

COLUMBIA

METROPOLITAN AIRPORT



2021 ANNUAL REPORT



TABLE OF CONTENTS

Message from Mike Gula	4
Richland Lexington Airport District Airport Commission	5
Marketing and Air Service Development	6
Department of Public Safety (DPS)	12
Operations	14
Human Resources	18
Finance	22
Engineering Progress	24



Joel Livingston, Gregg Hornsby, Kim Jamieson Crafton, Ryan Kreulen, Mike Gula, Frank Murray, Nicole Huffman, Chappelle Stevenson, Eddie Martin.

“2021 proved to be a stronger year for CAE than projected – and that is due to to this community’s support and utilization of this airport.”

-Mike Gula

MESSAGE FROM MIKE

It is hard to believe it is already December 2021. To say this year has flown by is an understatement. As we enter the final month of the year and look ahead to 2022, I cannot help but reflect on the year we have had here at the Columbia Metropolitan Airport (CAE).

In January, we were anxious about what was to come and the overall sustainability of air travel. The airline and aviation industries were slowly starting to rebound, but the ultimate future of passengers returning to air travel, pre-pandemic, was uncertain.

Today, I can say that 2021 proved to be a stronger year for CAE than ever projected – and that is, in part, due to this community’s support and utilization of this airport.

This summer, we saw leisure travel significantly increase – with passengers taking full advantage of our nonstop flights to warm destinations like Miami, Orlando and Tampa, Florida. With the addition of Silver Airways in late 2020, the low cost carrier was an attractive option for those individuals looking to enjoy some fun in the sun. Additionally, overall passenger traffic increased month over month from January through July – solidifying that air travel was indeed, back.

With the federal mask mandate (now extended through March 18th, 2022) and COVID-19 safeguards still in place at CAE and transportation hubs throughout the country, passengers should travel safe knowing that CAE continues cleaning and sanitation efforts throughout the terminal. In October of 2021, CAE’s Terminal Support was awarded for the second time in a row the Global Biorisk Advisory Council® (GBAC) Star™ accreditation. This recognition certifies CAE is a facility focused on and committed to upholding stringent protocols for cleaning throughout the airport. I commend this team and thank them for their hard work.

While we are not back to pre-pandemic travel numbers just yet, we are well on our way. Year-to-date at the end of November 2021, we had roughly 796,000 passengers travel through CAE. We are hopeful and feel confident this upward air travel trend will continue and look forward to seeing even more passengers in the terminal in 2022.

As always, thank you for the support this year and I ask that you continue supporting CAE in the future. From the team at CAE, **we wish you and yours a safe, enjoyable holiday season.**



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



AIRPORT COMMISSION

The RLAD is governed by 12 commissioners. Five members are appointed by the **Lexington County Legislative Delegation**, five members are appointed by the **Richland County Legislative Delegation**, and two members are appointed by the **City Council of the City of Columbia**.

City of Columbia Representatives

- Carol Fowler, Vice Chair
- Breon Walker, Esq.

Lexington County Representatives

- Dan P. Bell, Chairman
- Pat G. Smith
- Hank Jibaja
- James “Jim” C. Wellman
- Sarah Johnson

Richland County Representatives

- Hazel L. Bennett
- Duane Cooper
- David N. Jordan
- James L. Whitmire
- LaJoia Broughton

MARKETING AND AIR SERVICE DEVELOPMENT



MARKETING



Fireflies Baseball
"Let's Upgrade You" Contest



Art in the Airport

- The Marketing team created, developed and launched an online store for CAE. The shop, shop.flycae.com, features a number of swag items – **t-shirts, hats, water bottles** and more - with the new Columbia Metropolitan Airport logo. So far, the shop has been popular and well received by the community. The marketing team is regularly looking for new and clever items to add to the store to keep content fresh.
- The partnership with **Fireflies Baseball** team provides to be another successful venture for CAE. This year we added roughly **800 names to the CAE newsletter database** from the entries of individuals looking to win our "Let Us Upgrade You" contest.
- **Growing and building partnerships in the community** is something that has always been a focus for CAE's executive team. Leveraging our **UofSC sponsorship**, we have been able to invite **Richland County Council** and **City of Columbia Council** members to various sporting games and events.
 - Additionally, CAE has been out and about in the community at various **Rotary's and chamber events**, as well as hosting events on the airport grounds. This year, we participated in the **2021 Columbia Food & Wine Festival** by hosting a "**Dinner on the Runway.**" This wildly successful event brought roughly **150 community members** together at this ticketed event – giving them a behind the scenes look at the airport and giving us the opportunity to connect with a desired demographic.
- **Art in the Airport** was a great success in 2021. With the program, CAE was able to feature four area artists – **Chris Garvey, Ija Charles, Sonya Diimmler** and **Harold Branham**, throughout the year. All of the artists said this exhibit here at the airport was not only one of their favorites, but one of their most successful events. In addition to the featured artists, we also expanded the non-profit arm of the Art in the Airport program by having **Family Connections** and **Transitions Homeless Center** feature work by clients in the food court. Both of these partnerships were covered heavily in the media and the public.

