

# COLUMBIA

## METROPOLITAN AIRPORT

2020 ANNUAL REPORT





“CAE remained **strong** and kept pressing **forward.**”  
-Mike Gula

## MESSAGE FROM MIKE

### **2020 turned out to be a year that no one could have predicted...**

We started the year on a high note after seeing some 1.3 million passengers travel through the airport at the end of 2019 – a record for the Columbia Metropolitan Airport (CAE). We were excited for what was ahead – optimistic and hopeful for another successful year.

Then, just like that, things changed. The COVID-19 pandemic affected, and is still affecting, everyone and every industry. Air travel drastically declined to unprecedented numbers and the uncertainty of what was now ahead weighed heavily on the industry.

But through it all, CAE remained strong and kept pressing forward.

### **Throughout 2020, the team was able to:**

- Launch a brand refresh complete with a new logo and new website.
- Complete the installation of a parking guidance system in the parking garage.
- Replace all escalators in the main terminal, on the airside by the gates and in the parking garage.
- Reinstate the popular and beautiful Art in the Airport program featuring local artists' work.
- Launch a bi-monthly newsletter, "Takeoff to Touchdown."
- In partnership with Magnus Development Partners, launched 803 Industrial Park, a new multimodal industrial hub that will further development the available land assets around the airport.
- Unveiled a stunning new welcome sign at the entrance to the airport.
- Launched a new online system that allows travelers to pre-book parking.
- And in December welcomed low-cost carrier, Silver Airways to the CAE family.

These wins are definitely not something to overlook or pass off, but shine a light on and be proud of after the numerous hurdles we had to overcome in 2020.

We look forward to keeping our eyes focused on even more opportunities for CAE and the Columbia, SC community, as we move into 2021. **Thank you for your ongoing support.**

**Mike Gula, Executive Director  
of Columbia Metropolitan Airport**

# MARKETING & COMMUNICATIONS



In January of 2020, marketing worked with their agency of record, Sparkloft Media, to develop and shoot CAE's first brand video. Various marketing activations (that included swag tables and promotions for CAE) were set up at UofSC men's and women's basketball games. In February of 2020 CAE's brand refresh was launched.

At the beginning of March through the end of the year, the marketing team worked consistently on CAE's on-going COVID-19 response messaging. [In response to COVID-19, marketing created a dedicated page on the website where travelers, tenants and employees could get up-to-date information during this crisis.](#)

Needed adjustments to CAE's advertising messages were needed in response to COVID-19. The current message of encouraging individuals to travel needed to pivot quickly to ensure CAE did not seem tone deaf. **Some examples of this message change are:**

## COLUMBIA METROPOLITAN MAGAZINE

**Previous Message:** One Step from Paradise. With 36+ daily nonstop flights, Columbia Metropolitan Airport provides easy access to 8 destinations, now including Miami. So you can get from your boardroom to the beach with ease.

**Current Message:** Support Tourism. While travel is on pause, planning doesn't have to be. Don't cancel, change the date and let's save tourism together. Fly local. Fly with ease.

## COLUMBIA REGIONAL BUSINESS REPORT

**Previous Message:** Delivering the People Who Power Columbia

**Current Message:** When you're ready, we'll be ready. Fly local. Fly with ease.

## MIDLANDS BIZ

**Previous Message:** Delivering the People who Power Columbia

**Current Message:** We'll get you back to business... with ease.

Adjust to CAE's social media messaging also changed. All channels (LinkedIn, Instagram, Facebook and Twitter) pausing efforts on destination and travel specific content, to focus on CAE's internal efforts, travel awareness and updates, messages of thanks and hope, etc.

