



Welcome To Our
Key Lime Air
Denver Air Connection

**CULTURE HANDBOOK** 

In this Culture Handbook you will get an overview of our company mission, vision and core behaviors, our history, what it's like to work here, how we work together as a united community (even though many of us work in different locations), how we recruit new community members, and some practical information about being a member in the Key Lime Community.

### Quick Links to Our Culture Handbook include:

- Why We Focus On Our Culture
- Our Mission
- Our Vision
- Our History
- Our Core Behaviors
- The Way We Work Around Here
- New Hire Orientation

- Our Policy On Diversity and Inclusion
- How We Handle Failure
- How We Select And Retain Our Talent
- Our Policy On Transparency and Access
- Our Feedback Systems
- Employee Benefits
- Our Support Of Community Involvement

IMPORTANT: Please note that some links inside our Culture Handbook will not work for people who are not members of the Key Lime Community

## IT'S WHO WE ARE

AND

## WHO WE ASPIRE TO BE









# OUR CULTURE

Grew Out Of Our Founders' Work Ethic, Tenacity And Unwavering Belief In Their Vision

Is A Passionate, Egoless Team Having Fun Building Something Bigger Than Itself

Is The Way We Treat Each Other, Our Visitors, Our Patrons And Our Customers

Is the Way We Really Get Things Done With Its Focus On Helping Us Achieve Excellence

Attracts Amazing People, Amplifies Their Abilities And Helps Them Develop Mastery

Is The Constant, Steady Force That Binds Us Together And Keeps Us Focused And Moving In The Right Direction

Emanates From Our People, A Natural Expression Of Who They Are And Arises Out Of Shared Experiences

## Mission

The Key Lime Air community represents some of the finest talent in aviation and our very simple promise is "Deliver Every Day."



We are here to happily serve our customers with a positive attitude every day. We love what we do, and our passion shows in our promise to provide an extraordinary customer experience for the communities, people, and partners we are proud to serve with safe, reliable and on-time jet service, cargo service and charter service.

Deliver... Joy... Every Day!"

Contentment
Service
Comfort
Family
Friends
Safety
Reliability





Fewer and fewer passenger airlines and cargo companies are serving rural communities creating ever increasing air transportation barriers.

Our deep roots in rural communities created a determination 22 years ago to provide air cargo access and then passenger service to break down these barriers.

We listen to the needs of the communities we connect with.

We build connections with the people.

We build customized air transportation services that fulfill their needs.

We achieve our Vision with the communities we work with by reliably and safely keeping the promise we make to "Deliver Every Day."



#### 2019 Plans

- ✓ Effect our United Interline processes and interfaces to allow sales of our scheduled routes on United.com
- ✓ Effect processes and interfaces for sales through the Global Distribution Systems (GDS) to allow sales on multiple Online Travel Agencies (OTA) such as Expedia, Travelocity, Kayak, etc.
- ✓ Start Daily Scheduled 121 Jet Service to Telluride, CO (Start 5/15)
- $\checkmark$  Start Daily Scheduled 135 Metroliner Service to Alliance, NE (Start 6/01)
- ✓ Launch new Social Intranet and employee perks program to improve company communications and overall employee experience.
- ✓ Launch new employee recruiting platform
- ✓ Update company-related external websites and Wikis to reflect current and accurate information.
- ✓ Improve new employee onboarding processes to facilitate a more positive initial employee experience.
- $\checkmark$  Update employee training programs to include computer and scenario based training.
- ✓ Add 2 Embraer ERJ-145s to our Operations Specifications to better accommodate our expanding scheduled, athletic team and charter requirements.

### 2018 Year-End Executive Meeting Notes

- Stabilize entire cargo and passenger operation with emphasis on our continued safety and reliability for not only our new AIA and TEX routes but also our existing Grand Junction, Sheridan, and Riverton routes as well. This will include:
  - ✓ Increasing operational staffing levels by 12 passenger pilots and 6 flight attendants to better accommodate not only more desirable schedules but also training, vacation and sick/personal days.
    - Passenger pilots will continue to be sourced from our existing cargo operations whenever practical to ensure our regional airline flight crewing requirements are filled with the most highly skilled and competent flight crews in the world.
  - ✓ Increasing Maintenance staffing levels by adding 3 mechanics, 2 trainers and 3 records/administrative personnel.
  - ✓ Add sufficient stations personnel and ground support equipment to ensure sustainable and reliable operations.

### 2018 Year-End Executive Meeting Notes

#### 2020 Goals

- ✓ Continue to bolster UPS presence in an effort to supply our future regional airline pilot requirements.
- $\checkmark$  Add 3<sup>rd</sup> and possibly 4<sup>th</sup> ERJ-145 to ensure fleet sustainability and reliability.
- ✓ Seek an additional scheduled passenger route and expand 30-and 50-seat charter access to more schools and large capacity clientele such as oil and entertainment companies.
  - ✓ This will be in an effort to increase asset utilization and stabilize Key Lime's economic and operational foundation.

We Are Denver Air Connection!

#### 2021 - 2023 Goals

- ✓ Continue to gain dominance in our Denver based regional and cargo operations to improve economic stability and pilot supply pathways.
- ✓ Plan and build new maintenance and operations headquarters at Denver International Airport to better support all existing operations and accommodate future operation of larger, Boeing class aircraft.
- ✓ Add Boeing 757/767 fleet types to provide large transport, international charter operations for major sports teams and specialized military and civilian contracts.
- ✓ Become safest and most reliable "Micro Regional" airline based at Denver International Airport.
- ✓ Become First Choice for Large cabin passenger airline charter in the country.
- Regain, entire UPS Denver based (single carrier) feeder operation through long-term loyalty and performance. This will provide our passenger operations with an uninterrupted supply of pilots who possess a level of competency second to none in the airline industry.
- ✓ Maintain Denver based, hometown appeal and sustain exceptionally low employee turnover.
- ✓ Continue to pursue 100% safety performance while maintaining the highest reliability and customer satisfaction.



