MINUTES AT THE MEETING OF THE COLUMBUS AIRPORT COMMISSION HELI AIRPORT
TUESDAY, MAY 28TH, 2026

The following commission members were present for the entire meeting:

NAME	EXPIRES
Mrs. Delois Marsh, Chairwoman	December 31, 2027
Mr. Kevin Howard, Treasurer	December 31, 2029
Mr. Austin Gower, Secretary	December 31, 2028
Mr. Philip Thayer, Vice Chairman	December 31, 2030
Ms. Daria Cruzen, Commissioner	December 31, 2026

Staff Members Present:

Amber Clark, Airport Director
Carolyn Mills, HR Manager
Timothy Strickland, Finance Director
Josh Patton, Maintenance Manager
Sonya Overton, Director of Marketing & Air Service Development
Vincent Henderson, Lieutenant, Shift Supervisor, Public Safety
Cody Boyd, Public Safety Officer
Eric Rivers, Operations Supervisor
Zack Lundy, Administrative Coordinator

BUSINESS OF THE MEETING

Mrs. Marsh called the May 28th ,2026, Commission Meeting to order at 9:30am

CONSIDER ADOPTION OF THE MINUTES FOR THE COMMISSION MEETING ON A

Mrs. Marsh asked to consider the adoption of the Minutes from the Commission Meeting

Motioned by Mr. Gower to approve the adoption of the Minutes from the Commission M 2026 and seconded by Ms. Cruzen and unanimously approved by the Commission. Ayes

CONSIDER THE APPROVAL OF THE FISCAL YEAR 2027 BUDGET

Mrs. Marsh asked to consider the approval of the Fiscal Year 2027 Budget

Motioned by Ms. Cruzen to approve the adoption of the Fiscal Year 2027 Budget and se unanimously approved by the Commission. Ayes: 4 Nays: 0

DIRECTOR'S UPDATES

Finance

Mr. Timothy Strickland gave the finance report, wherein he discussed April financials.

Columbus Airport
Statements of Revenues, Expenses and Changes in Net Posi
April 2026

	Period to Date	ORIGINAL PTD Budget	Variance	Year to Date
OPERATING REVENUES:				

OPERATING EXPENSES:				
LABOR	155,245	195,352	(40,107)	1,829,7
PAYROLL TAXES	11,011	13,674	(2,663)	134,3
EMPLOYEE BENEFITS	33,517	33,875	(358)	346,4
GENERAL ADMIN, INSURANCE & MARKETING	56,725	37,721	19,004	410,0
UTILITIES & COMMUNICATION EXPENSES	53,555	52,445	1,110	590,4
CONTRACTUAL SERVICES, FACILITIES, EQUIP	106,191	84,008	22,183	873,0
OPERATING SUPPLIES & FUELS	12,339	9,385	2,954	107,8
TRAVEL & EDUCATION	15,007	6,713	8,294	71,5
PROFESSIONAL FEES	4,702	18,957	(14,255)	220,4
BANKING CHARGES & MISC	57,041	11,080	45,961	125,4
COGS-FBO FUELS, CATERING, SUPPLIES	55,560	90,720	(35,160)	575,5
DEPRECIATION & AMORTIZATION	277,207	276,407	800	2,767,2
TOTAL OPERATING EXPENSES	**838,101**	**830,337**	**7,764**	**8,052,3**
NET OPERATING INCOME	**(173,482)**	**(281,309)**	**107,827**	**(3,731,7**
NET OPERATING INCOME EXCLUDING DEPRECIATION	**103,726**	**(4,902)**	**108,628**	**(964,4**
NON-OPERATING REVENUES (EXPENSES):				
NET INVESTMENT INCOME (LOSS)	65,568	18,834	46,734	228,7
INTEREST EXPENSE	(5,958)	(6,300)	342	(59,7
MISCELLANEOUS	5,106	820	4,286	28,6
TOTAL NON-OPERATING REVENUES (EXPENSES) - NET	**64,716**	**13,354**	**51,362**	**197,5**
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	**(108,766)**	**(267,955)**	**159,189**	**(3,534,1**
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS EX DEPREC	**168,442**	**8,452**	**159,990**	**(766,8**
CAPITAL CONTRIBUTIONS:				
GRANT REVENUES	1,711,108	-	1,711,108	24,885,4
PASSENGER FACILITY CHARGES (PFC)	21,382	20,000	1,382	107,0
CUSTOMER FACILITY CHARGES (CFC)	21,571	23,499	(1,928)	160,9
TOTAL CAPITAL CONTRIBUTIONS	**1,754,060**	**43,499**	**1,710,561**	**25,153,4**
CHANGE IN NET POSITION	**1,645,295**	**(224,456)**	**1,869,751**	**21,619,3**