# MARKETING & COMMUNICATIONS



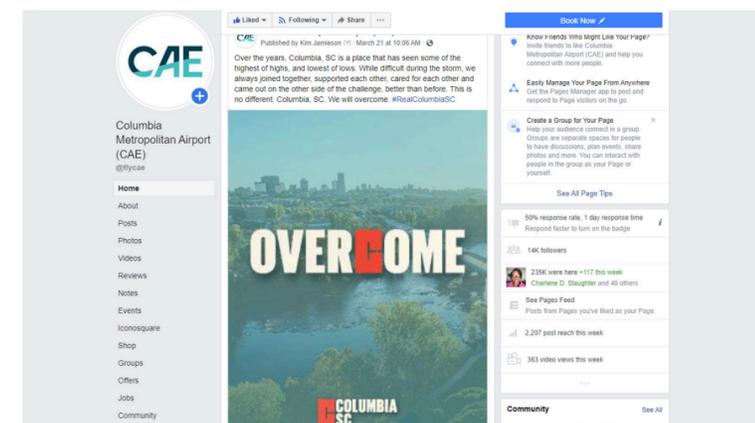
## SAMPLE POSTS



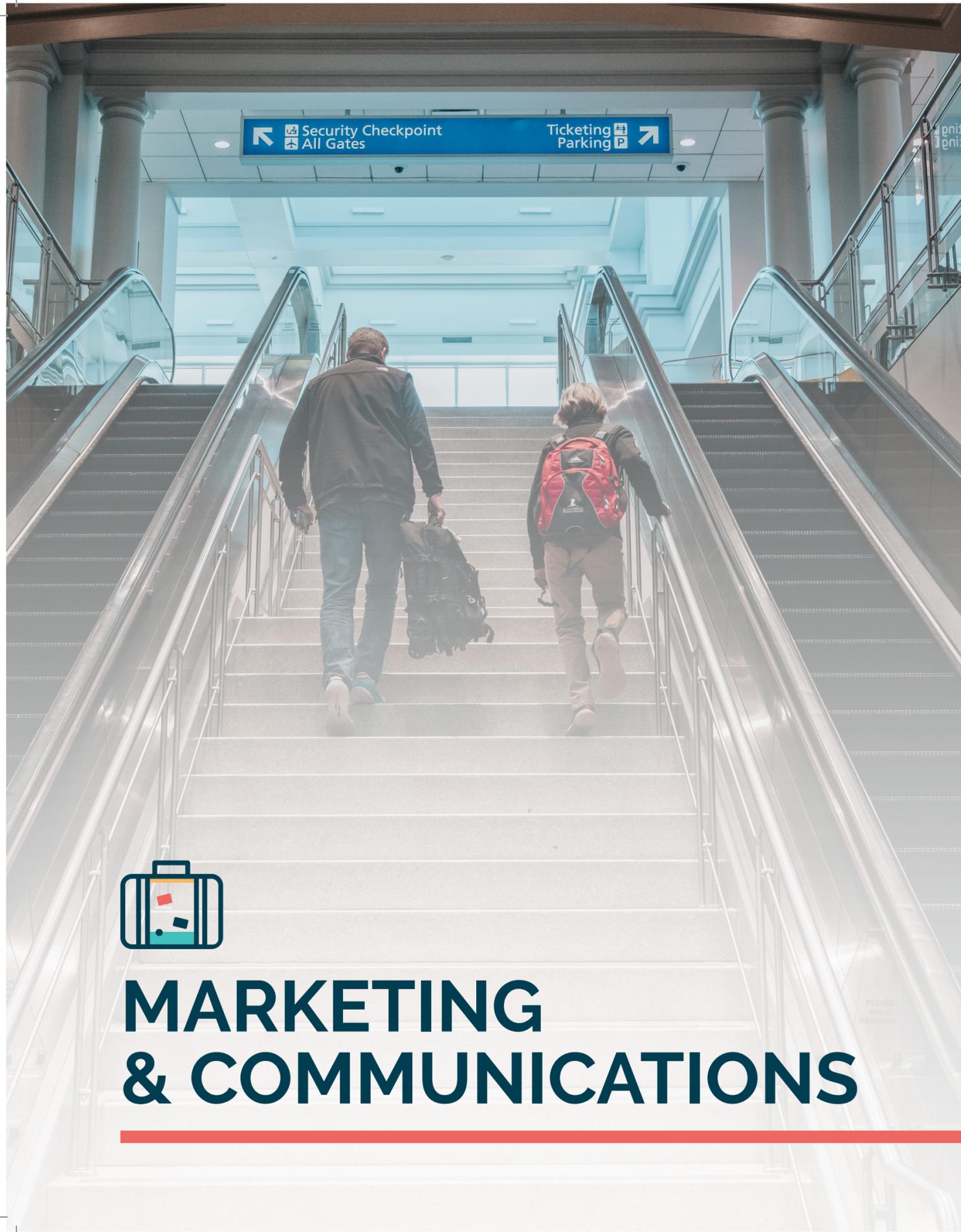
**Instagram:** "Until further notice, passengers may bring liquid hand sanitizer containers up to 12oz in their carry-on bags. Allow time for these larger containers to be screened separately. Other liquids, gels and aerosols are still limited to 3.4oz." - @TSA/Transportation Security Administration."