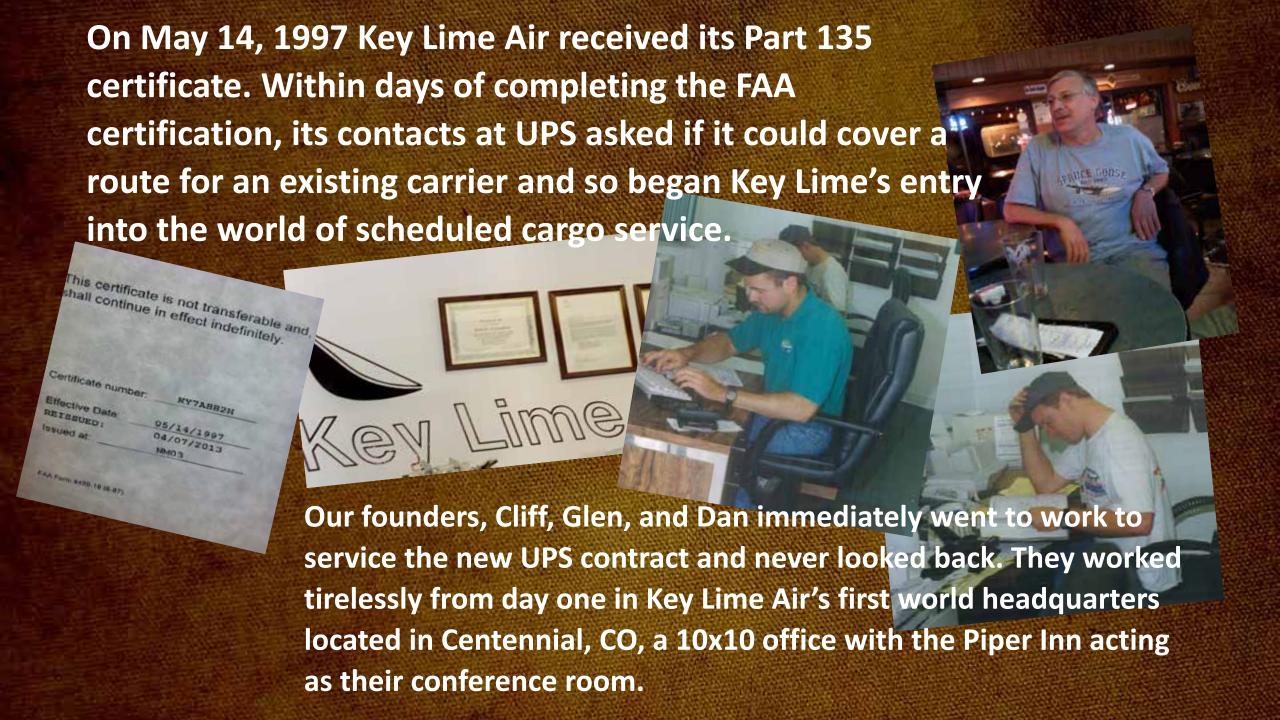


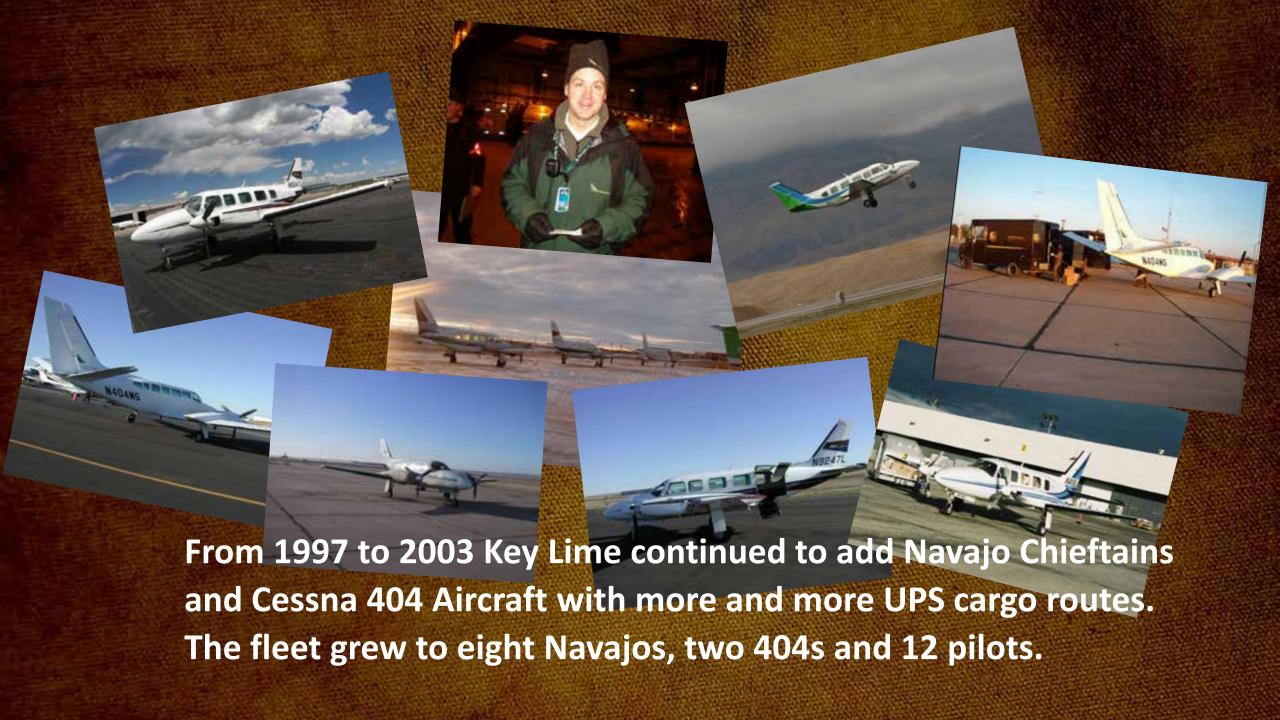
From 1994 to 1996 our founders, Cliff Honeycutt and Glen Rich, worked for a small cargo charter company named Sundance Air, helping building it into a 6 aircraft operation. In addition to flying almost every day, Glen handled the pilot training, Cliff handled maintenance of the fleet and Dan Bauer managed ownership of the aircraft.