- The **2021 Media Buy** was one that was strategic in nature, but allowed CAE to have a wider reach and increased visibility than it had in the past. Some of the outlets that CAE advertised in this year included, **Experience Columbia SC's vacation guide, Capital City Lake Murray County's vacation guide, Mobile Fuse** (mobile display ads), **Lexington Chamber, HBCU Magazine, Millennium Magazine, Columbia Regional Business Report, Free Times/Post & Courier, Midlands Biz, Grace Outdoor, COLAtoday, WIS TV, Lamar Outdoor, Marlin Outdoor, WLTX, WACH, Carolina Panorama** and **Columbia Metropolitan Magazine**.

- The Marketing team worked with our agency of record, **Sparkloft Media**, on a billboard campaign to develop new creative messages that would ease travelers into traveling again after the height of the pandemic. Some examples of in market advertising features our new creative direction of: **"Rediscover Travel", "Return to Business"** and **"Revisit Your Travel Plans"**.



FOLLOWER COUNT



4,195



14,972



5,263



1,058

- Social media** has proven to be a valuable resource and communications channel for CAE. Currently **posting regularly on Twitter, LinkedIn, Facebook and Instagram**, we have one of the largest and engaged follower base among our peer airports throughout the state. One example of a successful social media campaign was the **#LoveLocal** campaign for Valentine's Day. We were able to engage the community while in turn showcasing the region's numerous food, beverage, outdoor, etc. opportunities to travelers to the region.
- CAE now has not one, but two billboards!** The first is **west bound on I-26** and features our nonstop routes map. (**At night, the billboard lights up to show the various nonstop destinations**). The second billboard is **I-77 North bound**, almost half way between CAE and CLT and says... Don't Travel, To Travel! Both of these billboards communicate what CAE has to offer and the importance of supporting local.



I-77 N Billboard – Halfway between CAE and CLT



I-26 W Billboard – Near the Riverbanks Zoo Exit

The Marketing team worked tirelessly on generating news content about the airport that would then be shared to local media outlets. **87 stories** were generated by the marketing department this year – featuring coverage on some CAE-related happening each month of the year.

Here are some of the stories that were covered in 2021:

- ABC – WOLO
 - NBC – WIS
 - CBS – WLTX
 - FOX – WACH
 - WTOC
 - The State Newspaper
 - Columbia Regional Business Report
 - Cola Daily
 - COLAtoday
 - Millennium Magazine
 - The Minority Eye
 - The Post & Courier
 - The Lexington County Chronicle
 - The Columbia Star
- One wonderful resource we were able to provide to the community and the traveling public was to **host a COVID-19 testing site** here at CAE. Located in the cellphone lot, the testing site has been one of the most popular locations and **plans to remain indefinitely** to serve the community and CAE's passengers.



AIR SERVICE DEVELOPMENT

- The newest airline, now nearly one year here at CAE, **Silver Airways**, has been a strong addition to the carrier lineup. In the first two weeks of service, they saw a **load factor of roughly 51%** to their three Florida markets. While Fort Lauderdale was taken off-line midyear, Orlando and Tampa still prove to be great routes for CAE and ones that we regularly push and promote.
- In an effort to not only remain competitive with our peer airports but to position ourselves well with possible new carriers coming into the market, **we updated and enhanced our incentive package**. With the support of Ailevon Pacific, we updated our incentives to reflect no charges to airlines for the first two years to new entrant carriers flying to specific destinations of choice. So far, airlines have been very impressed by the package and offerings.
- This year we attended the Gulfport Airport Roundtable and Routes America in Florida. These events proved to be highly successful for CAE as we met with **Southwest Airlines, Silver Airways, Breeze Airways, Spirit Airlines, Delta Air Lines, Allegiant and United Airlines** – and all were very impressed with CAE. These meetings have improved over the years as more and more, these airlines are seeing the numerous things CAE is doing to attract flyers and enhance the overall traveler experience.
- Getting CAE's name out there to airlines is important, but it's always important with the aviation community and industry as a whole. Because we want to be seen as an airport that is committed and involved, **we're set to host the 2022 Airport Roundtable** – something CAE hasn't done since 2018. We are excited for this opportunity to bring together airport executives, professional and airline reps in the fall.



DEPARTMENT OF PUBLIC SAFETY (DPS)



Chief Martin was nominated at the fall 2021 conference and voted in to serve (2-year term) as a **board member for ALEAN (Airport Law Enforcement Agencies Network)**.

DPS procured a **AFFF self-contained testing unit**. Existing ARFF vehicles were retrofitted and staff was trained on the operation of the equipment. This will allow FAA mandated testing without having to take proportioned samples by spraying the known carcinogen (AFFF) onto the grounds at CAE.

Chief Martin and **PSO-3 Roddriek Jones**, along with other CAE employees “gave back” by helping Harvest Hope package food items for families in need.

DPS had **no discrepancies** during the **Annual FAA certification inspection**. DPS completed the **SLED NCIC Audit** that keeps our department in compliance. DPS held our FAA required table top exercise in 2020 and is currently planning our **full scale tri-annual exercise to be conducted in the spring of 2022**

5 DPS officers participated as guest instructors at the **Criminal Justice Academy** in 2021 as part of maintaining their instructor certifications.