**Instagram:** "Just a friendly reminder to wash your hands 🧼 If you're traveling, @cdcgov recommends you wash your hands with soap and hot water for 20 seconds before and after @tsa checkpoints/screening."



**Facebook:** "Over the years, Columbia, SC is a place that has seen some of the highest of highs, and lowest of lows. While difficult during the storm, we always joined together, supported each other, cared for each other and came out on the other side of the challenge, better than before. This is no different. Columbia, SC. We will overcome. #RealColumbiaSC"



# MARKETING & COMMUNICATIONS

In April of 2020, CAE moved forward with installing a new welcome sign installed at the entrance to the airport. Marketing issued a joint press release with local sign manufacturer, Colite International, to recognize the completion of the project.

Also in April, marketing ran a **“Pretty Fly Giveaway”** (on Instagram) in an effort to give locals something to look forward to when travel commences. After only one day, we increased followers roughly 500 and had over 6,000+ entries into the giveaway. Winner was announced on May 1.

In May of 2020, the marketing team launched CAE’s first newsletter and called it, **“Takeoff to Touchdown.”**

Updated recovery messaging went out at the start of June. **“Rock with Ease: We’re prepared to help you rebuild connections, rekindle relationships and revisit the people and places you love. We’re ready to rock. Fly local. Fly with ease.”**

In the summer of 2020, marketing relaunched the **Art in the Airport** program, issuing a call for artists to submit their works to be featured in the airport. 127 submissions were made and four were chosen to be featured October 2020 – December of 2021.

An online job application form was added to the website that provided a more streamlined process for information on career opportunities at CAE and with its vendors/tenants.

For the last advertorial of the year with COLA Today, marketing focused on the parking guidance system. A step by step breakdown was done of the system, how it works, why it’s needed, how it will benefit the traveler, etc. Marketing even had a little fun and created a time-lapse video of the process.



Through a great partnership with **The COMET** (bus service) CAE now has a wrapped bus that began service on Monday, October 12. Route 91 will serve parts of downtown Columbia (Sumter, Assembly and Blossom Streets), Springdale/Cayce and of course, making a stop here at CAE.

Marketing played a vital role in the creation of marketing materials for the **803 Industrial Park** – the multimodal hub that was created in partnership with Magnus Partners in an effort to further develop the available land assets around the airport. After months of research and development, the website was launched.

On December 17, 2020 CAE celebrated the start of service on **Silver Airways!** All local media outlets and digital news platforms were in attendance, as well as a number of community leaders.



# COMMUNICATIONS



## PUBLIC RELATIONS

The marketing garnered:

**114** EDITORIAL, NEWS ARTICLES BASED OFF OF INTERNAL EFFORTS THROUGH PITCHING STORIES AND PRESS RELEASES.

FOLLOWER  
COUNT



4,126



14,200+



4,615



938



# AIR SERVICE DEPLOYMENT



## AIR SERVICE DEVELOPMENT

In January of 2020, Kim attended an Airport Roundtable in Palm Springs, CA (Met with Allegiant, Delta, Spirit and Southwest). CAE has been in touch with its air service development consultant once a week during this process. **Details from April 2020 included:**

- A number of **additional capacity cuts** were loaded for April and May.
- American Airlines cancelled **DCA, PHL, and LGA**.
- As of April 2020, MIA showed six weekly flights in May. This was later cancelled.

2020 TOTAL ENPLANEMENTS:

**282,324**

2020 TOTAL PASSENGERS:

**577,187**

This is a few points below Ailevon Pacific's client average.

In May of 2020, Delta Air Lines loaded their revised schedule for July and for CAE they were adding a third daily trip to ATL. In July all three trips were on **CR5-9 (76 seat aircraft)**. We were still up in capacity compared to June to ATL.

Also in May of 2020, it was expected that American Airlines and United Airlines would refresh their July schedules over the next few weeks. At the time, only May, June, and now Delta Air Lines for July were true representation of what they intend to fly.