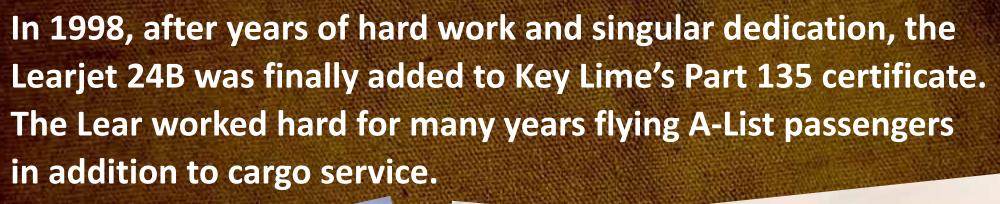


In 1996, Dan, Glen, and Cliff started Key Lime Air with one Navajo Chieftain and the big dream of flying passengers to the Caribbean Islands. Hence the name Key Lime Air. (Not the fruit, but "Key" for the Florida Keys and "Lime" for a lime in a margarita.)

While the Navajo was the first aircraft on the certificate, it was the purchase of a Lear 24B for \$150,000 (dug out of the snow without engines, instruments or interior) that was the financial foundation for the formation of Key Lime Air.



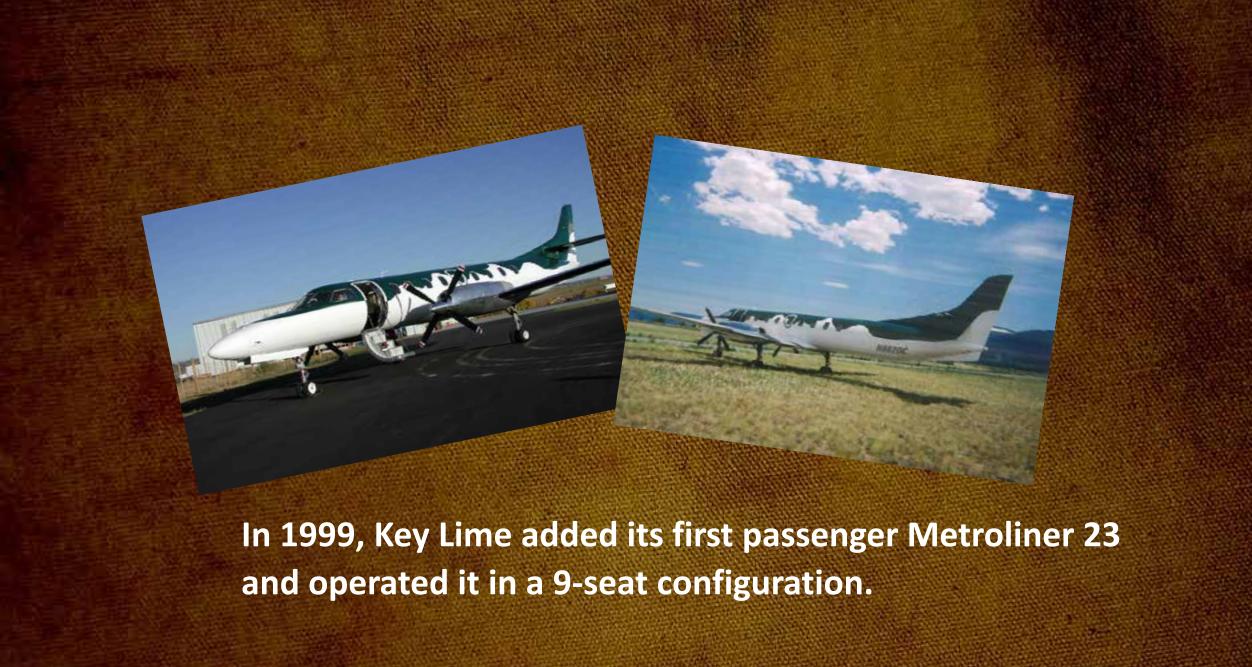








1999.





In 2002 Key Lime Air was certified as Colorado's only charter carrier authorized to carry more than 9 passengers. In September of that year it started flying the University of Colorado's Volleyball team in our 19-seat Metro 23. Key Lime Air continues to fly many NCAA sports teams in its 30-seat aircraft.





In 2005, UPS awarded Key Lime Air all of the Denver based feeder routes in furtherance of UPS's "Single Carrier" initiative to consolidate operations. It continued to expand the Metro fleet to 24 aircraft by 2015 to support its growth. Key Lime added DHL and Airborne routes creating a very busy ramp at its Denver International Airport hub.