DPS partnered with the **USC Police K-9 unit** to allow them to bring their **2 bomb sniffing dogs** to CAE to “sweep” the public areas of the terminal. This will allow them to “work” a different area and it provides a visible presence to deter illicit activity.

Chief Martin and Deputy Chief Daniel Ruggiero attended meetings with DHEC and all Midlands Region Stakeholders to discuss and develop a **Comprehensive Communicable Disease Response Plan (CDRP)**. DEHEC has collaborated with **Transportation Public Health Preparedness (TPHP) Consultants** to develop a CDRP for all the major airports in the state.

11 Firearms seized from carry-on bags at the CAE TSA Security checkpoint so far in 2021.

DPS is in process of working out logistics to switch from our current 400Mhz to the **800Mhz spectrum**. Currently we use 400Mhz for alarm notifications and communicating on site. **Lexington County Dispatch** will not support or monitor our 400Mhz when current equipment reaches end of useful life.

Moria Smoak and **Will Salazar** were promoted to **PSO 3** in 2021.

Will Salazar completed his **Master of Arts in criminal justice** and graduated from the **FBI citizens academy**.

Deputy Chief Daniel Ruggiero participated in **multiple ARFF working group webinars** as well as the **AAAE Virtual Emergency Management Conference**. He also became a Certified Member of the **AAAE**.

Matthew Taylor attained his **FAR 139 Airport Firefighter certification**.

DPS MEMBERS VOLUNTEERED THEIR TIME

- **Torian Roseboro**: Mentored at **Palmetto Place Children's shelter**. He's also a driver for senior resources meals on wheels' program
- **Brent Summers**: Security team at **First Baptist Church of Lexington**
- **Benjamin Willard**: Volunteer coach for the **Pelion youth wrestling program**
- **Sam King**: Volunteered for **Cops and Kids for Christmas 2020** through FOP.
- **Will Salazar and Roddriek Jones**: Volunteers with the **USO** on numerous occasions.
- **Eddie Martin**: Volunteered for local qualifier for **Drive, Chip and Putt** for kids 7-14 years old.

OPERATIONS



OPERATIONS



- Passed annual **FAA Certification**
- Hired two new **Operations Specialist, Timothy Holzer and Jackson Thornton**
- **Jackson** was our **SEC-AAAE Summer Intern**
- We were awarded the **Summer Internship Program Grant** through the **SEC Chapter of AAAE**. The Grant is awarded to select airports that participate in the Summer Internship Program
- Continuing to work closely with the FAA on the **certification of our drone program**
- Several employees have achieved **Part 107 Drone Pilot Certifications**
- Staff have assisted airline tenants with a total of **84 diverted flights** and **multiple charter operations** this year to date
- **Cameron Zimmerman, CM** and **Roger Allen, CM** are actively pursuing their **AAE (Accredited Airport Executive)** certification/designation
- **Assisted secret service** in the December 17, 2021 Presidential visit.



PROPERTIES

- Completed a **market analysis on Aeronautical land**
- **Red Eye Express** has expanded its **menu and hours of operation** to meet demand
 - Additional new offerings and improvement are planned for the future
 - Red Eye continues to **break historical revenue records**
- **RLAD** has been established as the sole declarant of **CAE Industrial Park**
- All Insurance Policies have been renewed
- Completed the annual **Foreign Trade Zone** compliance report



AIRPORT COMMERCE CENTER

- Successfully negotiated a **\$1.4M five year lease renewal and expansion**
- Occupancy rate has increased from **85% to 90%**

ACC TENANTS

- **Floor Covering International** | Flooring Installation
- **ADS Security** | Security Systems
- **FOTH** | Engineering Firm
- **Tradesman International** | Construction Staffing Firm
- **PenServ Plan Services** | Retirement Plan Solutions
- **MERMEC** | Railway Diagnostics
- **RealPage, Inc** | Multifamily Property Management Software
- **R.S. Hughes** | Industrial Supplies
- **Axio Wealth Management** | Investment Services
- **ThorLabs** | Nano-Optical Manufacturing
- **Trusted King Transport** | Truck Driving University



