural leases generated approximately \$69 per acre (over \$20,000) in non-aeronautical revenue.

The last of CWA's long-term agricultural leases expired in 2018. This created an opportunity to form some new community partnerships and to explore additional uses for the airport's agricultural land.

For several years, farmers of a different sort — ginseng farmers — had expressed interest in leasing agricultural land at CWA. Ginseng root has been used since ancient times in Eastern cultures as an herbal medicine. Nowadays, it is sold worldwide as a supplement with strength-giving and regenerative properties and is also sold as an ingredient in health

and beauty products, food and beverages, and more.

It just so happens that the Central Wisconsin Airport is located in

2018 to develop an agricultural request for proposals (RFP) and, after reviewing the proposals, recommend contracts to the Central Wisconsin Airport Board for award. The committee ultimately recommended making approximately half of the airport's available 307 acres open to growing ginseng and to make all leases, whether for growing ginseng or not, at eight years — recommended because it takes three to four years to grow mature ginseng.

Growing ginseng is a resource-intensive undertaking as it can only be grown once on a parcel of land.



Marathon County — the capital of the ginseng industry in the U.S. More than 185 ginseng producers are in the county, and 95 percent of the ginseng root exported from the U.S. comes from Central Wisconsin. The soil and climate of this region help grow ginseng roots with a high concentration of ginsenosides (the active compound in ginseng), making central Wisconsin ginseng highly sought-after worldwide.

Seizing upon this opportunity, airport officials formed a selection committee in the summer of

The selection committee did not want to favor the large corporate ginseng farms over the smaller family farms that have a history of successfully growing ginseng. Large farms have the resources to manage a 40-plus acre field and be done with the land in four years. But smaller family farms may need to divide a field into smaller sections and plant only about 10 acres per year. Eight years seemed to be the right length to “level the playing field.”

On Oct. 19, 2018, at the Central Wisconsin Joint Airport Board meeting, bids were awarded to the successful proposers. Lease rates for the 135 acres of conventional crops increased modestly to an average of \$79.24 per acre per year. But the success story of the day was in regard to the land leased to ginseng farmers. The 172 agricultural acres leased to ginseng farmers averaged over \$385 per acre per year for eight years.

This boost in non-aeronautical revenue will help offset rising expenses, allowing Central


Wisconsin Airport to keep its costs down for aeronautical users and the traveling public.

In total, the airport sits on 1,800 acres of land. Ginseng farming is only one example of what CWA is doing to maximize non-traditional revenue. Other creative opportunities airport officials now are undertaking include:

- **Managed forestry** — to promote the overall health of the forest ecosystem and to generate additional revenue from timber sales

- **Haying** (*inside the perimeter fence*) — to manage wildlife, reduce expenses, and generate revenue

- **Archery deer hunting** (*outside the perimeter fence*) — to manage wildlife and create goodwill as a welcoming community partner

Cultivating industries, crops and relationships — What a classically Midwestern way to grow revenue, even at an airport. 

Brian Grefe, C.M., is director of Central Wisconsin Airport. He may be reached at bgrefe@fly-cwa.org.

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NON-AERONAUTICAL REAL ESTATE DEVELOPMENT:

Practical Considerations and Pitfalls

BY NICHOLAS CLABBERS

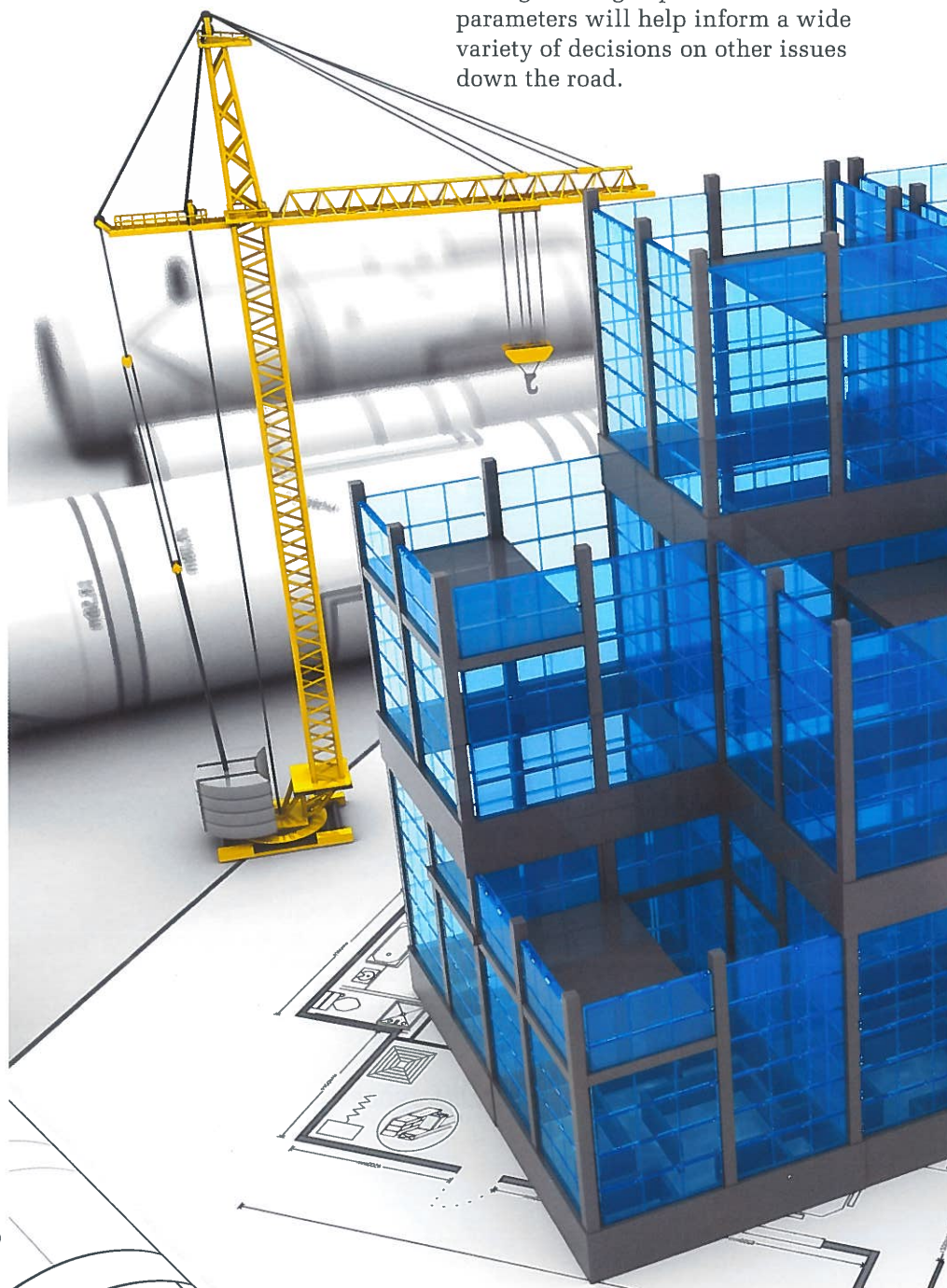
As airport sponsors look to expand their revenue portfolios, many airport managers recognize the unrealized value of non-aeronautical real estate at their airports. Done correctly, non-aeronautical development projects can be major revenue producers and help support a sponsor's aeronautical goals.

To a point, these projects often resemble traditional real estate development deals and may seem relatively straightforward, but their presence on a federally obligated airport means that a sponsor must examine closely some unique factors that may not be immediately apparent. Failing to fully address common stumbling blocks will inevitably lead to delays, additional costs, or even failure of the project.

Big Picture Assessment: Is This Doable?

Before pursuing non-aeronautical real estate development, a sponsor first should determine if its organizational structure and capacity is compatible with that pursuit and, if so, at what scale. A sponsor's primary obligation and expertise, of course, is to operate the airport, and non-aeronautical development should not be pursued if it will impede or interfere with that priority.