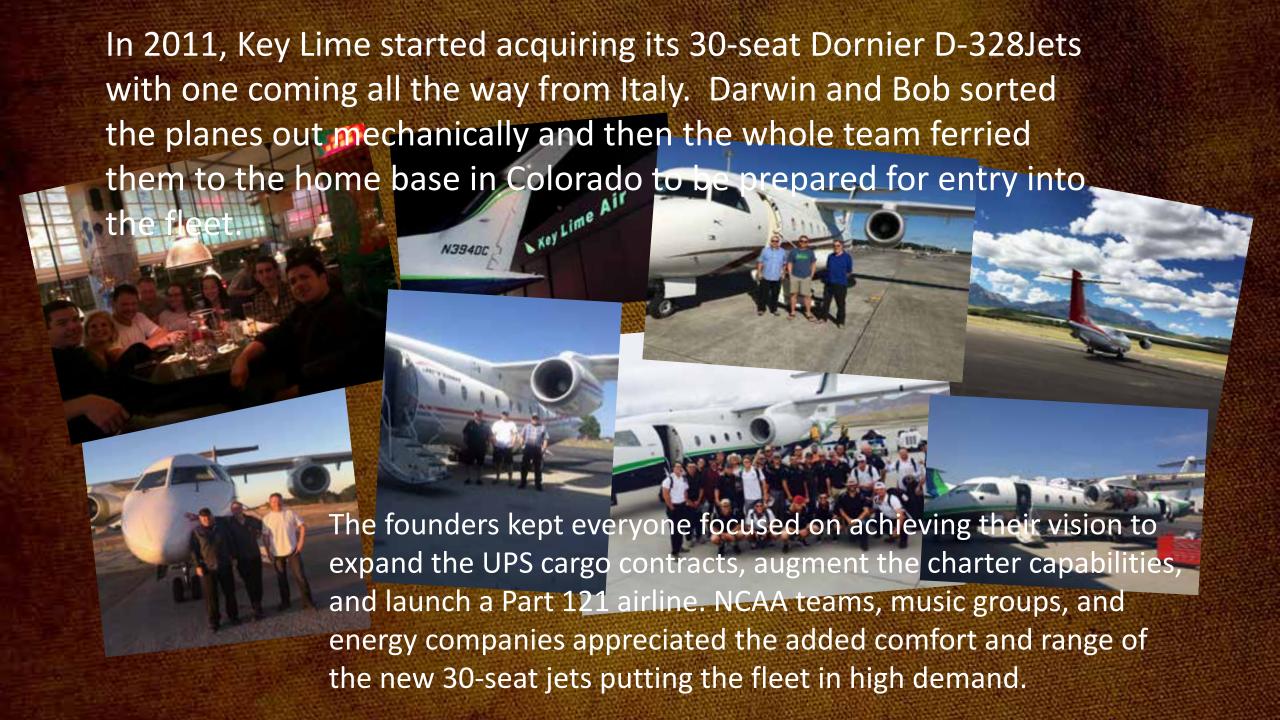


In October 2005, Key Lime Air began operating passenger flights from Denver's Centennial and Rocky Mountain Metro Airports to Grand Junction under the Denver Air Connection brand. These operations were conducted under Part 135/DOT 380 as public charters.











On December 12, 2012, Key Lime received its approval to operate as a Part 121 air carrier and began regular scheduled "Domestic" passenger service to and from Grand Junction, CO with its Metroliner 23s.



In November 2015, Key Lime partnered with Sheridan and the State of Wyoming to provide daily passenger service to/from Denver International Airport; and in July 2016, the same service was started for Riverton, Wyoming.

These operations were initially conducted under Part 135/DOT 380n as public charters and later under Part 121. Two years later Key Lime Air was the first Part 121 operator in the region to receive FAA approval for its Safety Management System (SMS), which came before the approvals for Great Lakes and Frontier Airlines.

In 2018, Key Lime Air added its first Dornier 328Jet to its Part 121 operations. Adding the jet to Part 121 operations was a huge project that required dedication, hard work and collaboration among numerous departments throughout the first half of 2018.



Key Lime began proving tests with the FAA in June 2018, which were completed in time to start scheduled Part 121 jet service on its Sheridan/Riverton routes at the beginning of July 2018.



In July of 2018, Captain, CEO/Founder Cliff Honeycutt and First Officer/Director of Corporate Communications, T.J. Agresti with Amy Echelberger and Dee Garcia as Flight Attendants flew the first scheduled domestic passenger Part 121. Accomplishing this goal allowed Key Lime to secure an interline agreement with United Airlines, providing even more growth opportunities.



reservation and ticketing system followed by Key Lime joining Sabre's Global Distribution System (GDS). Denver Air Connection passengers can now search and reserve the lowest fares to more than 193 countries served by United Airlines and the Star Alliance, which provides service to 193 countries via 28 member airlines.

On May 15, 2019 Denver Air Connection flew its first scheduled passenger flight from Telluride, CO to Denver International Airport.



Our flight was piloted by Denver Air Connectic COO/Founder Glen Rich and First Officer, Alex Brown, with Amanda Dramm as Flight Attendant to cheers and clapping from the passengers onboard.

On June 1, 2019 Denver Air Connection flew its first scheduled passenger flight Alliance, NE to Denver International Airport. The Alliance route is the Denver Air Connection's first essential air service route (EAS). The inaugural event has come to be known as the "200 cookie day" because of the enormous crowd that gathered to welcome Denver Air Connection.



Our present is derived from the HISTORY to which it belongs, reminding us of where we have been, where we stand and where we are going, and helping us see events and ourselves as part of the still unfolding story of Key Lime Air.