In July of 2020 CAE saw American Airlines change their current aircraft for the nonstop to Dallas Fort Worth to accommodate more passengers.

Kim attended the Airport Roundtable in Lexington, KY and had great conversations with Delta Air Lines, specifically, and will be working on some additional information for them. While there was no movement or decisions made, Kim and Mike, along with the Ailevon Pacific team, did have a great call with a major airline. We were pleased to hear that CAE is still on their radar.

In late October of 2020, CAE announced that **Silver Airways** would begin service that December with three nonstop routes to **Fort Lauderdale, Orlando and Tampa, Florida**.

Two weeks after service began on Silver Airways, CAE saw a **51% load factor** for all three flights.

Kim attended TakeOff 2020 in Denver and had great meetings with Spirit, Allegiant, American Airlines and United Airlines. Additionally, she and Rhett had dinner with Southwest and Frontier. There was a lot of buzz around the newly announced Silver Airways service and a number of airlines said they have their eye on how well that will be received in the market.

# OPERATIONS, FACILITIES & CONSTRUCTION



Terminal Support initiated and achieved the **Global Biorisk Advisory Council (GBAC)** Accreditation.

CAE increased disinfecting public areas due to COVID-19, and purchased electrostatic sprayers for these areas.

Created **Terminal Support Training** position to ensure all staff stay current on proper cleaning and disinfecting procedures. Staff will now receive recurrent training every six months to maintain consistency and stay current on CDC guidelines.

Public Safety and CAE conducted our FAA mandated annual table top exercise in September. This exercise was conducted via Zoom with CAE stakeholders and our mutual aid partners. Public Safety participated in the **“Teachers in the Workspace”** program that highlighted the department and gave teachers the knowledge of what training their students would need for a future career in Public Safety. Public safety conducted hands-on fire extinguisher training for CAE tenants.

**Rosenbauer Air wolf 2 Rapid Intervention Vehicle (RIV)** was delivered on December 14th, 2020. This vehicle will give us agent pumping ability in the parking garage, act as our medical response vehicle and serve as our command vehicle. Public Safety staff continues to build relationships and partnerships with mutual-aid agencies through networking and training activities.

Information Technology installed a **TSA Screening Wait Time System** – Allows the Airport to provide accurate wait times to pass TSA security screening. IT assisted with the new installation of the **Parking Guidance System** and the **Airport Badging Credential Management system**. Installed new video conference system for virtual commission meetings, and upgraded video security management system.

Maintained CAE networks & cyber security threats. Implementation of **new security badging software and automated kiosks**. CAE could be the first airport in the country to use the kiosks.

**Successfully passed** our annual **FAA Part 139 Certification Inspection**. Successful integration of the Silver Airways operation.

Began working on the implementation of the CAE Drone Program. The **Airport Security Program (ASP)** was completely rewritten and approved by the TSA.

Assisted with maintenance / beautification projects with other staff members during the initial COVID-19 related decrease in traffic. Assisted the Terminal Support Department in obtaining GBAC certification.



# FINANCES, CONTRACT & PLANNING

Awarded  
**\$8,850,557**  
of CARES grants.

Deferred collection of  
**\$1,096,104**  
of airline.

Reimbursed  
**\$93,827**  
from TSA for the in-line  
baggage system design.

Deferred collection of  
**\$37,593**  
of concessionaire accounts receivable to  
assist with financial stress caused by the  
sharp decline in passengers and revenue.

Used  
**\$841,756**  
in 2020 to reimburse payroll expenses.

Processed  
**\$17,881**  
of reimbursement through the CARES  
Families F FMLA program for 12 employees.

All amounts have been collected as of November 2020.



# ENGINEERING



Thanks to various activities that were initiated and funded during the highly successful 2019 calendar year, significant progress was made in 2020 despite a number of challenges related to COVID-19.

## TERMINAL IMPROVEMENTS

### MECHANICAL IMPROVEMENT PROGRAM

2020 saw the completion of the fourth and final phase of the terminal wide **Mechanical Improvement Program**. The 6 year program included the replacement of all significant system components, and the introduction of a variety of energy conserving features. As a result, terminal annual energy cost reductions total **\$287,000** from the 2015 high, to the 2020 low. Eligible areas were 90% funded by the FAA AIP Program.