Columbus Airport

Statements of Revenues, Expenses and Changes in
2025-2026 Trends

	Apr 2026	Mar 2026	Feb 2026	Jan 2026	Dec 2025	Nov 2025	Oct 2025	Sep 2025	Aug 20:
OPERATING REVENUES:									
RENTAL INCOME	205,051	197,846	180,921	165,465	171,274	140,875	141,881	152,787	165,3
LANDING & FUEL FLOWAGE FEES	40,194	37,267	30,186	32,167	24,908	4,989	652	3,280	8,1
FBO INCOME	340,353	246,882	182,711	193,894	206,407	143,060	67,629	79,848	108,3
SECURITY CHARGES - AIRLINES	28,206	28,206	28,206	28,206	28,206	28,206	28,206	28,206	28,2
FOOD SERVICE SALES	1,174	1,103	701	490	317	-	-	-	
APPROPRIATION FROM CGC	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,3
OTHER OPERATING INCOME	46,308	44,019	32,341	34,780	28,754	88	20	920	7,9
TOTAL OPERATING REVENUES	664,620	558,656	458,400	458,336	463,200	320,552	241,722	268,375	321,5
OPERATING EXPENSES:									
LABOR	155,245	197,085	186,210	181,618	195,267	170,173	194,494	177,263	173,4
PAYROLL TAXES	11,011	14,898	12,681	14,235	14,199	12,685	14,504	13,140	12,6
TAXES AS A % OF LABOR	7.1%	7.6%	6.8%	7.8%	7.3%	7.5%	7.5%	7.4%	7
EMPLOYEE BENEFITS	33,517	33,178	34,443	38,144	35,634	32,480	32,839	33,154	33,8
BENEFITS AS A % OF LABOR	21.6%	16.8%	18.5%	21.0%	18.2%	19.1%	16.9%	18.7%	19
GENERAL ADMIN, INSURANCE & MARKETING	56,725	28,808	36,929	36,007	75,394	38,340	30,198	27,264	51,8
UTILITIES & COMMUNICATION EXPENSES	53,555	54,779	54,722	54,980	52,237	51,411	44,203	56,942	71,9
CONTRACTUAL SERVICES, FACILITIES, EQUIP	106,191	66,822	102,350	89,573	65,126	86,134	74,939	63,152	120,7
OPERATING SUPPLIES & FUELS	12,339	12,025	20,930	8,123	6,712	20,255	4,042	8,541	8,3
TRAVEL & EDUCATION	15,007	7,754	5,227	1,647	2,421	11,740	8,659	7,642	4,5
PROFESSIONAL FEES	4,702	(39,275)	32,670	25,929	37,451	69,580	32,281	18,600	25,5
BANKING CHARGES & MISC	57,041	7,076	7,760	8,803	9,782	5,797	4,756	5,158	6,5
COGS-FBO FUELS, CATERING, SUPPLIES	55,560	80,779	59,473	63,835	58,961	68,713	39,187	39,884	41,3
TOTAL OPERATING EXPENSES	560,894	463,928	553,395	522,893	553,182	567,308	480,103	450,738	550,8
Total labor, taxes, benefits	199,773	245,161	233,334	233,997	245,100	215,338	241,837	223,556	219,9
Labor, taxes, benefits as % of revenue	30.1%	43.9%	50.9%	51.1%	52.9%	67.2%	100.0%	83.3%	68.