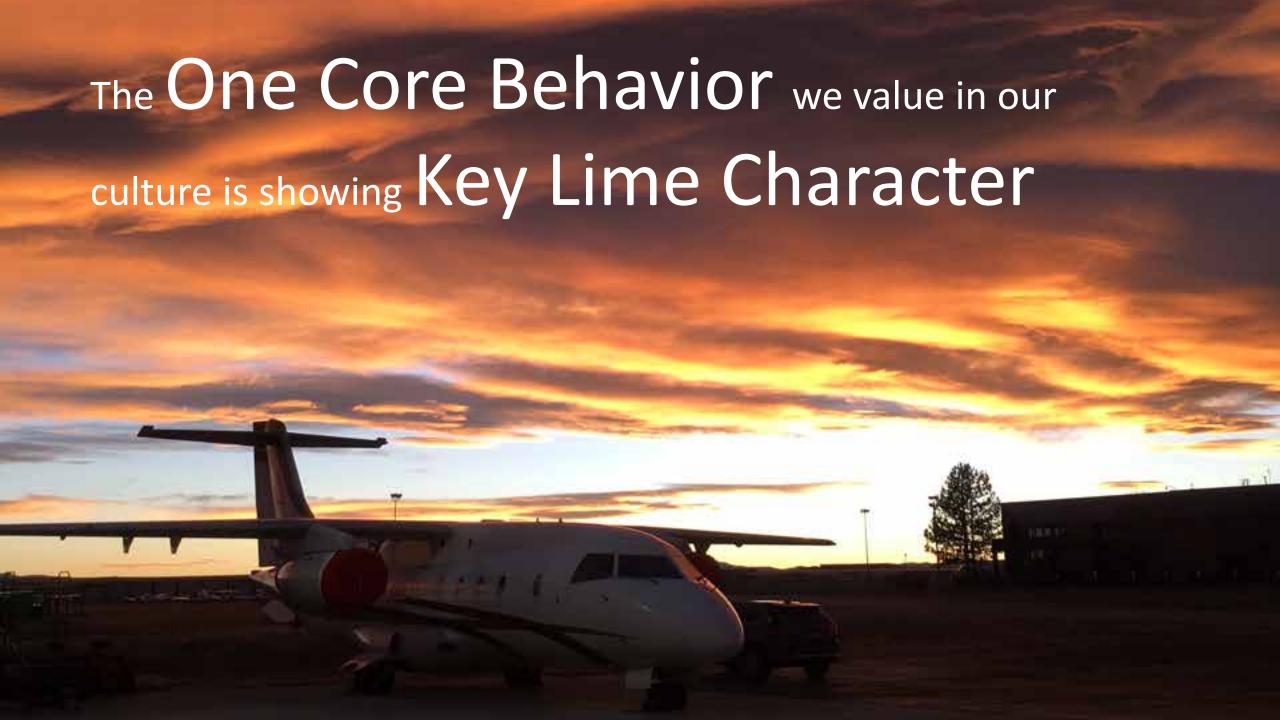


Today, Key Lime's more than 160 dedicated employees operate over 30 aircraft delivering on the promise of our mission to serve our customers by delivering an extraordinary experience every day for the communities, people and partners we are proud to serve, with safe, reliable, and on-time scheduled passenger, cargo, and charter service.

# One Core Behavior Why have just "One Core Behavior" instead of a list of "Core Values?"

Because Key Lime's One Core Behavior represents our founders' ethos and encompasses all the actions you can take and things you can do everyday to fit into our culture.

In order to build a thriving employee culture we talk about this One Core Behavior frequently in our interactions and we hire and promote people who practice it and let go of people who do not.



#### Key Lime Character means always acting with:

#### Honesty

You maintain our culture of trust by always being truthful and straightforward without compromising who you are, what you believe, and how you want to live.

#### Loyalty

You have a "stick-to-it" attitude when it comes to others and the Key Lime Mission.

#### Accountability

You welcome criticism from others about your performance and conduct, and you take responsibility for your mistakes.

#### Integrity

You don't act one way in one situation and another in a different situation.

#### **Self-Sacrifice**

You go out of your way to help even when you don't have to, operating from a willingness to give up personal gain for the good of the whole.

#### **Self-Control**

You have an ability to make good decisions and refrain from doing the things you shouldn't.



# We All Work For Our Customers

We understand and live the Key Lime Mission.

We check our egos at the door.

We help each other.

We engage and contribute to the Key Lime Culture

We hold each other accountable.

We measure our success against our Mission promise everyday.

#### **Key Lime Pilot Creed**

We are a highly competitive self-motivated group of professional aviators who are proud of our flying skills but humble enough to know there is always someone better from whom to seek advice.

We understand command and authority means calmly stepping up to take responsibility for the safety of each flight.

We foster a culture where authority may be respectfully challenged by utilizing Crew Resource Management tools to enhance our situational awareness, self-awareness, leadership, assertiveness, decision making, flexibility, adaptability, event and mission analysis, and communication.

We show respect and dignity to everyone involved in the safe delivery of our customers and our cargo including flight attendants, dispatchers, station personnel, ramp personnel, schedulers, executive leadership and maintenance personnel.

We strictly adhere to the flight regulations, the flight procedures and the safe behavior processes involved in delivering the best and safest possible experience for our customers.

We practice precision hand flying because we know that being precise is the only way to successfully accomplish our job as professional aviators.