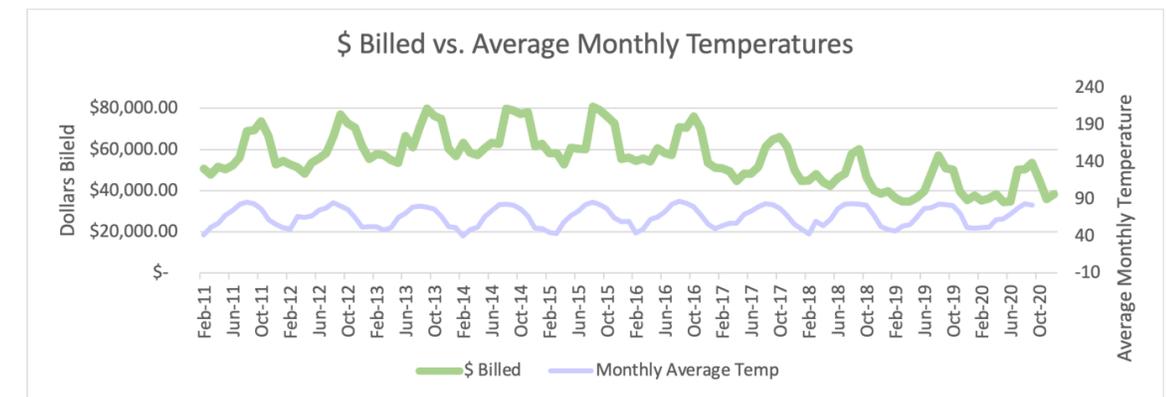


Figure 1: Energy \$ Savings

### INBOUND BAGGAGE SYSTEM REPLACEMENT; ESCALATOR REPLACEMENT

The baggage carousels and back-of-house conveyor system were replaced, as were the terminal escalators (90% complete). The terminal systems were last upgraded with the 1978 Terminal Improvements, while the concourse escalators were installed in 1996. These projects were 90% funded by the FAA AIP Program.

### CBIS WEST TICKETING PROJECT

The design and bidding of this project has been completed. The total TSA contribution to the project is **\$7million** in direct funding, with an **additional \$4million** in TSA-installed technologies. The project will meet future capacity needs, renew the flooring and finishes throughout the ticketing area, and provide additional natural lighting.



Figure 2: CBIS West Ticketing Render

# ENGINEERING



Figure 3: CAE West Site

## AIRFIELD IMPROVEMENTS

### CAE WEST DEVELOPMENT SITE UPGRADES: LOCALLY FUNDED

CAE West Drainage Project & Route B Perimeter Road Improvement: **100% FAA AIP Funded** (CARES Act). These projects enhance the airfield drainage system and remove fuel truck traffic from the movement area, making the airfield a safer operating environment.



Figure 4: Drainage Improvements (Left); Route B (Right)

**COLUMBIA**  
METROPOLITAN AIRPORT

1 Select Dates    2 Choose Parking Area

Calendar icon **Dates:** Feb 1, 2021, 07:00 AM → Feb 3, 2021, 03:00 PM

**Choose Your Parking Lot**

<p><b>Surface</b> <b>\$24.00</b></p> <p><small>Walk to terminal 5 minutes</small></p> <ul style="list-style-type: none"> <li><small>✓ Secured outdoor parking</small></li> <li><small>✓ Located near the terminal</small></li> <li><small>✓ All prices include tax</small></li> </ul>		<p><b>Garage</b> <b>\$36.00</b></p> <p><small>Walk to terminal 2 m</small></p> <ul style="list-style-type: none"> <li><small>✓ Secured covered park</small></li> <li><small>✓ Available parking indic lights (Blue lights are l</small></li> <li><small>✓ Covered walk to the t</small></li> </ul>
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## PARKING ENHANCEMENTS

### PARKING GUIDANCE SYSTEM & ONLINE BOOKING PLATFORM

A state of the art parking guidance system was installed to improve the customer experience. The online booking platform enables customized pricing to encourage longer term stays. In December 2020, the online platform produced \$6500 in revenue from parking stays averaging 12 days.