HUMAN RESOURCES



EMPLOYEE GOALS AND ACCOMPLISHMENTS

- **Matthew Taylor** attained his FAR 139 Airport Firefighter certification. The following staff members have their AAE certifications: **Mike Gula, AAE; Ryan Kreulen, AAE, Cameron Zimmerman, CM, Tamie Head, CM, Frank Murray, CM, Eddie Martin, CM, Daniel Ruggiero, CM** and **Roger Allen, CM**. There are currently four employees in the pipeline studying for AAE certifications.
- **Juana Willocks** was promoted to Terminal Support Trainer. **Stephanie Collazo** and **Donmill Williams** moved from part-time to full-time Terminal Support Tech I. **Irving Salazar** was promoted to Public Safety Officer III. **Moira Smoak** was promoted to Public Safety Officer III. **Mike Izzard** was promoted to Facilities Airfield Supervisor
- **Mike Gula** was named to the **Top 50 most influential leaders in Columbia, SC** by the **Columbia Business Monthly Magazine**.
- **Will Salazar** completed his Master of Arts in criminal justice and graduated from the FBI citizen's academy. **Lakisha Darby** started courses at Midlands Tech Community College in pursuit of an Associate in Business Management.
- **New Hires for 2021** included: Human Resources Manager, Terminal Support Technicians (5x), Airport Operations Specialist I (2x)
- **Eddie Martin** volunteered for local qualifier for Drive, Chip and Putt for kids 7-14 years old. **Lakisha Darby, Kristina Lorick, Mark Bell, Cory Watts, Nicole Huffman, Eddie Martin** and **Roddriek Jones** volunteered their services and packed over 400 food boxes to support the local homeless community.
- **Chris Davis** attended the 4-day **Annual Society for Human Resource Management Conference and Exposition**. The 4-day course brought together 8,500 HR professionals from across the United States for in-depth training on several subjects that organizations and employees are facing in today's changing environment.
- **Chris Davis** and **Lakisha Darby** attended a Hospitality Job Fair at the Columbia Convention Center to highlight open airport tenant positions.
- **Columbia High School CATE** awarded **CAE** the "**Business Partner of the Year Award**" for CAE's involvement and commitment to students and leadership.
- **Chappelle Stevenson** is a member of a national airport and FAA group working on the **2021 Airport Cooperative Research Program (ACRP)** on "**Human Trafficking in Airports**".
- CAE has formalized its "**Job Shadow Program**" to expose students, especially high school students, to airport opportunities as they consider future careers. The program details are on the CAE website.
- **Chappelle Stevenson** serves as Public Image Chair for the **Cayce-West Columbia Rotary Club**.
- **Chappelle Stevenson** presented a virtual webinar on **Social and Professional Etiquette in Hiring** for the Lexington County Library System.

ACDBE - AIRPORTS CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE DIVERSITY & INCLUSION

- **CAE** hosted a scaled back one-on-one **DBE outreach** event in August 2021. The attendees had positive comments to make about the one-on-one meetings and the chance to learn of airport opportunities.
- CAE DBE Team has partnered with the **Richland County Office of Small Business Opportunity** to expand our outreach to small and local business owners as part of CAE's "Buy Local" outreach.
- DBE Team participated in the **TRB Webinar: Diversity in Airport Business Contracting and Workforce Program** where CAE was referenced several times by the presenters as a model to follow for **our success in DBE processes and our diversity in hiring.**
- CAE has signed an MOU for the **Skill Bridge Program Military Internship Program** and has entered into a partnership with the military for retiring military personnel transitioning to civilian life. CAE provides the opportunities and military provides all pay and benefits.
- CAE participated in the **2021 National Airport Rental Car Supplier Diversity Outreach Day.**
- **Tamie Head** and **Lakisha Darby** liaised with FAA to develop and implement the new ACDBE goals of 11.37% for the next three years. She also set a goal with airport rental car agencies at 1%. FAA DBE Triennial Report for 2021-2023 were submitted to FAA. CAE's goal for 2021-2023 is 15.20%.
- **Concessions Carolina is 100% ACDBE owned** and operated at CAE.
- **Sims Petroleum** provides fuel for all CAE vehicles (including Public Safety and Maintenance trucks, cars etc.) and is also **100% ACDBE owned and operated.**
- **Chappelle Stevenson** and **Lakisha Darby** participated in the **2021 BMW Supplier Diversity Conference** in Greenville, SC highlighting and supporting current and future minority, small-owned and women-owned businesses within the United States.
- **Chappelle Stevenson** was elected as **Vice Chairman for the Columbia High School Academy of Finance Board (AOF)**. The AOF board is made up of Business, Financial Industry and Community leaders. (CAE has a partnership with Columbia High to increase the exposure of minority students for careers in accounting and finance).

VETERANS OUTREACH

CAE has signed an MOU for the Skill Bridge Program Military Internship Program and has entered into a partnership with the military for retiring military personnel transitioning to civilian life. CAE provides the opportunities and military provides all pay and benefits. This program has been extremely well-received and other airports have reached out to CAE regarding our experience with the candidates.



CAE GIVES BACK

- 14 employees were recognized for **Longevity Awards** for their tenure (5 to 30 years) as an airport employee. Lakisha Darby, Terminal Support Supervisor, was selected by her peers as the 2020 CAE Employee of the year!
- Chief Martin was nominated and voted in to serve (2-year term) as a board member for **ALEAN (Airport Law Enforcement Agencies Network).**
- Lindsay Copelan acquired her **Property Manager In-Charge Recertification.**
- Thomas Tapp, Facilities Manager earned his **OSHA 510 Certification** by completing the Occupational Safety and Health Standards for The Construction Industry course. Mark Bell and Chance Mazzell earned their **Pesticide Applicator License**. Chance also became a member of the Irrigation Association which is the leading membership organization for water management companies and professionals in landscape.
- Gregg Hornsby was nominated and selected to the **National Airport Finance Steering Group.**

FINANCE



Awarded \$11,274,726 of additional Federal assistance through the **Coronavirus Response and Relief Supplemental Appropriations (CRRSA Act)**, and the **American Rescue Plan Act (ARPA)**. These funds may be used to reimburse operating expenses and debt payments. CAE has used them to reimburse personnel, insurance (property and liability), and utility expenses.