This involves an assessment of the sponsor's own financial and personnel strengths and weaknesses, supply and demand for various types of development in the area, and the sponsor's ability to provide the resources it has available or can reasonably procure. Because of the variety in sponsor organizational structures, there is no one definitive way to conduct this type of self-assessment, but having a firm grasp on the feasible parameters will help inform a wide variety of decisions on other issues down the road.



A Suitable Site: Basic Physical Considerations

Beyond the organization issues, perhaps one of the most critical threshold questions is to determine whether the airport has (or can create) a site physically suitable for non-aeronautical real estate development. The site should be available (e.g., vacant and/or easily developable) and is more marketable if it has access to highways, railroad lines, utilities, or other infrastructure in the area.

Access to the airfield generally will require that the property be

designated “aeronautical” and thus ineligible for non-aeronautical development absent at least FAA approval. The property also should be assessed for environmental contamination prior to any development or as part of a proposal package. A suitability determination also requires the sponsor to consider zoning and land-use regulations, including any airport-specific height restrictions, environmental protections, and noise contours that would apply even if zoning does not normally apply to aeronautical development. Certain sites could be suitable for

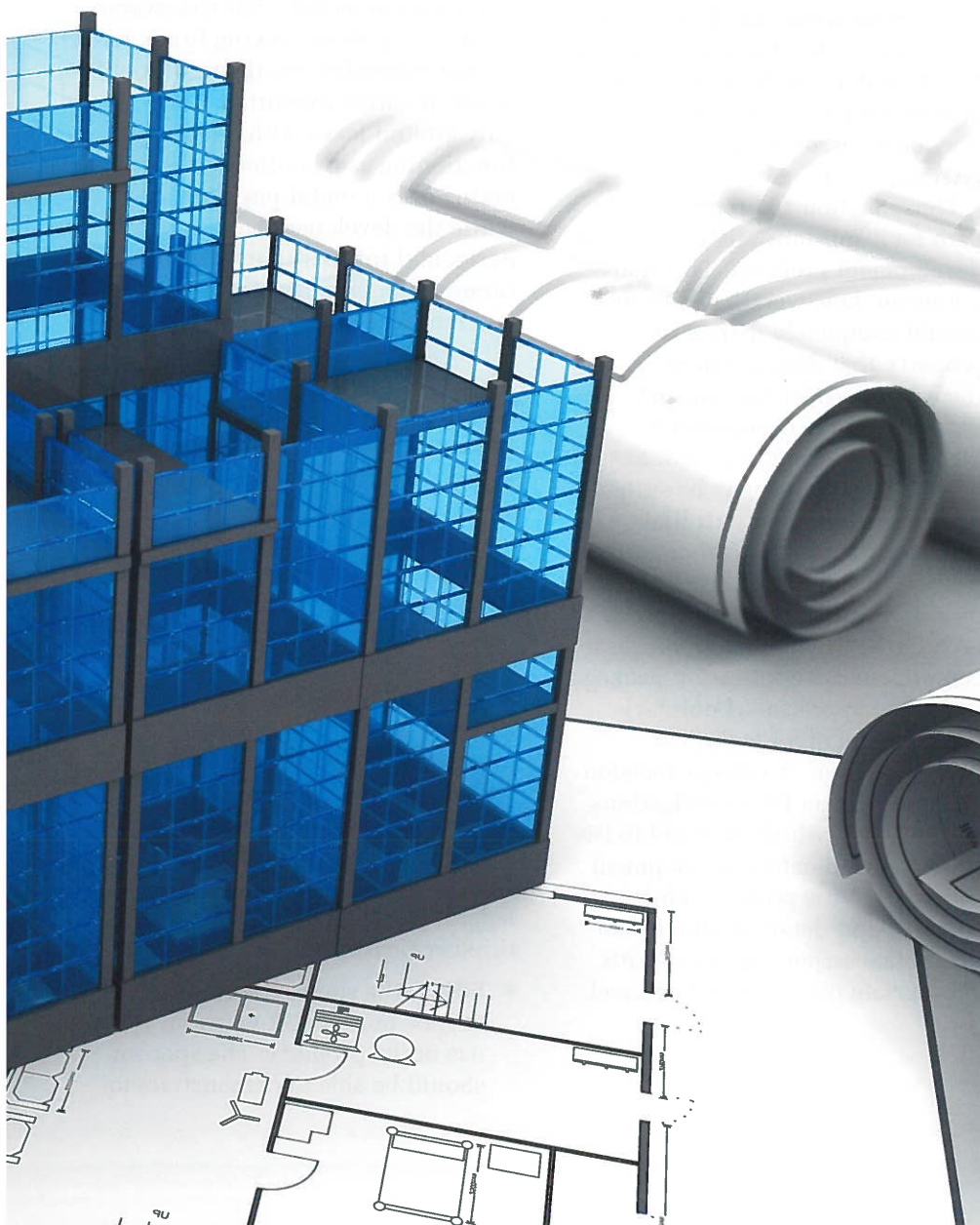
certain types of development but not for others; as just a few examples, warehouses, office buildings, agricultural uses, and solar energy facilities all have different site considerations and requirements.

Section 163: New Legislation Makes More Property Immediately Available

The sponsor also must consider whether the property is legally available for non-aeronautical development under federal law and FAA policy. Understanding the legal status of a property early in the process is vitally important to an efficient development project.

In brief, a federally obligated airport sponsor may undertake non-aeronautical development only on designated airport property that has been approved for such use by FAA. For many airports, whether land is available for non-aeronautical development has been a point of dispute among FAA Airports District Offices, airport sponsors, and private developers. Sponsors generally maintain that any land designated for non-aeronautical use on an FAA-approved Airport Layout Plan (ALP) is immediately available, while some, but not all, FAA offices have required additional approvals and environmental review under the National Environmental Policy Act (NEPA) before permitting non-aeronautical development. The uncertainty and delays associated with this process often frustrated private parties and led to project failure.

The recent enactment of Section 163 of the FAA Reauthorization Act of 2018, codified in part at 49 U.S.C. § 47107(a)(16), brought some welcome clarity and relief for airport sponsors. Section 163 explicitly prohibits FAA from



exercising authority to “directly or indirectly regulate” non-aeronautical property transactions at an airport, except (1) to ensure the safe and efficient operation of aircraft or the safety of people and property on the ground, (2) to ensure the receipt of fair market value for the use or disposal of property, or (3) where the property was itself purchased with AIP grants or is subject to the Surplus Property Act. In addition, Section 163 restricts FAA to reviewing and approving only those ALP amendments that “materially impact” safety and efficiency for aircraft operations, or “adversely affect the value of prior Federal investments to a significant extent.”

This provision is still in its infancy; formal interpretive

guidance from FAA is months, if not years, away. Practically, Section 163 stands for the proposition that if a parcel (1) is already designated as non-aeronautical on an approved ALP, (2) was not purchased with federal funds or donated from the federal government, and (3) will be developed in a manner that will not impact the safe and efficient operation of the airport, the sponsor immediately may begin leasing and development with no formal approval from FAA. In limited experience to date, FAA has requested the opportunity to review these transactions, but, more importantly, has found that there is no federal action triggering NEPA, which vastly reduces the bureaucracy and uncertainty previously associated with FAA approvals.

Thus, Section 163 represents a path for a substantially accelerated development program. This does not mean, however, that sponsors should completely disregard property that does not meet the criteria under Section 163. Property that is designated for aeronautical use or was purchased with federal funds may be suitable for development but will likely first require an approval or release process through FAA. The release process is outlined in Chapter 22 of FAA Order 5190.6B and requires a comprehensive application package, including appraisals, boundary surveys, and other technical documentation. A release decision also will trigger FAA’s obligations under NEPA, which will add to the time required before development can begin. This process, while complex and detailed, should not intimidate airport sponsors with appropriate planning and counsel.