Financial Highlights for April 2026 (Month)

			Actual	Budget	Variance
Total Operating Revenues			**664,620**	**549,028**	**115,592**
Rental Income	(352)	Hangar Rent over $6k, Car Rental under $10k, Delta over $5k, CFC fees under $2k			
FBO Income	102,959	Fuel Sales over $94k, other FBO fees over $9k			
Landing/Fuel Flowage Fees	10,617	Delta over $4k, SNV over $3k, MAC over $3k			
Other Operating	1,876	Parking over $2k			
Total Operating Expenses			**838,101**	**830,337**	**7,764**
Employee Expenses	(43,128)	Labor under $40k, Payroll Taxes under $3k, Benefits over $1k			
General Administration	19,004	Advertising over $17k, Dues & Subscriptions over $4k, Uniforms under $2k			
Utilities	1,110	Power under $3k, Gas over $1k, Water under $1k, Computer Networking over $3k			
Contractual Services	22,183	Building Repairs over $1k, Cameras over $8k, Equipment Rental under $4k, Airfield Maintenance under $6k, Inspections under $2k, Tools & Equip over $31k			
Operating Supplies	2,954	Janitorial Supplies under $1k, Fire Safety Equipment over $4k; Law Enforcement Supplies under $1k			
	8,294				
Travel & Education	(14,255)	Design & Engineering under $8k; Professional & Legal under $6k			
Professional Fees	(35,160)	Fuel under $35k			
COGS					
Net Operating Income			**(173,482)**	**(281,309)**	**107,827**
Net Operating Income excluding Depreciation			**103,726**	**(4,902)**	**108,628**
Non-Operating Revenues (Expense)			**64,716**	**13,354**	**51,362**
Revenues	46,734	Interest under $7k, Gain/Loss over $54k			
Capital Contributions			**1,754,060**	**43,499**	**1,710,561**
Grants	1,711,108	FAA over $1,700k, TIA over $12k			
Change in Net Position			**1,645,295**	**(224,456)**	**1,869,751**

Financial Highlights for April 2026 (Year to Date)

		Actual	Budget	Variance
Total Operating Revenues		**4,320,613**	**4,241,068**	**79,545**

Rental Income	(177,143)	Hangar Rent over $9k, Car Rental under $188k, Land Rental over $2k, Delta over $:
FBO Income	392,390	Fuel Sales over $373k, G. Handling under $10k, Landing Fees under $13k, Other ov
Landing/Fuel Flowage Fees	30,812	AFLAC/Synovus under $9k, MAC over $17k, Baron over $3k, Delta over $20k
Other Operating	(163,969)	Parking under $160k
Food Sales	(2,550)	

		Actual	Budget	Variance
Total Operating Expenses		**8,052,319**	**7,945,484**	**106,835**

Employee Expenses	(118,391)	Labor under $124k, Payroll Taxes under $2k, Benefits over $8k
General Administration	32,853	Insurance over $11k, Office/Computer Supplies under $4k, Uniforms under $15k, I
Utilities	66,037	Power over $25k, Computer Network over $44k, Water under $6k, Telephone unde
Contractual Services	32,960	Building Repairs over $25k, Cameras over $76k, Equipment Rental under $24k, A over $53k
Operating Supplies	13,983	Janitorial Supplies under $17k, Fire Safety Equip over $28k, Hazmat Cleaning unde over $14k
Travel & Education	4,399	
Professional Fees	30,854	Design & Engineering under $15k, Legal/Professional over $55k
COGS	26,272	Fuel over $26k

		Actual	Budget	Variance
Net Operating Income		**(3,731,705)**	**(3,704,416)**	**(27,289)**
Net Operating Income excluding Depreciation		**(964,434)**	**(940,346)**	**(24,088)**
Non-Operating Revenues (Expense)		**197,550**	**133,540**	**64,010**
Revenues	40,383	Interest under $46k, Gain/Loss over $86k		
Capital Contributions		**25,153,494**	**30,586,557**	**(5,433,063)**
Grants	(5,369,607)	FAA under $1,658k, GDOT over $218k, TIA under $3,928k		
Change in Net Position		**21,619,339**	**27,015,681**	**(5,396,342)**