FEDERAL ASSISTANCE

	(in millions)
CARES Funding (2020)	\$ 8.8
CRRSA & ARPA Funding (2021)	11.3
Total Federal Funding	\$ 20.2
Funding Used	(7.2)
Available Funds Balance	\$ 13

Completed **\$8.9 million** of the **\$20.0 million CBIS West Ticketing project**. Secured financing for the locally-funded portion up to **\$12.25 million**.

Paid down **\$4.8 million** of outstanding debt in 2021, for a **current balance of \$23.1 million**. Will pay off **\$9.5 million** (41%) of the current balance by 2026.

Passenger traffic improved throughout the year. The total of departing and arriving passengers through November is now at **64% of the same time in 2019**.

Cargo flights continue to do well, and through November are **106% of the same time in 2019**.



ENGINEERING PROGRESS

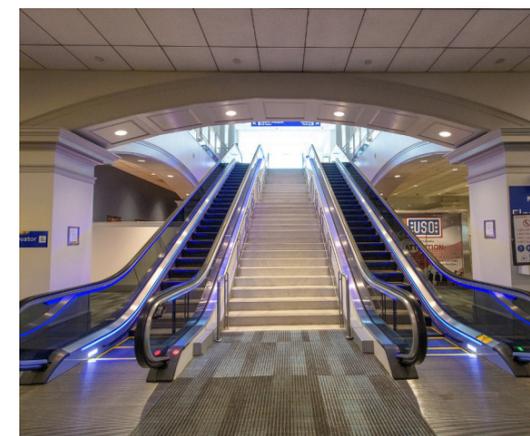


TERMINAL IMPROVEMENTS



TERMINAL LAGOONS

After resolving some Issues with the **Terminal Lagoon** waterproofing system, this landscaped area was restored to its best in 2021. Not only is this an attractive feature, the lagoons also provide the **important water supply for the terminal fire suppression system.**



Baggage Claim Escalator

ESCALATOR REPLACEMENT

In 2021 the **terminal escalators replacement project was completed.** This includes the pair of landside escalators serving baggage claim, and the commuter lounge on the Airside. The units, which replaced 1974 vintage systems, include various modern safety and preventative maintenance features, as well as **new color-changeable LED lighting.** They are a more sustainable up fit, providing a modern aesthetic to the terminal space.

PASSENGER BOARDING BRIDGES

Passenger Boarding Bridges 4 & 6, which primarily serve **American Airlines** on the east wing of the concourse, were replaced. These rotating & telescoping bridges allow the airlines to receive a broader range of aircraft types at each gate. The project also included ramp marking enhancements which provide for the safer ground handling of aircraft.



PBB 4 & 6 Replacement

CHECK BAGGAGE INSPECTION SYSTEM (CBIS) & WEST TICKETING CONSTRUCTION

Construction began on the **Terminal Expansion Project** that will ultimately serve as the **Airline pickup point** for all screened baggage. Work began in the spring of 2021, and has progressed to the installation of the **common baggage collection carousel**. By the fall of 2021, the **TSA Inspection Space** and the **Airline Ticket offices** will be **under construction and renovation**.

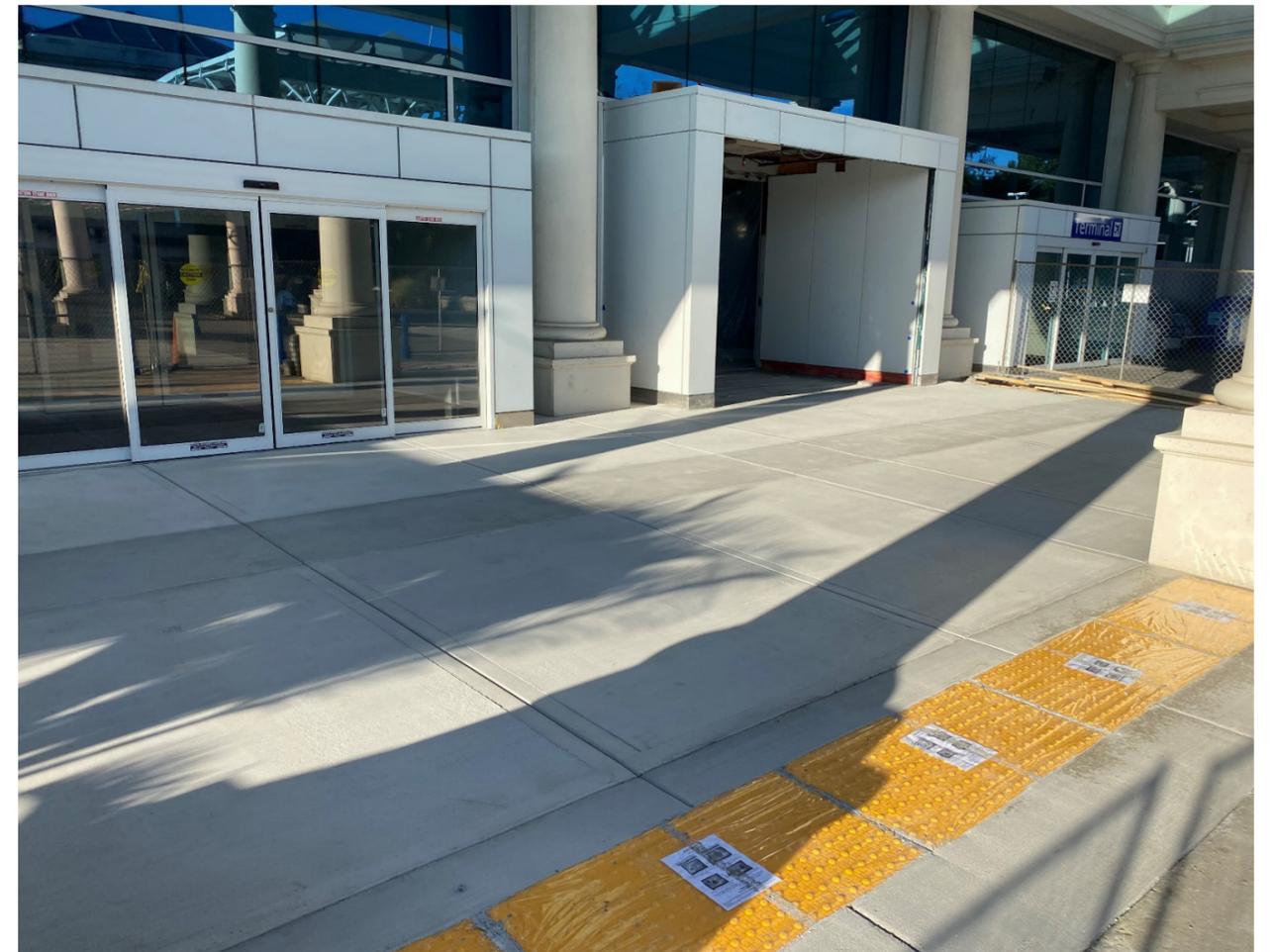
Once complete, the project will double the baggage processing capacity of the airport. The Common Use technology added to ticketing, and the addition of ticket counters and self check-in devices will also increase the airport's ability to serve new legacy airline flights and low cost carriers.