Business Terms: Procurement and Contracting Considerations

Once an appropriate development parcel has been identified, there are several approaches to securing a stream of revenue. In large part, the bidding, proposal, and/or negotiation process will be dictated by local law and procedures. Working within those constraints, the sponsor must consider the type and amount of risk it will assume and should recognize the potentially greater payoffs associated with somewhat riskier development models. For risk-averse sponsors, or those lacking funds for capital expenditures, the traditional model involves executing a dirt-only ground lease with a developer, functioning as a landlord taking only a rental payment, while the developer constructs horizontal infrastructure, vertical improvements, generates revenue, and retains all the profits.

However, arrangements in which the sponsor functions as a business partner (i.e., public-private partnerships) are becoming increasingly common, as sponsors assist with the construction of infrastructure or improvements or provide early rent abatements and subsequently share in the revenue generated on the property. Any number of permutations are possible, and the sponsor may consider an open-ended procurement process to solicit a wide variety of potential options from interested developers.

Regardless of the structure of any final business deal, a sponsor’s federal grant obligations impose three critical restrictions.

- **FIRST**, the sponsor must receive at least fair market value for the use of the property. The sponsor should be able to demonstrate to

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FAA that the *total* compensation it will receive — from whatever source — will meet or exceed the fair market value as supported by an independent appraisal. Depending on the complexity of the transaction, the sponsor and/or the developer may need to prepare detailed revenue projections or other financial analysis to satisfy this requirement.

- **SECOND**, absent an FAA release (discussed above), the length of any lease must be short enough to allow the sponsor to retain control of the property. FAA interprets “long-term leases”

(usually those that exceed 25 years) to be essentially the same as sales and, accordingly, often requires a formal release instead of mere approval. However, carefully structuring the transaction as a series of shorter option terms with inspection or additional capital improvement conditions at each milestone often can mitigate the effect of this constraint.

- **THIRD**, and finally, the revenue generated by non-aeronautical property is subject to federal law restricting the use of airport revenue.

Conclusion: No One Size Fits All

Although these thematic considerations are consistent across most types of non-aeronautical real estate development, no two airports are identical. There is no template formula for effective completion of these types of projects but understanding and working within the applicable parameters is vital to their success. 

Nicholas Clabbers is an attorney with Kaplan Kirsch & Rockwell LLP. He may be reached at nclabbers@kaplankirsch.com.

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How to enhance non-aeronautical revenue

Non-aeronautical revenues are essential to the financial health of airports. As such, in *International Airport Review's* first-ever column, we spoke to some leading industry experts who told us how they ensure they reap the benefits of airport incomes.



PATRICK LUCAS & DIMITRI COLL

Head of Airport Business Analytics, ACI, and Director of ACI's ASQ programme



The rise in the number of global travellers alongside the increased use of mobile and digital technology, more competition and new e-commerce options has illustrated the crucial importance for non-aeronautical revenue for airports.

With technology at their fingertips, today's passengers are seeking a seamless, secure and efficient journey that is highly personalised.

Retail facilities and food and beverage outlets represent, on average, more than one third of commercial revenue. However, disruptive technologies such as online retail and e-commerce platforms, and increased competition off-airport, has limited the growth prospects regarding airports' non-aeronautical revenues.

Based on ACI's Airport Economics Survey, non-aeronautical revenue share, which was estimated at 43.1 per cent in 2005, was recorded at 39.9 per cent in 2017.

The modern airport operator is a complex business, recognising the value of harnessing data to grasp the tastes and preferences of passengers to deliver a return on customer experience.

ACI's ASQ programme provides a key source for this data as it is the globally established benchmarking programme measuring passenger satisfaction whilst travelling through an airport and provides a detailed view of the passenger experience.

It is crucial that airport operators use this data to attract the right blend of retailers and concessions by not only crafting a concession agreement to maximise net revenues from commercial activities but working closely with these concessions to achieve the ultimate goal of maximising overall customer experience.

“The best way of increasing non-aeronautical revenues is to increase the customer satisfaction”

Indeed, an increase of one per cent in the global passenger satisfaction mean, as defined by the ASQ Survey, generates on average a 1.5 per cent growth in non-aeronautical revenue.



TOMASZ LENART
Passenger Services Manager,
Wrocław Airport

I strongly believe the best way to improve non-aeronautical revenue is to focus on passenger experience.

To achieve this at Wrocław Airport we focus on data collection, measurement and analysis in our own self-learning airport IT system, meaning we know who our passenger is and can predict their behaviour. We want to be one step ahead of both expectations and any problems that may occur during daily airport operations. We found that by sharing this information with all parties involved in airport processes, it became a revolutionary factor in daily passenger service – we adapted our systems to be available on their mobile devices. As a result, we beat the queues in areas that cause negative emotions (check-in, security control, immigration and baggage claim).

“Passengers saved time and began to be more satisfied, which led to more time and money spent in the commercial areas of Wrocław Airport”

Alongside this is real-time information. We publish all flight details not only on screens in the terminal but on a chatbot application via Facebook Messenger. Once passengers have real-time information they feel safe and can plan their time more efficiently in available commercial areas before departure or after arrival.

By giving our passengers time, we witnessed a 10 per cent increase in non-aeronautical revenue above 20 per cent of passenger traffic growth last year.



AUDE FERRAND
Chief Retail Officer,
Groupe ADP

Groupe ADP claims a positioning around the 'ultimate Parisian shopping and dining experience' which is based on a strategy to drive a sustainable growth for revenues from shops, bars and restaurants. Our ambition is to be the only place in Paris with excellence across four drivers: Interior design and space management; brand portfolio; quality of service; and price positioning.

“After the infrastructure projects are delivered we aim to achieve revenues per departing passenger of €25.50”

Therefore, we are focused on standardising the 58,000 square metres of commercial space before 2021, by terminal staging, refurbishment or creation of new retail and food and beverage spaces. Regarding the brand's portfolio we developed the right balance between French and international brands, with an emphasis on French art of living, fragrances and cosmetics, luxury fashion and wines, which are attractive for a lot of international tourists. In Paris Airport, food and beverage has been strongly developed with many French bakeries and a restaurant managed by a Michelin-starred chef.

To be able to maintain our sustainable strategy on a long-term period we have built a robust business model with four joint ventures: Core and fashion, advertising, convenience, and food and beverage.

Last but not least, to stimulate the demand of frequent flyers and international customers, we have passenger-centric schemes in place, such as our loyalty programme and tailored services for VIPs.



JOSEPH HUBER
Director Contract & Procurement
Administration, Cincinnati / Northern
Kentucky International Airport (CVG)

Disruptors are only disruptive when airports are reactive. What if airports sought innovations and helped develop them to improve the airport while improving the bottom line?

CVG engages start-ups, partners with local universities and incubators, and attends demonstrations. After finding a fit, next is determining the relationship. Innovations can generate revenue through improved customer experience and CVG looks to monetise the innovation directly, which generally falls into one of three categories (and one hybrid):

1. An innovation is available and CVG purchases it following standard processes
2. An innovation is available but not focused on airports – the innovator agrees not to market the airport innovation to CVG's competitors and CVG may receive the innovation at no charge or the best price
3. CVG may negotiate a revenue-sharing arrangement based on the intellectual property (IP) CVG contributes (the hybrid)
4. CVG identifies a need and engages industry to develop the innovation. CVG retains all IP rights and generates revenue when the developer or third-party licensee sells it.

A government entity may be restricted from directly investing or selling these innovations, and procurement regulations based on the cost and type of service must be considered.

Innovations do not have to be disruptive.