## CAE NON-AERONAUTICAL DEVELOPMENT

### PARK 803 - FOREIGN TRADE ZONE SITE EXPANSION: FUNDED BY PRIVATE INVESTMENT

Magnus Development Partners stand ready to construct **1 million square feet** of spec buildings to support the logistics and distribution industry. A master plan and marketing documents for their proposed “**803 Industrial Park**” have been developed. Ground break at the site is pending road access approval from SCDOT, and their next update is scheduled for February 2021.



### CAE PARK ACTIVITY (PRIVATE INVESTMENT/SELF SUSTAINING)

Since the launch of CAE’s land marketing campaign in 2019, interest in the existing **Columbia Airport Enterprise (CAE) Park** has increased significantly. Multiple offers on Sites 4 & 5 are currently under consideration. Additionally, a grading plan and RFP have been developed for Site 3. These plans enable CAE to prepare Site 3 for **Aerospace development**, while generating revenue from the sale of excess borrow material. The upcoming **Carolina Crossroads program** will have significant earthwork and Site 3 is well placed to be a viable source of SCDOT approved material. These preparation methods could save the development \$30 million. Preparation of Site 3 is targeted to begin in 2021 and be complete by the end of 2025.

## MCENTIRE 169TH FIGHTER SQUADRON RELOCATION

### TEMPORARY RELOCATION OF AIR NATIONAL GUARD ALERT MISSION AND TRAINING OPERATIONS

CAE is proposing to host an F-16 Squadron at the **West Cargo Apron** for 8 months (starting June 2021). The **Air National Guard (ANG)** will lease currently vacant apron space, hangar, and warehouse facilities. They will also lease temporary living quarters provided by the airport. In addition to generating lease revenue, the airport looks forward to showing continued support to the local military community. The program will locate **200 ANG staff** to CAE for the duration of the project, which will have a noted positive benefit on the local economy. We are proud to provide the opportunity to keep our ANG professionals close to their homes and families.

## CAE SUSTAINABILITY PROGRAM

### VARIOUS CAE GREEN INITIATIVES

CAE and **Dominion Energy** are considering a partnership, whereby Dominion would provide **Electric Vehicle charging** stations at the airport. These will be located to serve the public, as well as airline **Ground Service Equipment**. CAE is also relaunching its recycling program. The airport will seek to maximize the volume of material recycled by airport and tenant operations.



# LABOR & PERSONNEL



**Chief Martin** completed the AAAE Certified Member (CM) program in March 2020. Public Safety hired **2 new officers** in 2020; **Matthew Vincent** came to us from LCSD and **Matthew Taylor** came to us from RCSD. DPS is currently staffed with 17 dual-certified officers. Public Safety had 3 officers retire in October 2020.

PSO **Ben Willard** completed the Criminal Justice Academy BID (Basic Instructor development) certification, which allows him to write Academy approved lesson plans.

**Ryan Kreulen** became the Director of Operations and Properties. **Cameron Zimmerman**, C.M. promoted to Operations Manager. **Brittney Grove**, C.M. promoted to Operations Supervisor. **Roger Allen**, C.M. promoted to Operations Specialist II. **Yolanda Haigler** promoted to Terminal Support Tech II-Lead. **Aaron Brown**, our Summer Intern, was hired to a full time position as an Operations Specialist.

The following staff members have their AAAE certifications: **Mike Gula**, AAE; **Ryan Kreulen**, AAE, **Cameron Zimmerman**, CM, **Tamie Head**, CM, **Frank Murray**, CM, **Ian Kerr**, CM, **Brittney Grove**, CM, **Eddie Martin**, CM and **Roger Allen**, CM. This is an increase from the previous year and is the largest number of certified members in CAE history.

These staff members bring over **65 years of combined experience** with service at 16 airports. There are currently five employees in the pipeline studying for AAAE certification.

2020 In-house promotions: **Mickey Cooke** promoted to Public Safety Captain, **Jason Brown** promoted to Public Safety Lieutenant, **Benjamin Willard** promoted to Public Safety Officer III and **Juana Willocks** promoted to Terminal Support II-Trainer.

**Cory Watts**, Facilities Maintenance, completed his Bachelor's degree and **Irving Salazar**, Public Safety, completed his Master's degree in 2020. Several additional staff members are pursuing higher degrees and/or job related certifications.

**Kim Jamieson**, Marketing, was recognized as a **2020 Women of Influence** named by the Columbia Regional Business Report.