Airline Bag Collection Carousel



CBIS West Construction



Terminal Front Water proofing, doors and pavement

AIRFIELD IMPROVEMENTS



CAE West Site

CAE WEST DEVELOPMENT SITE UPGRADES: LOCALLY FUNDED

Negotiations are progressing for the development of a **50 Acre Aerospace Industrial complex at Site 7**. The target is to finalize agreements during the fall of 2021.

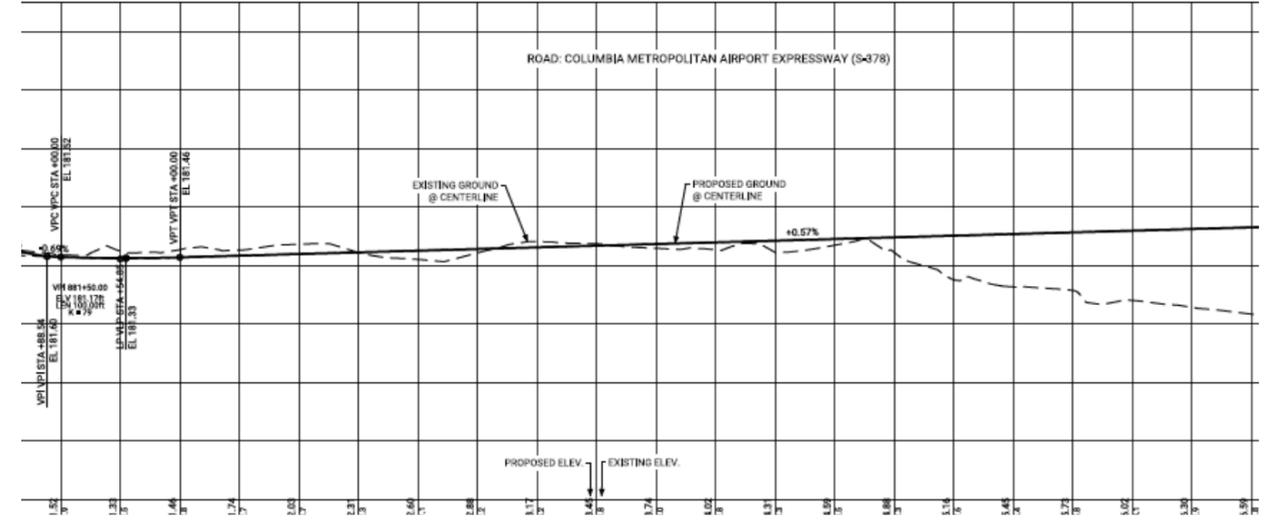
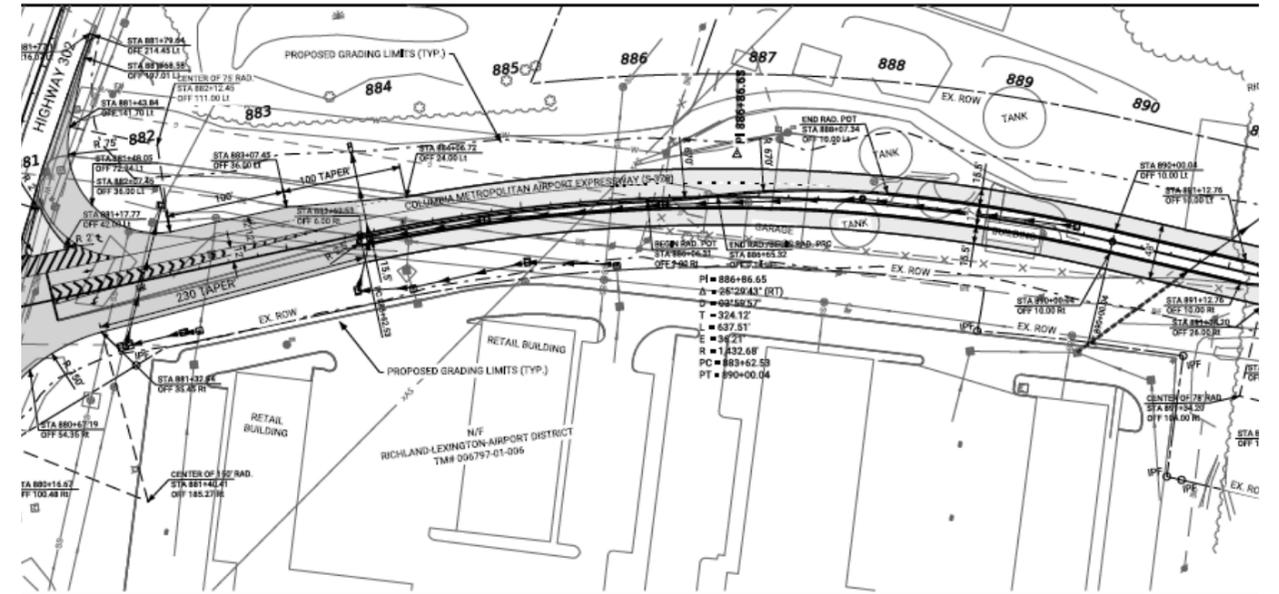
CAE AIRFIELD DEVELOPMENT