Our Pilots Live By The Creed



#### **135 Cargo First Officers**

- Typically work 4-6 days a week
- Wake up early fly an AM cargo route
- Several hours rest during the day
- Fly a PM cargo route
- 32 Hours guaranteed pay
- Most fly more than that

At 1200 Hours Total Time
Upgrade to Metroliner Captain

#### **135 Metroliner Captains**

- Typically work 5-6 days a week
- Fly cargo and passenger charter
- 32 Hours guaranteed pay
- Most fly more than that

At a minimum 800 hours Key Lime PIC time Upgrade to Jet





#### To attract and keep pilots

Key Lime pilot pay is at the top of the industry
Key Lime benefits are among the best in the industry
Our culture is employee-centric with strong feedback systems
Our work life balance is a priority

#### **Jet Pilots**

- Typically work 5-6 days a week
- 32 hours paid guaranteed
- Most fly more

#### Part 121 Pilots

Fly our scheduled routes

- Riverton and Sheridan, WY
- Telluride, CO starting May 15

#### Part 121/135 Pilots

Fly a mix of Part 121 and Part 135 scheduled routes

- Riverton and Sheridan, WY
- Telluride, CO starting May 15
- Grand Junction, CO
- Alliance, NE starting June 1

#### Part 135 airline charter

- 30 NCAA sports teams
- Private groups

Pilot Job Openings



#### **Inflight Creed**

We Are Flight Attendants.

We solve problems people don't know they have, in ways they can't understand.

We don't stop when we're tired, we stop when we're done.

Always forward, never back!

Key Lime flight attendants face the customers every day and deliver on the Key Lime mission promise.

To attract and keep our flight attendants

- Key Lime pays our flight attendants based on gate-to-gate time unlike the industry that pays only for flight time.
- Pay guarantee based on 64 hours every two weeks
- This means pay is at the top of the industry
- Key Lime benefits are among the best in the industry
- Our culture is employee-centric with feedback systems
- Our work life balance is a priority

Job Openings



#### **Maintenance Motto**

When the airline is awake We're awake!

- Maintenance personnel enjoy a 40 hour work week but are always ready to help.
- Maintain a diverse fleet that keeps it interesting
- In a growing company with strong opportunity for advancement.

#### To attract and keep maintenance personnel

- Maintenance personnel pay is industry competitive
- Key Lime benefits are among the best in the industry
- Our culture is employee-centric with strong feedback systems
- Our work/life balance is a priority

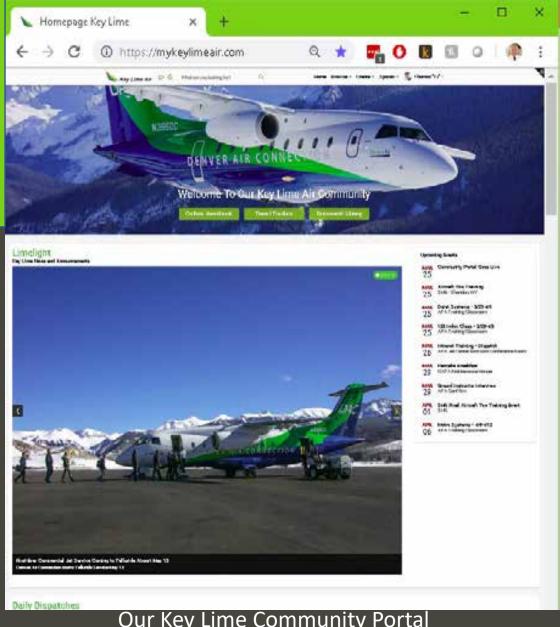
**Job Openings** 



#### Your First Day/Week **New Hire Orientation Indoctrination Training**

Your first day will be spent getting things set up to work at Key Lime. Your New Hire Handbook will cover network credentials, Email, Community Portal introduction, Culture Overview, hardware setup, payroll, benefits review, safety systems training, and security badges.

Then you will attend company indoctrination training for several days where you will learn everything from how to get to your job location, the rules and regulations which govern your job, security training, our policies and procedures and where to find them in our manuals, and our supervision and feedback structure.



Our Key Lime Community Portal

#### Technical Training

Your next step will be your technical training.

For pilots this means a lot of studying for systems training, practicing procedures together and working together to get through your simulator training and check ride.

For flight attendants this means working and studying hard to learn about our aircraft, safety and operational procedures and customer service expectations.

For maintenance personnel it means jumping right in and learning on the job.



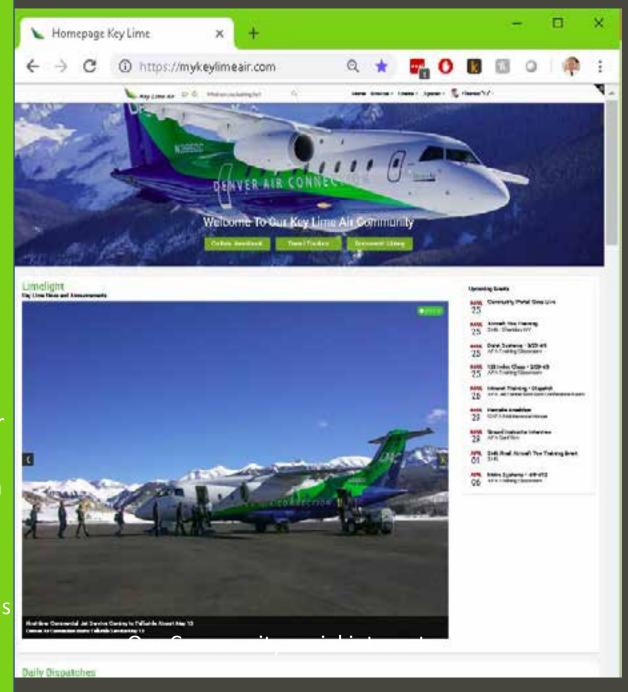
#### **Community and Culture**

Our internal communication system is a cloud-based social intranet which is a private, secure online network where our employees create content, communicate, collaborate, manage tasks and events, and develop our company culture.