New Hires for 2020 included: Executive Administrator, Marketing Manager, Grounds Tech I, Operations Specialist I, Terminal Support Technician I and two Public Safety Officer II's.

2020 Summer Operations Internship Program: Operations Department applied for and was awarded an internship grant through the SEC Chapter of AAAE which reimburses CAE for wages up to \$2,500. Interviews were held for the internship and **Mr. Aaron Brown**, a graduate of Hampton University with a degree in Aviation Management was selected to fill the position. When an opening in Operations became available; Aaron was hired as a full-time CAE Operations Specialist in the fall.

Facilities Maintenance had a student apprenticeship worker during the summer and Christmas break.

Executive Staff members served on the following boards: The Historic Columbia Board of Trustees, Greater Cayce West Columbia Chamber of Commerce Board, Midlands Business Leadership Group Diversity and Inclusion task force; Emerging Airport Leaders Program, AAAE Administration & Finance Conference, ACI-NA National Human Resources Steering Group, ACI-NA National Diversity Steering Group, Midlands Education & Business Alliance (MEBA), Cayce-West Columbia Rotary Board, National Association of Minority Contractors, the Richland County School District I Career and Technology Education (CATE) 2021 Taskforce, Columbia High School Academy of Finance Board, Sexual Trauma Services of the Midlands Board, Lexington County Multiagency Narcotics Enforcement Team, The National Association of Foreign-Trade Zones (NAFTZ); AAAE SEC Annual Conference Planning Committee, Columbia Chamber Board of Directors and the USO Advisory Board and the Lexington Chamber.

Staff members spoke at conferences/events in person and virtually to include: ACI-NA Business of Airports Conference, Annual AAAE Conference, The New Travel Conference, International Airport Online Summit, Lexington Library System, Midlands Technical College, rotaries, chambers, and city council meetings.

Staff members volunteered with the following organizations: South Carolina State Guard, InfraGard South Carolina, USO South Carolina, Wounded Warrior Project; Disabled American Veterans; Tri-county Family Ministries, Charleston Fraternal Order of Police "Cops and Kids" Program, Mission Lexington (food pantry) community food drive February 2020; Boys Farm (Newberry) fundraiser golf tournament; USO South Carolina virtual reading to kids, Richland School District One School Mentorship, Palmetto Place Children's Shelter; Senior Resources, Curing Kids Cancer and Meals on Wheels.

All DPS personnel are dual certified as fire and law enforcement officers and a minimum of medical first responder meeting FAA requirements. Each shift has an Academy certified "specific skills" instructor who can teach any academy approved lesson plan. SC Lieutenant Governor **Pamela Evette**, Leadership Columbia, students from Heyward Career & Technology Center along with a few other groups toured the airport prior to the pandemic shutdown in 2020.

**Chappelle** is a member of a national airport group working on a 2020-2021 **Airport Cooperative Research Program** (ACRP). Chappelle served on a 2020 team for the Denver International Airport to assist them in selecting a food vendor. In October, Chappelle was a panelist with her colleagues from Port of Seattle, DFW, and Switzerland speaking on Diversity, Equity & Inclusion at the International Airport Review online summit. There were **1200 registered attendees** from 150 airports and 70 countries.

CAE hosted **Sheila Parkman**, the career specialist and **JAG instructor** (Jobs for American Graduates) at Swansea High School in Lexington 4 as our Teacher in the WorkPlace. The Teacher in the WorkPlace program gives S.C. teachers the opportunity to participate in real-world experiences at companies, with the goal of being able to better educate students about industry needs. CAE Staff also participated in "The Teacher in the Workplace" video which was commissioned by the Department of Commerce and will be distributed to school districts.

Chappelle gave a presentation to 200 seniors at **Richland District 2 Conference Center** in February. As a result of new regulations in response to COVID-19 and employee rights, HR drafted **CAE Coronavirus Response & Continuity Operations Plan** to be implemented during the pandemic; distributed the new Families First Coronavirus Response Act to all employees; and created the new **Emergency Families First Coronavirus Response Act Form** for COVID19 related leave and FMLA. In August, **Nephron** came on site to provide **Covid19 testing** for employees.

Six employees retired in 2020.  
Nine employees were recognized for their airport years of service (from 5 to 30 years).  
**Lakisha Darby**, Terminal Support, was selected CAE 2020 Employee of the Year.



CAE

*fly with ease*