Two projects have begun that will enhance the CAE Airfield. An **Airfield Planning Study** has been initiated that will evaluate the optimal airfield configuration to address future airport needs. Future considerations are taxiway routing and pavement Infrastructure to better suit the future CAE aircraft fleet mix.

The second project will **replace pavement on either side of the main terminal**. These areas are used to park aircraft **Remaining Overnight (RON)**, which Increases CAE's terminal capacity. Some of the pavement dates to the 70's and is in need of replacement.

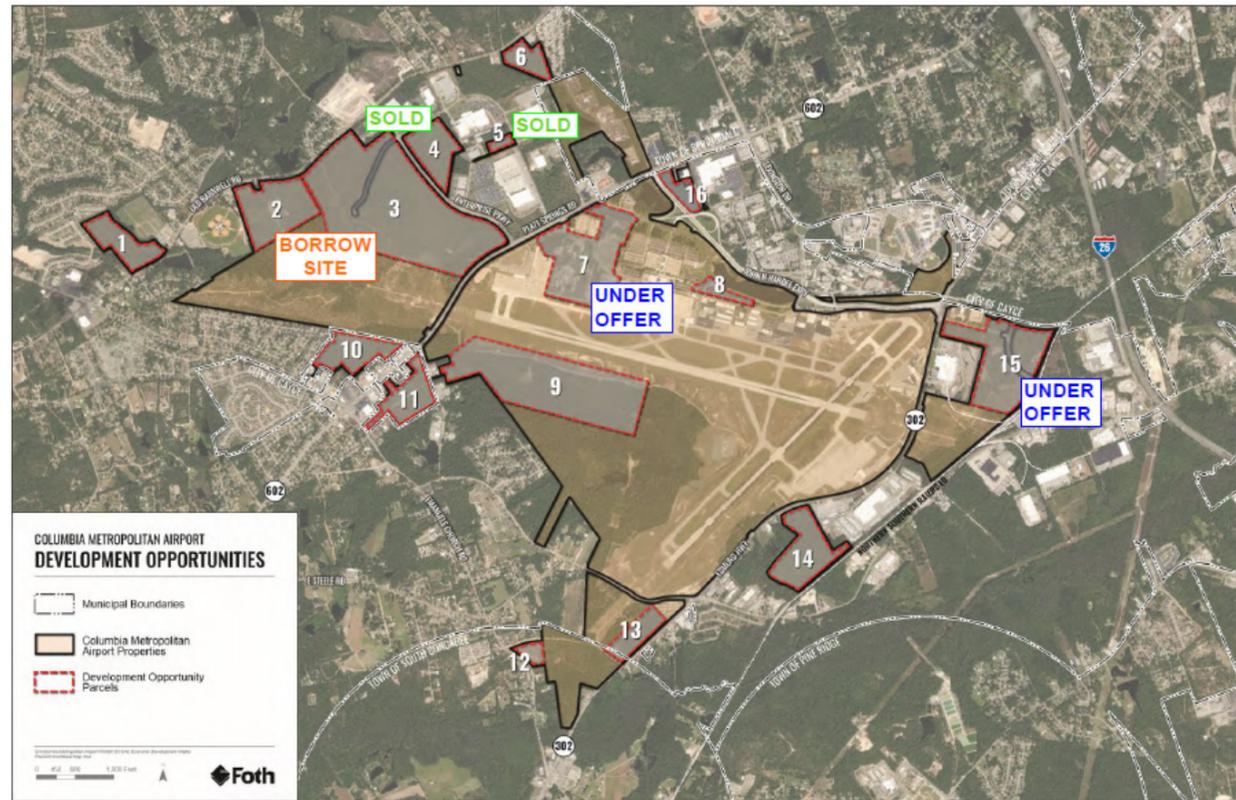


CAE NON-AERONAUTICAL DEVELOPMENT



PARK 803
FOREIGN TRADE ZONE
 FUNDED BY PRIVATE INVESTMENT

Magnus Development Partners are ready to construct 1 million square feet of spec buildings to support the needs of logistics and distribution industries. A master plan and marketing documents for their proposed "803 Industrial Park" have been developed. Engineering plans for the access roadway have been submitted to SCDOT for consideration and approval.



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. **Site 4** was sold to **Palmetto State Armory (PSA)**. This purchase, alongside their acquisition of the adjacent former Akenbono factory, represents a significant expansion. **PSA are a major distributor through UPS.**