“Through engagement, airports can embrace innovation to improve the airport and generate much needed non-aeronautical revenue”



TANJA DIK
Director of Consumer
Products & Services,
Amsterdam Airport Schiphol

The world is changing faster than ever before, and travellers' expectations have shifted. Our aim is to guide, relieve and excite travellers and make their time valuable at each of the 360 customer-journey touchpoints.

“It all starts with understanding our customers' desires through the entire travel and shopping journey”

Current traveller needs, as well as the generation of travellers to come, drive the way we think, operate and innovate. It involves trends such as the growing importance of information transparency and accessibility, personalisation, 'experience over assets', sense of place, a mix of tailored propositions and offers, as well as sustainability as a 'hygiene factor'.

We see that travel retail has become much more than shopping at the airport, but rather part of people's everyday lives. That means global visibility is very important. Partner collaboration is key in order to innovate and offer the right value propositions. We strongly believe that integrated solutions and co-creation are the best way to realise the correct value propositions.

Our partnership with WeChat is one example. WeChat is a multifunctional app which offers features such as chat, social media and WeChat Pay, a mobile payment option. As WeChat Pay's first flagship smart airport in Europe we are able to provide Chinese travellers with seamless travel services and a tailor-made shopping experience.

Using the app they can, for example, browse the range of virtually all of Schiphol's retail outlets and place an order. The products will be readied by the retail outlets, and can be collected by the traveller before they depart. Passengers can also find specific information about their trip, such as flight information, and utilise 24/7 customer service. ✈



Infrastructure and sustainability: Two sides of the coin for the future of aviation

Alexandre de Juniac, Director General and CEO of IATA, discusses how improvement and investment in two integral areas of the aviation sector is essential if the industry is to remain successful in the future.

AVIATION is a powerful force in our world. The extent of our current role can be summed up in three numbers: 22,000, 64 million and 4.3 billion.

Firstly, 22,000 is the number of city-pairs the industry now services worldwide, connecting communities on every continent. Secondly, 64 million is the tonnage of freight which is transported around the world each year – equivalent to one third of the value of all global trade, and 4.3 billion is the number of passengers carried by airlines last year.

Aviation provides people with the ability to connect and build communities in ways that were not possible before. It underpins the success of businesses by giving them freedom to sell their goods in global markets. It is a driver of an even more inclusive globalisation that will make our world more prosperous.

By 2037, we estimate passenger numbers could be double what they are today. Serving that demand will mean overcoming a number of major challenges. Two of our biggest concerns are infrastructure and sustainability.

Demand can only be serviced by airlines if they have sufficient infrastructure capacity. Frankly, the world faces an aviation infrastructure crisis that threatens to severely curtail the benefits of the business of freedom.

Nowhere is that crisis more acute than in Europe. EUROCONTROL estimates 1.5 million flights won't be accommodated in 2040 on present trends, and air traffic control delays doubled in 2018. Addressing

to grow. But with growth, comes greater environmental responsibility. Indeed, unless we demonstrate a robust sustainability plan, we will not enjoy a license to grow.

That is why, 10 years ago, the aviation industry committed to tough collective targets for carbon emissions. We've exceeded our target to improve fuel efficiency by 1.5 per cent per year, and we're on target to achieve carbon-neutral growth from 2020, thanks to the introduction of the carbon offsetting and reduction scheme for international aviation (CORSIA).

However, the big prize is to cut net emissions to half of 2005 levels by 2050. We can't do this on our own; governments need to step up. We need governments to encourage the development of sustainable aviation fuels and improve the efficiency of air traffic management

Aviation faces huge challenges, but infrastructure and sustainability are the two sides of the coin which we must invest in for the future air connectivity of the world. Together we must work to convince governments to help us deliver that future and overcome the challenges of growth



ALEXANDRE DE JUNIAC

became the seventh person to lead IATA when he took on the role of Director General and CEO in September 2016. He has almost three decades of experience in both the private and public sectors, including senior positions in both airline and aerospace industries and the French government.



Munich's cargofest

The global air cargo industry converged on Munich in Germany for the latest instalment of Air Cargo Europe. **Keith Mwanalushi** rounds up some highlights

The air cargo community gathered at Air Cargo Europe (photo - Messe München)

Air Cargo Europe, the international industry gathering for the global air freight industry has been taking place in Munich since 2003. The exhibition is part of Transport Logistic, arguably one of the world's largest trade fairs for logistics, mobility, IT, and supply chain management.

The 2019 stats are reflective of the significance of the event to the industry. Organisers Messe München stated there were 2,374 exhibitors, an increase of 10% and around 64,000 visitors, an increase of 5%.

The trade fair has grown by one hall to ten halls and has once again become significantly more international, an increase of 3% points to 56% for exhibitors and by 3% points to 47% for visitors, an event report stated.

"We saw strong growth from China, where the number of exhibitors almost doubled by 30 new ones to 64," said Stefan Rummel, Managing Director of Messe München. He reported that Chinese companies were increasingly looking for cooperation partners in Europe as part of the Silk Road Initiative.

Obviously, most of the key players in air cargo were present. Emirates SkyCargo was out in full force with their suite of specialised solutions for different industry verticals such as pharmaceuticals, perishables and food, automotive and valuable cargo amongst others.

"Air Cargo Europe is a good platform for us to showcase all our offerings and capabilities," Jeffrey Van Haeften, Emirates Vice President – Cargo Global



Key players such as Swiss World Cargo were present in Munich (photo: Messe Munchen)

Sales and Commercial – Europe, tells Airline Cargo Management. “For example, we were showcasing our ability to transport large and outsized cargo and in general our charter capabilities. We have a modern fleet of widebody aircraft including Boeing 777Fs and our network spans six continents. We offer our customers a mix of part and full charters to meet a variety of requirements.”

Emirates also announced that it had enhanced its capabilities in the handling of pharmaceuticals: “We have a new dedicated and purpose-built facility for pharmaceutical cargo in Chicago.” The facility is spread over 1,000 sq metres, with scope for additional expansion and is capable of handling 15,000 tonnes of cargo per year. It has temperature-controlled zones for acceptance and delivery, pharma cargo build up and break down, storage and direct ramp access ensuring quick transfer of cargo from aircraft to warehouse and vice versa.

“We already have state of the art GDP certified facilities in Dubai but with this move we’re ensuring that we provide a higher level of protection for pharmaceutical cargo from origin to destination.”

Van Haeften says there is an ongoing programme called “Pharma Corridors” and globally Emirates has 20 stations that are part of the pharma corridor network. “We work closely with the ground handling service providers and other stakeholders to make sure that pharmaceutical cargo is handled using the same high standards that we apply at our hubs in Dubai,” he adds.

Air Cargo Europe is undoubtedly one of the most important gatherings of professionals from the air cargo industry from around the world, and Haeften agrees: “It presents a valuable opportunity to have direct face to face meetings with your customers and other stakeholders.

“Air Cargo Europe gave us a good platform to meet with some of our major customers and understand

what their pain points are. This feeds into our own product development both in terms of introducing new products as well as in refining our current offering.”

Amsterdam Airport Schiphol (AMS) also made a special announcement at the booth about the collaboration with Hartsfield-Jackson, Jackson Atlanta International Airport (ATL) in the USA.

The MoU will enable an exchange of data between AMS and ATL to facilitate end-to-end planning and capacity optimisation, extend the benefits of the AMS Cargo Community system to ATL, and boost trade flows between the respective air cargo gateways, the Dutch airport emphasised.

“This collaborative agreement will enable us to promote the benefits of strengthening the Netherlands as a gateway to Europe, and Atlanta Airport as a gateway to the Atlantic, the Midwest, and the South of the USA,” said Bart Pouwels, Head of Cargo, Amsterdam Airport Schiphol.

“Not only is this good news for Amsterdam Airport Schiphol by expanding our cargo community with Atlanta, but it will also benefit the economy of the Netherlands by further establishing Schiphol’s Mainport hub role,” Pouwels stated.