The Community Portal provides our:

- Communications Hub
- Collaboration Facilitator
- Knowledge Management and File-Sharing Center
- Internal Social Network
- Employee Engagement and Development system
- Scheduling Tool

Communication is two-way street. We encourage and reward feedback. We strive to be responsive making sure your voice is heard.



# Coaching and Mentorship

All Key Lime employees will be offered an opportunity to participate in our newly developed Conscious Leadership Group to provide a common framework to communicate, and leadership development training.

Every Key Lime employee has access to their supervisor who will provide career coaching and personal development guidance.

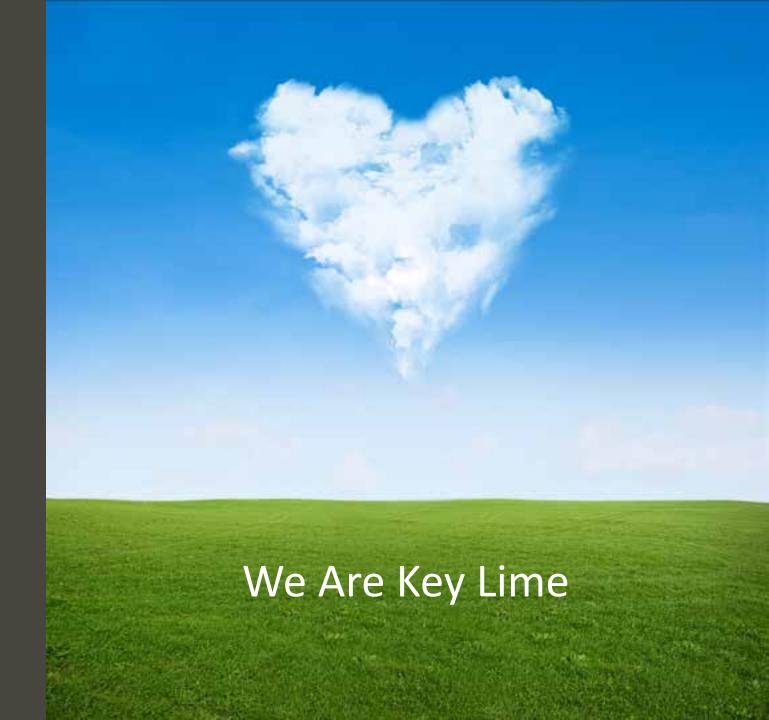
We have a robust onboarding program with mentors for every new hire.

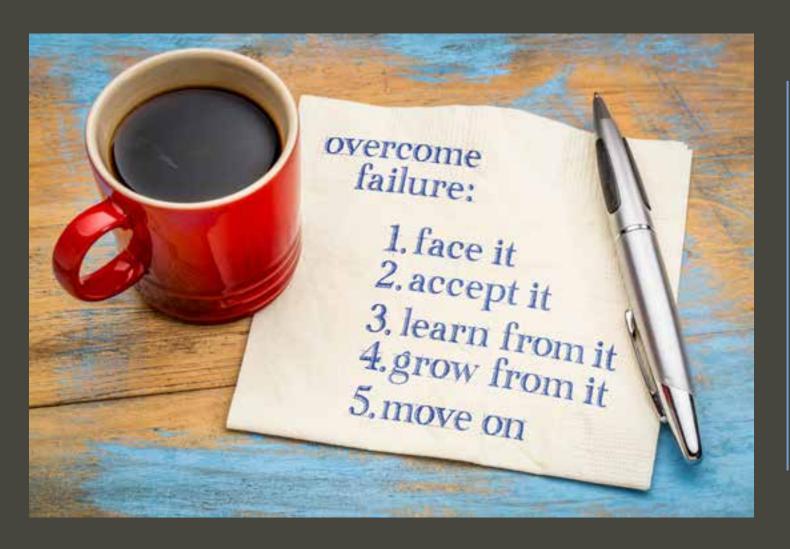
Our peer mentorship program facilitates learning amongst Key Lime employees across the entire company.

We support employees committed to our culture with a nurturing but tough environment that assures their career progress and personal development to the highest standards we expect. We'll keep this short and simple because to be honest, it's not a complicated subject for us:

We are firmly committed to providing equal opportunity in all aspects of employment and will not tolerate any discrimination or harassment of any kind. Our employees are encouraged to report any issues or concerns to their team leader or supervisor and should always remember our Core Behaviors. We also encourage you to review our:

- Diversity and Inclusion Policy
- Equal Opportunity Policy
- Intranet User Policy





We treat "failures" as opportunities for growth.

When things don't go according to plan we overcome failure in 5 Steps.

By the time we reach "Move On" we've reached the root of the problem, owned it, learned from it, and are better members of the Key Lime community.

## Recruiting Differently

We take the time to find people who are among the best in the industry at what they do, or who have the potential to grow into the best. We work as a team to get to know the whole person, communicate our core behavior expectations, and ensure our candidates are well-informed and delighted throughout the recruiting process. However, our work extends beyond just our team: our holistic approach to the hiring process involves working with recruiting managers, team leaders and managers across the company on everything from our growth plans to our hiring processes and decisions. Recruiting people who want to be a part of our culture is a company-wide effort and responsibility and we encourage all Key Lime employees to adopt the motto "Always Be Recruiting."



#### Our High Performance Culture Not Right for Everyone

Many people love our culture and stay a long time.