Site 5 was sold to **Concentrated Active Ingredients and Flavors (CAIF)** a supplier of natural ingredients - botanical extracts, fruits and vegetable powders, preservatives, etc. This represents an expansion of this innovative company to the East Coast.

Site 3 is being considered for use as a **regional borrow site**. Conversations are ongoing with site-grading professionals for the sale of **1.5M cubic yards of high-quality material**. This would yield an aviation accessible site, at the proper rates and grades.

MCENTIRE 169TH FIGHTER SQUADRON RELOCATION

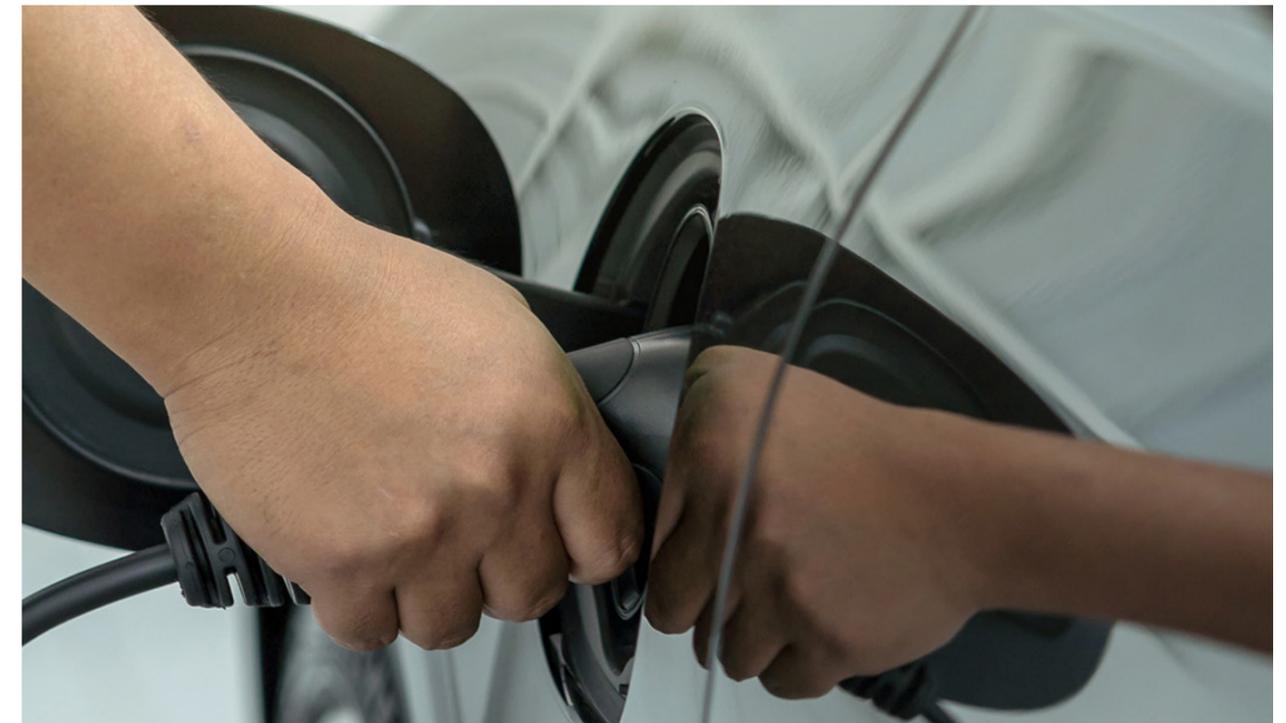
TEMPORARY RELOCATION OF AIR NATIONAL GUARD ALERT MISSION AND TRAINING OPERATIONS.

CAE is proposing to host an **F-16 Squadron** at the **West Cargo Apron for 8 months (starting February 2022)**. 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 Level 2 charging stations** at the airport. These will be located to serve the public, as well as airline **Ground Service Equipment**. CAE has also **relaunched its recycling program**. The airport will seek to maximize the volume of material recycled by airport and tenant operations.



CAE
fly with ease