COLUMBUS AIRPORT COMMISSION
KPI REPORTING

Metric: **Quick Ratio**

(Cash & Equivalents + Accounts Receivable) / Total Current Liabilities
Note: Restricted PFC & CFC Cash is excluded

Apr-26	Mar-26	Feb-26
4.85%	**1.54%**	**2.51%**

Exceeds Expectations (Green)	Margin > 3.00%	Greater than 3.00%
Meets Expectations (Blue)	Margin > 2.00%	2.00% - 2.99%
Needs Attention (Yellow)	Margin > 0.00%	0.00% - 1.99%
Critical (Red)	Margin < 0.00%	Less than 0.00%

Metric: **Current Ratio**

Total Current Assets / Total Current Liabilities
Note: Restricted PFC & CFC Cash is excluded

Apr-26	Mar-26	Feb-26
9.45%	**3.02%**	**3.70%**

Exceeds Expectations (Green)	Margin > 3.00%	Greater than 3.00%
Meets Expectations (Blue)	Margin > 2.00%	2.00% - 2.99%
Needs Attention (Yellow)	Margin > 0.00%	0.00% - 1.99%
Critical (Red)	Margin < 0.00%	Less than 0.00%

Metric: **Net Profit Margin**

Net Income / Revenue
Note: Capital Contributions amounts are excluded

Apr-26	Mar-26	Feb-26
(0.24)	**(0.91)**	**(1.74)**

Exceeds Expectations (Green)	Margin > 10.00	Greater than 10.00
Meets Expectations (Blue)	Margin > 0.00	0.00 - 9.99
Needs Attention (Yellow)	Margin < 0.00	-9.99 - 0.00
Critical (Red)	Margin < -10.00	Less than -10.00

Metric: **Revenue Growth Rate**

(Revenue in Current Period - Revenue in Previous period) / Revenue in Previous Period

Apr-26	Mar-26	Feb-26	Rolling Qtr
85.8%	**20.4%**	**-1.9%**	**40.6%**

Exceeds Expectations (Green)	Margin > 10.0%	Greater than 10.0%
Meets Expectations (Blue)	Margin > 0.0%	0.0% - 9.9%
Needs Attention (Yellow)	Margin < 0.0%	-9.9% - 0.0%
Critical (Red)	Margin < -10.0%	Less than -10.0%

Metric: **Cost Per Enplanement (CPE)**

(Revenue in Current Period - Revenue in Previous period) / Revenue in Previous Period

	Total
Assets	
Current Assets	
Bank Accounts	
CASH	
CASH BAL SYNOVUS-SUNTRUST A/C	9,764.37
CASH - REGISTER FUND - HOSPITALITY	660.00
CASH - SNV CHECKING - AIR SERVICE DEVELOPMENT FUND	5,000.00
CASH - SNV CHECKING - OPERATING ACCOUNT	1,550,358.74
CASH - SNV MMA - CFC (RESTRICTED)	1,466,771.83
CASH - SNV MMA - RENEWAL AND EXTENSION	44,559.51
CASH - SNV MMA - TERMINAL RENOVATION PFC	134,229.06
CASH - SNV TRUST MMA	1,310,639.35
PETTY CASH - ADMIN	1,100.00
PETTY CASH - FBO	500.00
REGISTER FUND-FBO	500.00
Total for CASH	**$4,524,082.86**
Total for Bank Accounts	**$4,524,082.86**
Accounts Receivable	
ACCOUNTS RECEIVABLE	$0.00
ACCOUNTS RECEIVABLE - CUSTOMERS - FBO	71,133.36
ACCOUNTS RECEIVABLE - GOVT GRANTS	794,678.51
ACCOUNTS RECEIVABLE - OTHER	109,507.64
ACCOUNTS RECEIVABLE - PFC	30,218.00
ACCOUNTS RECEIVABLE - TRADE	65,735.05
ACCRUED INCOME RECEIVABLE - CAR RENTAL & DELTA	-7,218.00
Total for ACCOUNTS RECEIVABLE	**$1,064,054.56**
Total for Accounts Receivable	**$1,064,054.56**