From September this year, and throughout 2020, AMS and ATL will be working on the formation of the Atlanta Cargo Network, with the aim of increase exports from ATL to AMS of agricultural and manufacturing goods produced in Georgia, which will be measured by an economic impact assessment study due in 2021.

Technology and innovation were a concurrent theme throughout the event. Air cargo booking specialist cargo.one showed the industry its revolutionary booking platform complete with all its features and functionalities.

“A lot has happened in the past few months, and we were not only able to showcase the ability to ▶



[top] The cargo one team in Munich (photo: cargo.one)

[right] Air Cargo Europe is a good platform for us to showcase all our offerings and capabilities says Van Haeften (photo: Emirates SkyCargo)

search for, compare and book air cargo capacities across a growing number of airlines, but also to present our newest functionality: booking updates," says Moritz Claussen, Co-founder of cargo.one. Claussen explains to Airline Cargo Management that by using this feature, freight forwarders can easily update booking details such as weight, number of pieces or destination, to make sure that their cargo makes it onto the right flight. "The overwhelming amount of positive feedback and excitement within the industry was a great reward for the whole team that worked really hard in the last year to make all of this happen.

One other highlight for cargo.one was the announcement of AirBridgeCargo and CargoLogicAir as new partners on the platform. "Both airlines will become the first all-cargo airlines to make their capacities available for digital booking with instant confirmation. We are really happy to enable this major move," Claussen says.

At cargo.one, they observe that this traditionally slow industry is increasingly trying to make the future happen. This goes for both the airlines' and the forwarder side – driven by the fact that new and wholly integrated players such as Amazon or Cainiao are pushing into the market.

"Only 18 months ago, many airlines would have never offered bookable rates based on available capacities digitally for booking," Claussen comments. "All of them have reevaluated and most of them reiterated their position.

"Airlines now understand that serving freight forwarders through digital channels with rates that are based on available capacities, does not only open opportunities to reach new freight forwarding customers that were never reached before, but to also increase load factors and to reduce costs substantially."

CharterSync was also showcasing its new online platform, which will make booking time-critical

cargo charter flights quicker and easier for freight-forwarding companies. The innovative technology accurately matches cargo loads to the most suitable aircraft in real time, offering significant time savings, transparency, and visibility for go-now charter flights. The event in Munich enabled CharterSync to host almost a non-stop series of demonstrations of the platform and high level talks with operators and freight forwarders. The event highlighted significant interest from key stakeholders and has enabled the company to exponentially increase the number of operators and freight forwarders wanting to utilise the platform.

Air Cargo Europe far exceeded expectations and the reception for CharterSync has been extremely positive and encouraging, so the company reports. The platform was developed based on experience within the industry, identifying a huge gap which could be addressed through combined industry knowledge and tech software expertise.

Led by Changi Airport Group (CAG), the Singapore air cargo community consisting of partners across the supply chain (Alliance 21, DHL Aviation, dnata, Jetstar Asia, SATS and Singapore Airlines Cargo) exhibited at this year's Air Cargo Europe show.

The global air cargo landscape is rapidly evolving. The air cargo sector is increasingly challenged by fast-changing consumer and business demands, which



warrant logistics players including airports, airlines, forwarders and cargo handlers to be more efficient, transparent and precise.

Together with their partners, Changi Airport Group is responding to these trends and demands. "In the pharmaceuticals sector, we are collaborating with like-minded CEIV Pharma communities under the ambit of Pharma.Aero to give greater value to pharmaceutical shippers. We have recently completed DIGI 1.0, which aimed to develop a proof of concept for a global IT platform that enhances visibility of pharmaceuticals' air transportation," says Mr Lim Ching Kiat, Managing Director, Airhub Development at Changi Airport Group.

He adds that through the aggregation of data across the supply chain, the platform also enables shippers to visualise, undertake preventive measures and ultimately, to be equipped with predictive capabilities.

He says they are now embarking on the next phase of the project – DIGI 2.0, which involves Changi Airport, Brussels Airport, Pfizer, DHL Global Forwarding and Singapore Airlines in developing a prototype using real data for a selected trade lane (Brussels – Singapore – Sydney). "Since the commencement of this phase, there has been significant progress on establishing data links with the respective stakeholders through live shipments," he continues.

Across the hall at DoKaSch Temperature Solutions, the provider of climate-controlled containers for air cargo, the company showcased its popular Opticooler, the core product that they have developed and rent to airlines and forwarders for temperature-sensitive pharma shipments worldwide.

DoKaSch General Manager Andreas Seitz cites several players old and new in the field of pharma transports, as it is an important growth area. "From what we saw at Air Cargo Europe, we are convinced that we have one of the safest active containers solutions for pharma transports by air, and our technological edge was confirmed from what I saw in Munich," he reports.

Digitisation and Artificial Intelligence (AI) were key topics of discussion and certainly at the centre of debate in Munich.

"Digitisation is nothing new to us," mentions Seitz, "but when you deal with clients in pharma and aviation, it takes time to implement new technologies." He says digitisation is all over logistics, but warns that it is important to separate hype from reality, he warns. "Pharma logistics is all about standardisation and certification. Too much is at stake when it comes to the transport of temperature-sensitive goods by air. So, it was good to see all the humming and buzzing about new tech solutions. It shows the forward thinking of the logistics industry."

At cargo.one, Claussen says they have been on the forefront of digitising the air cargo industry since its launch in 2018. "Our objective has been to foster development and improvements through technology. As a result, we have changed the previously slow and



cumbersome process for the distribution and booking of short term air cargo capacities into an efficient, seamless and user-friendly process."

Van Haeften from Emirates believes AI is just one amongst the many disruptive technologies that have the potential to usher in efficiencies and benefits for the air cargo industry. "However, we have to match capabilities and requirements carefully before making a choice of new technology."

He argues that the industry must first look at digitising all aspects of the air cargo business first. "Without this first step, block chain or any other disruptive technology will not be able to deliver its full potential benefits. Air Cargo is a multi-player industry with the air carriers, forwarders, and shippers. There is need for some industry level standardisation for digitisation as information needs to be shared between all parties. But there is no question that we could drive an immense amount of value if we could digitise the entire air cargo supply chain," Van Haeften explains.

The consensus in Munich was that the overall market conditions remain extremely competitive in the global air cargo industry. There has been a slowdown in global economic activity and a drop in consumer confidence. Increasing oil price volatility and unfavourable currency fluctuations have also impacted the bottom line.

However, despite these significant headwinds players such as Emirates SkyCargo have pulled through a strong performance, transporting close to 2.7 million tonnes of cargo and bringing in revenue of \$3.6 billion, a growth of over 1.4% in tonnage and 5% in revenue.

"We had a successful presence at the event," concludes Van Haeften, "We had a futuristic stand that wowed all our visitors. It was of course a busy few days with back to back meetings but in the end, we were satisfied because our days were productive, and we've come out with concrete outcomes." ■

The CharterSync team at Air Cargo Europe (photo: CharterSync)



Raising the game

Carriers are burnishing their animal care credentials in a high-yielding growth sector. **Ian Putzger** speaks to some key players about the current environment for animal cargo