- They thrive on excellence, candor and growth.
- They would be disappointed if our standard was anything less than perfection in every task.
- They always try to build and never try to take.
- They are extraordinary role models for our culture, mission, and core behaviors.

Some people, however, want to take as much as they can with minimal effort and minimal engagement.

- They are satisfied with minimal proficiency in every task.
- They are bitter after receiving constructive criticism.
- They feel fearful at Key Lime over being found out that they don't try to build and "Pay it Forward"

# People who thrive at Key Lime are passionate and driven by our high performance culture

"Everyone is busy, yet still willing to drop everything to help you out. It's amazing. When someone does that for you, you continue to do it for them, you **pay it forward**. That's our culture. That's the circle of life at Key Lime." —Director of Communications

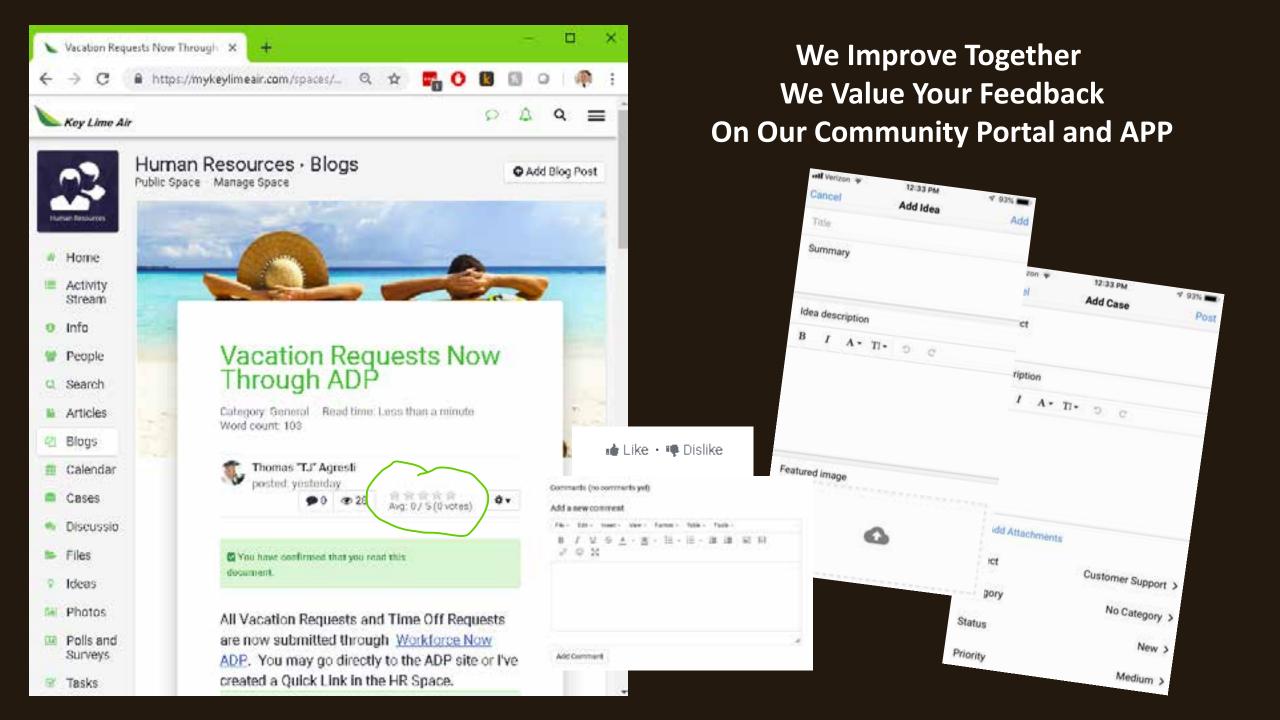
# THROUGH TRANSPARENCY

## Key Lime Chooses Transparency.

Here are the things we do to disseminate information:

- We share (almost) everything
- We maintain a Community social intranet that keeps everyone updated on company news and announcements.
- We encourage submission of feedback with content likes, ratings, and ideas.
- Open sharing of information is expected by our managers who post updates on their department blogs regularly.





### **Employee Benefits**

- Comprehensive Medical coverage provided by United Healthcare with:
  - Virtual visits
  - Health and Wellness Program
  - Health Discounts
- Dental plan provided though MetLife
  - Preventive
  - Basic and Major Service
- Vision plan through United Healthcare
- Flexible Spending Account through Allied Flex
  - Dependent Care Reimbursement Account
  - Health Care Reimbursement Account
- Short-Term Disability Plan
- Voluntary Long-Term Disability Plan
- Life Insurance of \$25,000 after 60 days
- Accidental Death and Dismemberment of \$25,000 after 60 days
- 401K Plan through Fidelity
  - Company matching up to 4% after 6 months of employment

## **Employee Perks**

#### **Discount Program**

Employee discount program through Abenity on thousands of products and services (up to \$4,500.00 of savings)

#### **Travel for Free**

- CASS jump seat privileges on almost every airline for Pilots and Dispatchers
- Cabin seat privileges on Frontier for Flight Attendants
- Myld Travel
- Interline Travel discounts sometimes offering "bump protection" when traveling standby. These companies specialize in hotel, cruises, and all-inclusive resorts.

#### **Additional Benefits for Flight Crews**

• \$40.00 per diem when away from base for 24 hours (Average \$4,000 annually)

#### UNSTRUCTURED TIME

We support people pursuing side projects that positively impact the world or improve our business

An employee built a YouTube following by promoting aviation careers. Turned out to be a great recruiting tool for Key Lime.

The charities you care about can be the centerpiece of a Key Lime get-together event.
Let us know what you care about.