	Total
Other Current Assets	
ACCRUED INCOME RECEVABLE-CFC	0.00
DEFERRED OUTFLOWS OF RESOURCES	955,340.00
INVENTORY	
INVENTORY - ALCOHOLIC BEVERAGES	895.18
INVENTORY - AUTO GAS	23,753.47
INVENTORY - AVIATION OIL	1,049.01
INVENTORY - DIESEL	2,900.72
INVENTORY - FUEL - AVGAS 100LL	9,549.61
INVENTORY - FUEL - JET A	19,524.46
Total for INVENTORY	**$57,672.45**
INVESTMENTS - HOSPITALITY	14,330.00
PREPAID - INSURANCE	28,653.34
PREPAID - OTHER	12,877.94
RESTR.CASH SUNTRUST - COLS.PROPRTY.	-9,764.37
SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC	1,125,447.64
Total for Other Current Assets	**$2,184,557.00**
Total for Current Assets	**$7,772,694.42**
Fixed Assets	
ACCUMULATED AMORTIZATION - INTANGIBLES	-917,776.80
ACCUMULATED DEPRECIATION OF FIXED ASSETS	-56,830,572.00
ARFF VEHICLE	19,718.00
AUTO, TRUCKS & TRACTORS	1,548,769.00
BUILDING & BUILDING IMPROVEMENTS	42,108,786.00
CIP - CAR WASH PROJECT (CFC'S)	372,938.01
C.I.P. - MISCELLANEOUS - TENTATIVE	27,925,995.91
C.I.P.- TAXIWAY F	3,079,188.00
C.I.P. - TERMINAL RENOVATIONS	25,625.00
CONSTRUCTION IN PROGRESS	1,651,950.00
EASEMENTS	1,154,840.00
FENCES & GATES	1,333,043.00
FURNITURE, FIXTURES & EQUIPMENT	839,124.00
LAND IMPROVEMENTS	39,400,018.00
LAND PARCELS	4,470,262.00
OTHER ASSETS	77,339.00
Total for Fixed Assets	**$66,259,247.12**
Total for Assets	**$74,031,941.54**

	Total
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
ACCOUNTS PAYABLE	**$129,693.53**
Total for Accounts Payable	**$129,693.53**
Other Current Liabilities	
ACCOUNTS PAYABLE - RETAINAGE	341,626.00
ACCRUED ACCOUNTS PAYABLE	-11,316.70
ACCRUED EXPENSES	0.00
ACCRUED SALARIES	127,155.72
CONSTRUCTION CONTRACTS PAYABLE	87,318.00
DEPOSITS - ATM, VENDING MACHINE	5,948.00
DEPOSITS - T HANGAR WAITING LIST & OTHER	40,393.93
EARNED VACATION/ LEAVE PAYABLE	98,086.00
GEORGIA STATE & LOCAL SALES TAX	3,231.48
TIPS/GRATUITY PAYABLE	210.07
Total for Other Current Liabilities	**$692,652.50**
Total for Current Liabilities	**$822,346.03**
Long-term Liabilities	
BONDS PAYABLE - LONG TERM	2,171,264.30
DEFERRED INCOME - PREPAID RENTS	522,059.16
DEFERRED INFLOWS OF RESOURCES	1,281,307.00
PROPORTIONATE SHARE OF COLLECTIVE NET PENSION LIAB	1,864,605.00
UNEARNED REVENUE - CURRENT PORTION	16,317.00
Total for Long-term Liabilities	**$5,855,552.46**
Total for Liabilities	**$6,677,898.49**
Equity	
ACCUMULATED DEPRECIATION/AMORTIZATION - F.A.S.	-10,296,436.00
CONTRIBUTION INTEREST INCOME - PFC	540,459.00
CONTRIBUTIONS - CONSOLIDATED GOVERNMENT	2,074,045.00
CONTRIBUTIONS - CUSTOMER	24,066.00
CONTRIBUTIONS - FEDERAL	24,842,864.00
CONTRIBUTIONS - STATE	962,284.00
DEPRECIATION OF CONTRIBUTED ASSETS	4,141,927.00
INVESTED IN CAPITAL ASSETS	16,601,240.00
NET ASSETS	-9,111,957.00