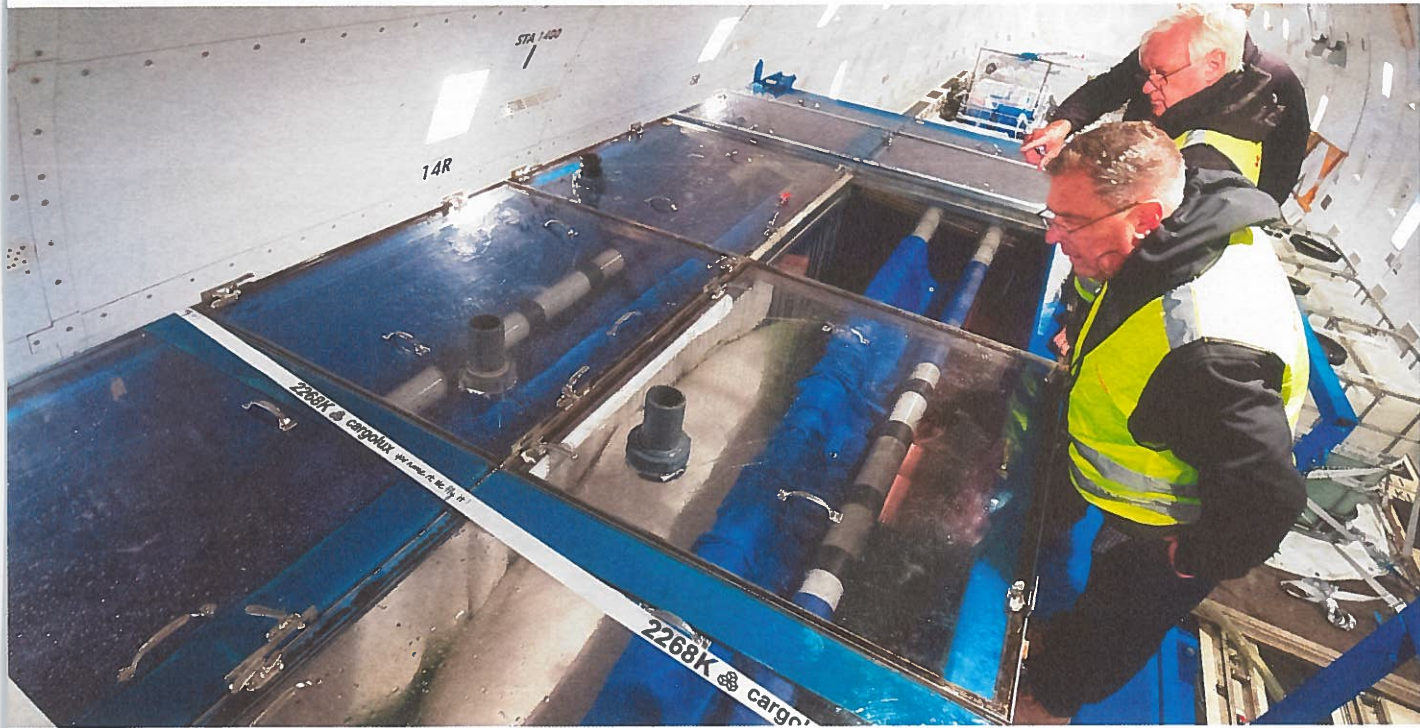
Cargolux has developed expertise in delicate complex cargo (photo: Cargolux)

Two years ago, Air Canada Cargo gave a wayward bird a lift, in full cabin comfort. A rare Bullock's oriole had caught national attention in Canada in December 2015 when it was found half dead in Ontario, far from its natural habitat, which stretches from southernmost British Columbia into the US. Apparently, the bird had been blown off its winter migration course. In the summer of 2017, it was finally ready to be returned to the west, a journey that involved two connecting flights on Air Canada. Due to temperature considerations, the bird travelled in the cabin in the company of an on-board courier.

"That was outside of our norm," says Tomal Sohorab,

Manager Cargo Products Business Development at Air Canada.

Air Canada Cargo has arguably the most clearly defined norms for carrying animals. The airline has pioneered the CEIV Live programme for animals, which meant working closely with IATA in its development. All aspects of animal handling were under review, from booking to acceptance, customer service, training, physical handling and facility set-up to transport to and from the ramp. In addition, the scrutiny included compliance with customs and with protocols like the Convention on International Trade in Endangered Species of Wild Fauna and Flora.



Cargolux recently moved two Beluga whales
(photo: Cargolux)

"The whole undertaking took nine months from day one to certification," recalls Soharab. "We have strong auditing records, but we realised we weren't highlighting the animal component, so we had to segment that out of the other records."

There were also lots of gaps between processes to review and document. Some required bringing in resources from other divisions of the airline, which had to be co-ordinated to ensure everything was lined up properly.

For most of the process external resources were not accessible. Only in the final stretch, after eight months of work with IATA, could the airline reach outside. "We couldn't acquire technology before then because we couldn't explain the requirements," says Soharab.

With a long track record in animal shipments under its belt, the airline did not have to change its processes significantly, but in some respects, they had to be separated from general processes and metrics for specific definitions. "Now we have a recurring training programme just for animals. Before it was part of the general training," says Soharab.

"Every tweak had a ripple effect. It cascades to other processes and training programmes," he adds.

Christian Theis, Global Product Manager, Alive Service at Cargolux, regards CEIV Live as a step forward. "I think we're going to see some improvement in handling. Some stations that have done a good job will be rewarded," he reflects.

Cargolux has no plans to go for certification, though. So far there has not been much interest on the customer side and going through the process

requires a lot of work. "Moreover, it is important to have the handling agents on board," Theis comments.

For now, Air Canada Cargo is in a league of its own with CEIV. Other carriers, such as AirBridgeCargo or United Airlines, have moved to step up their game by recruiting people with expertise in this segment. Several airlines have teamed up with specialists in animal transportation to refine their processes as well as their reputation. Over the past year IAG Cargo formed an alliance with PetAir UK, which offers pet owners flying on IAG assistance with booking and travel preparations. It handles import and export documentation and all veterinarian requirements and offers home collection across the UK. For air transport it fields customised crates lined with moisture-absorbent bedding.

Delta Cargo joined hands with CarePod, a pet technology start-up. Together they aim to develop a new transportation strategy. According to Shawn Cole, Vice-President of Delta Cargo, his outfit is "always looking for ways to create a best-in-class travel experience for pets and their owners".

For some airlines, animal transport is equivalent to pets. They do not carry other animals. Indeed, pets and their owners are a powerful target group, especially for belly carriers. People who are prepared to splash out on their animals are precisely the type of passenger that airlines are keen to get on board. Air Canada's passenger division has developed a partnership with a service that finds pet-sitters for travellers who cannot take their little friends with them.



Somewhat ironically many pet owners prefer to move their animals as excess baggage, reports Soharab. While this allows them to remain together until check-in, for the pets it is better to be shipped as cargo, since this means extra resources for better handling, he points out.

While airlines enjoy the revenues that pets and their owners bring them, any mishap is likely to result in vitriolic publicity with potentially painful repercussions for business. After a couple of problems that attracted broad opprobrium, United Cargo imposed a temporary embargo on animal traffic last year while it conducted a fundamental review of its animal transportation business. The possibility of stepping away from it altogether was also up for discussion.

That scenario would have caused serious ripples. Moving about 20% of all animals flown by US airlines, United is the premier animal carrier in North America. Management decided to continue with the business, but it whittled down the programme to just cats and dogs. It also banned over 20 dog breeds and four cat breeds, citing potential health issues for them on the aircraft.

These decisions came after a review of its processes and all the related issues that was conducted together with animal welfare group American Humane.

Pet traffic is not only good for passenger revenues, it is also a growth

segment. "Pets increased the most," reports Soharab about Air Canada's animal business.

That said, the airline has seen growth across the spectrum of animals it carries, which is in line with the overall direction of this segment. The Global Animal Transportation Market Report 2018 projects 3.4% CAGR for the 2018-2022 period.

Last year Cargolux enjoyed a 15% increase in animal traffic over 2017 and this year has continued strong. "We're going on at the same rate. We're looking at some larger shipments," says Theis. The all-cargo carrier has virtually no pet traffic. Last year horses were the strongest category, showing an increase of 30% over the previous year. "We've had quite a bit of bookings," reports Theis, adding that the numbers of horses sent in single shipments have been on the rise. One reason for this is that one competitor is phasing out its combi aircraft, he says.

Livestock has also been going strong. Cargolux has seen a significant increase in this segment, from pigs to goats and cattle, including some cattle charters. According to one forwarder, a major driver of this traffic is the proliferation of farms in emerging economies with a budding appetite for meat, such as ►

(left) Pet traffic is a growth segment (photo: Air Canada)

(below) We have a recurring training programme just for animals says Soharab (photo: Air Canada)





Investment is creating attractive yields in animal transport [photo: Air France KLM Martinair Cargo]

China. To build up herds, these farms import livestock rather than just sperm for breeding purposes.

AirBridgeCargo Airlines (ABC) and Intradco Global, recently delivered 200 breeding cattle onboard a charter flight from Amsterdam to Yuzhno Sakhalinsk in Russia.

The heifers made their journey onboard one of ABC's 747-8Fs in a carefully maintained temperature environment to ensure their comfort and wellbeing. Their arrival in Russia was greeted by the region's farming community and will help to further develop the agricultural and farming industry in the Far East of the country.

The cows, each weighing some 500 kgs, will populate farms across the region. Tom Lamb, Intradco Global's Project Manager, says: "This represents one of the largest single shipments of dairy cattle Intradco Global has ever coordinated. We would like to thank AirBridgeCargo for their expertise in operating the charter. Like human passengers, animals are now getting a quieter and smoother flight experience thanks to the availability of new generation freighters like ABC's Boeing 747-8F fleet. This means our customers have more choices than ever for international shipments."

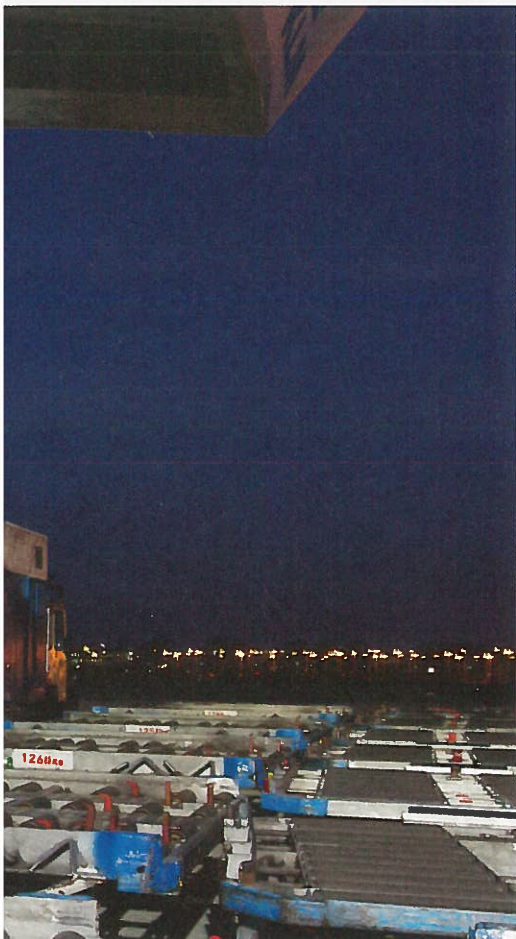
However, pig traffic to China is not as buoyant as in recent years, owing to the African swine fever epidemic, which is devastating the country's pig count. If the epidemic is not brought under control, farmers are not going to bring in new animals.

"We have moved some pigs, but none to China. They went to Spain," reports David Whitaker, Chief Commercial Officer of the Columbus Airport Authority in Ohio. Last year the authority upgraded its animal facility at Rickenbacker airport and obtained designation as a certified export inspection facility and a permanent port of embarkation for livestock.

Numbers of tropical fish and exotics have been stable, according to carrier reports. It should be noted, though, that airlines have become more restrictive.

"We're a lot more careful about what we do accept. We look at who the shipper is, and who the consignee is," says Marc Roveri, Cargolux's expert in animal transportation solutions. Among others, Cargolux bans primates, animals for research laboratories and animals from the wild.

The airline recently did move two Beluga whales that were being relocated from Changfeng Ocean World in Shanghai to the world's first open water



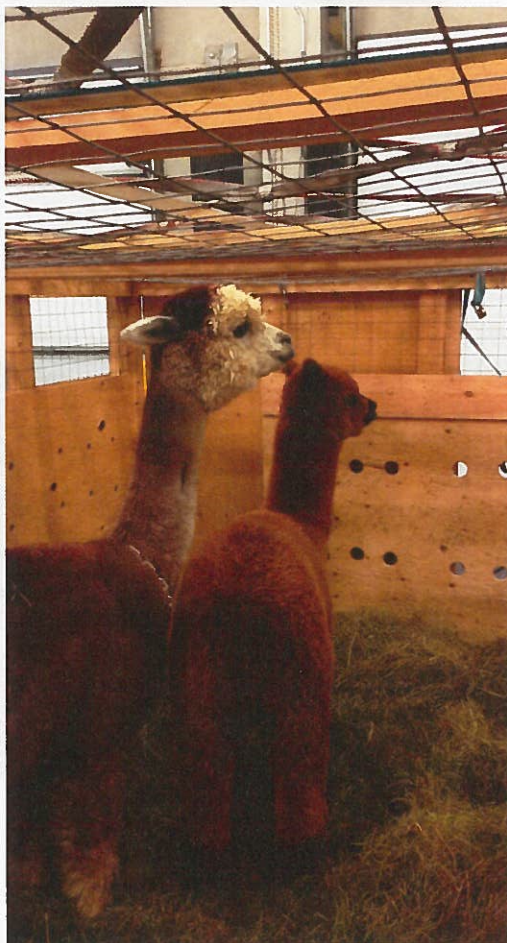
Beluga sanctuary in a bay off the southern coast of Iceland. The move took months of preparation, as animal experts got the whales used to the special tanks in which they were carried on the 747 freighter. Each unit was six metres long and two metres wide and required special equipment and bespoke stretchers to move and load onto the aircraft.

For all the time and effort spent on this move, Cargolux did not make any money, as it was sponsoring the whales' relocation to their new home. Usually, though, yields are high. An executive of a forwarder that specialises in animal traffic says that his company pays a premium, but some airlines even ask for IATA rates, which is prohibitive if large numbers of animals are involved, particularly large animals.

Several airlines have invested in this sector, purchasing equipment like new stalls. Cargolux uses collapsible stalls that are top of the line, according to Roveri. They are heavier than older models but offer better welfare and safety for everybody, he says.

"We see agents invest in these stalls themselves. Not every airline has this type of equipment," he adds.

Air Canada is investing in technology to improve monitoring of ambient conditions. It plans to install Bluetooth Five chips in kennels as well as on the aircraft.



There are clearly defined norms for carrying animals (photo: Air Canada)

If everything goes smoothly Soharab hopes to have prototypes available by the second quarter of next year.

"In the future a passenger on the plane can turn on the phone and get an update on the ambient conditions of the pet below," he says. No doubt this will be popular with passengers travelling with their four-legged family members.

While standardisation and digitisation are extending into the animal transportation segment, e-commerce is unlikely to make any headway in this arena any time soon. Animal associations would fight e-commerce, as the type of handling processes prevalent for on-line purchases is at odds with the care necessary when it comes to handling animals, remarks Theis.

For carriers and forwarders that have invested considerable resources in this field and built up expertise, this is just as well. The growth projections for animal traffic suggest that they will do well even without a boost from online shopping. ■

“ We’re a lot more careful about what we do accept. We look at who the shipper is, and who the consignee is ”

Marc Roveri, Cargolux



The chill zone

Major developments at Vienna International Airport are designed to ensure the Austrian capital's hub is ideally placed to deliver optimum transit of valuable cargo, especially time and temperature sensitive shipments, as **Stan Abbott** finds

VIE is a major hub for several airlines including flag carrier Austrian (photo: Austrian Airlines)

It's taken three years for Vienna International Airport (VIE) to deliver its ambition to create the fastest, temperature-secure transit hub in Eastern, Central and Southeast Europe.

Vienna Airport believes its new Pharma Handling Centre (VPHC), which opened in December, will help position it as the number one gateway in the region. Set alongside other major new developments on the cargo handling side, the development marks a step change in the airport's capabilities.

"At the heart of the VPHC is a perfect temperature-controlled process area, from check-in to aircraft

loading," says Sabine Petera, Director Cargo Services. "This establishes an uninterrupted cool chain, quick and GDP-compliant handling processes, and short turnaround times between air and road transport.

"By its very nature, the pharmaceutical industry requires an exclusive operation process, storage area and high reliability," she says.

The VPHC came into operation following a three-year build and replaced separate temperature-controlled rooms for perishable goods previously housed in the airport's general warehouse and also used for the storage of pharmaceuticals.



The advent of the dedicated pharma facility gives Vienna a clear edge against competitor airports, as Petera stresses: "The VPHC is a pioneer in the pharma-handling field in Central and Eastern Europe, which will help us as we are trying to carve our way to the top."

She says it is also a valuable asset in the context of what is currently, in broader terms, a slightly sluggish cargo market. "The overall market demand is this year is expected to be a little slow according to market specialists, whereas the demand for special cargo, such as pharma shipment has been steadily increasing," explains Petera.

"Vienna Airport specialises in a niche with 'promising growth perspectives', with demand from the pharmaceutical sector in Austria and neighbouring countries having strongly increased in recent years."

Indeed, according to the Austrian Statistical Office, the country's pharmaceutical sector alone is responsible for around €9.6 billion annual added value, or about 2.8% of the nation's GDP.

The VPHC's vital statistics are impressive among Europe's largest dedicated pharma hubs, its state-of-the-art and GDP compliant facilities include a Controlled Room Temperature (CRT) area of about 1,600 square metres and all processes are guaranteed in the precise temperature-controlled range of 15°-25°C. Inside the CRT area, there is a separate 2-8°C cold room (02°-08°), with 150 square metres for the storage, build-up and break-down of



shipments. Its six truck docks are equipped with a special blocking cushion to avoid any temperature deviations, while the VPHC also provides a temperature monitoring system as well as full CCTV coverage.

The facility provides a direct connection between landside and airside areas with an average tarmac transportation time of just five to ten minutes from the VPHC to the aircraft.

In addition, the airport's Cool Trailer prevents temperature deviations during tarmac transportation to guarantee the seamless cool chain process of the VPHC. Its temperature can be set from -20°C to +29°C and all types of aircraft containers and pallets, up to a maximum height of two metres can be loaded.

The trailer takes the cargo directly from the VPHC to aircraft and containers, or ULDs (unit load device) so that they have minimal exposure time – no more than one minute on the ramp.

Petera summarises the VPHC's contribution to the airport's business as three clear USPs, or unique selling points.

"Vienna is the number one gateway to southeast and eastern Europe, with 15 countries within a day's drive. This geographical advantage reduces transit time and thus minimises the risk of temperature excursions.

"As the only full handling provider at VIE, we offer the entire range of services, from shipment acceptance, build up, and documentation, to ►

(left) DHL offers greater capacity for temperature-controlled goods at VIE says Wahl (DHL Global Forwarding)

(right) Temperature control technology at the DHL facility (photo: DHL)



Temperature deviations during tarmac transportation needs to be controlled (photo: Vienna International Airport)

ramp transportation and loading onto the aircraft. VPHC Handling Services is a responsible end-to-end handling partner for the customer with a single communications channel and no other interfaces.

"Finally, the nature of the pharmaceutical industry is such that it requires an exclusive operation process, storage areas and high reliability. In the VPHC we offer pharma-dedicated staff and high-quality service."

In addition to the home carrier, Lufthansa/Austrian, the airport is also a hub for other major European, Asian and American airlines. Its cargo business grew during 2018 to total volume (including trucking) of 295,427 tonnes – a rise of 2.6% from 2017. Flown air cargo alone rose by 4.4% to 215,921 tonnes, whereas trucking declined by 1.9% to 79,506 tonnes.

In July, the airport announced the appointment of Kuehne + Nagel Austria as "preferred partner" for the handling of pharma shipments at the airport. Under the terms of the agreement, Kuehne + Nagel Austria has been granted an exclusive handling area within the VPHC, in which Kuehne + Nagel Austria will work with the airport to provide end-to-end shipping services for pharma products moving through the airport.

Kuehne + Nagel Austria's National Airfreight Manager, Patrick Mair, said: "This enables a continuous cold chain for our shipments and seamless, temperature-controlled transportation to and from the aircraft."

The agreement follows other major cargo developments at Vienna since the start of the year: Swissport opened its second air cargo warehouse

and a cargo partner facility, while DHL opened its new logistics gateway hub, as Christoph Wahl, Managing Director DHL Global Forwarding Austria, explains: "The new DHL Campus at the Vienna Airport adds another important logistics hub and gateway to the DHL Global Forwarding worldwide network," he says.

"The hub is designed to meet steadily growing demand for logistics and transport services in the life science and healthcare sector, and offers greater capacity for temperature-controlled goods."

Indeed, DHL Global Forwarding is the only freight forwarder in Austria with its own logistics hub. The facility offers temperature-controlled space that is one of 30 such DHL Global Forwarding facilities worldwide, certified in line with IATA's Centre of Excellence for Independent Validators in Pharmaceutical Logistics (CEIV Pharma) standard. Each of the two cold stores at the hub has an area of about 600 square metres and an operational temperature range of 2°-8°C or 15°-25°C.

"With more than 1,200 square metres, we have doubled our space and now have the sufficient infrastructure to act as main gateway to Eastern Europe and vice versa," says Wahl.

He adds that Austria is notable for the strength of its pharma and biotech industries, with a lot of big market players located here. DHL Global Forwarding has been working for almost 20 years now in Austria for the life science and healthcare sector and has gained major expertise in the handling and shipping of high value, time-critical and temperature-sensitive goods.

"Having said this, and given the fact that this is a key growth sector worldwide, it was adds logical next step to grow and strengthen our network by building a state-of-the-art logistics hub at the Vienna Airport."

"The new freight hub is not only an important gateway to Central and Eastern European countries," says Wahl, "but it also provides an important point of contact for the company's customers, which can take advantage of tailor-made transport propositions."

The company's Thermonet temperature controlled air and ocean freight service for the life sciences and healthcare sector assures regulatory compliance and higher visibility through the DHL Global Forwarding international network of GDP-certified life sciences stations, 30 of which are CEIV Pharma-certified.

"These are our key life sciences facilities in our network of 100-plus locations across the world. Over many years, we have been actively involved with IATA's continuous efforts to adequately answer to the regulatory demands of the pharmaceutical industry."

Wahl says this standardised approach in the air freight industry delivers productivity, accuracy, and

reliability, and all of these lead to product integrity and patient safety and are therefore of highest importance at DHL Global Forwarding.

Complementing the new facility at Vienna is DHL Global Forwarding's Life Science Competence Centre, in Linz, with more than 600 square metres of CRT (Controlled Room Temperature) storage.

"Linz is part of the DHL Air Thermonet Network too, and covers the needs of our pharmaceutical customers in western Austria as well as the Balkan Region for products that are required to handle between 2°C and 25°C," says Wahl.

Other innovations at DHL Global Forwarding include SmartSensors or RFID labels, to track and monitor the sensitive goods to ensure that temperature-sensitive shipments can be monitored and kept at a specific temperature throughout shipment.

Along with the airport's own VPHC, and the new Swissport facilities, DHL Global Forwarding's investment is part of a cutting edge jigsaw of facilities that can help to ensure a competitive edge for Vienna International Airport's impressive cargo offer over the coming years. ■



Sabine Petera, Director
Cargo Services (photo: Vienna
International Airport)



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