	Total
PROFIT - SALE OF LAND	1,940,163.00
UNRESTRICTED NET ASSETS	2,935,078.00
Retained Earnings	11,080,970.58
Net Income	21,619,339.47
Total for Equity	**$67,354,043.05**
Total for Liabilities and Equity	**$74,031,941.54**

Statement of Cash Flows
April 2026

Full name	Total
OPERATING ACTIVITIES	
Net Income	1,645,294.56
Adjustments to reconcile Net Income to Net Cash provided by operations:	
ACCOUNTS PAYABLE	-1,755,412.15
ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - TRADE	-73.17
ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - VENDORS - FBO	97,205.63
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - CUSTOMERS - FBO	-40,966.20
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - GOVT GRANTS	-15,552.91
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - OTHER	-1,471.96
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - TRADE	3,729.81
ACCRUED ACCOUNTS PAYABLE	4,583.33
ACCRUED SALARIES	-19,756.86
DEPOSITS - T HANGAR WAITING LIST & OTHER	1,780.80
GEORGIA STATE & LOCAL SALES TAX	677.65
INVENTORY:INVENTORY - ALCOHOLIC BEVERAGES	-294.70
INVENTORY:INVENTORY - AUTO GAS	0.00
INVENTORY:INVENTORY - AVIATION OIL	56.82
INVENTORY:INVENTORY - DIESEL	0.00
INVENTORY:INVENTORY - FUEL - AVGAS 100LL	-46,661.62
INVENTORY:INVENTORY - FUEL - JET A	-73,883.61
PREPAID - INSURANCE	21,536.75
PREPAID - OTHER	2,133.76
RESTR.CASH SUNTRUST - COLS.PROPRTY.	-75,445.63
SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC	-8,513.61
TIPS/GRATUITY PAYABLE	4.63
Total for Adjustments to reconcile Net Income to Net Cash provided by operations:	**-$1,906,323.24**
Net cash provided by operating activities	**-$261,028.68**
INVESTING ACTIVITIES	
ACCUMULATED AMORTIZATION - INTANGIBLES	1,407.18
ACCUMULATED DEPRECIATION OF FIXED ASSETS	275,800.00
C.I.P. - MISCELLANEOUS - TENTATIVE	-150,413.58
CIP - CAR WASH PROJECT (CFC'S)	-7,684.00
Net cash provided by investing activities	**$119,109.60**
FINANCING ACTIVITIES	
BONDS PAYABLE - LONG TERM	-11,250.07

Statement of Cash Flows
April 2026

Full name	
Total	
DEFERRED INCOME - PREPAID RENTS 3.77	5,40
Net cash provided by financing activities **$5,846.30**	**-**
NET CASH INCREASE FOR PERIOD	**-$147,765.38**
Cash at beginning of period	**$4,671,848.24**
CASH AT END OF PERIOD	**$4,524,082.86**

Flightways

Mr. Darryl Graham gave the Flightways report, wherein he discussed the fuel volume report, vacant hangars, tenant socials, equipment updates, and employee updates.

FLIGHTWAYS (FBO) Report

- Total Jet A increased year-over-year, driven primarily by an 8.9% increase in retail Jet A activity compared to April 2025.
    - Avfuel contract fuel remains strong, totaling 57,091 gallons in April 2026 compared to 64,378 gallons in April 2025 (-11.3%).
    - Airline fuel activity increased 12.1%, helping offset lower contract fuel activity.
    - Delta operations resumed fuel purchases during April with 1,245 gallons uplifted.
    - General aviation fuel activity remained stable, with:
        - 100LL Full Serve up slightly 0.3%
        - Self-Serve down -17.2%

- Activity levels remain healthy, with changes primarily driven by traffic and customer mix.

- Tenant Relations: No updates currently.

- Hangar Availability: Two T-Hangars available
    - (16E) Twin
    - (18B) Single
    - Both located on the southwest side of the field near the B&C corporate hangar.

- Equipment Update: No issues impacting quality of service.

- Staffing/Personnel: Currently accepting applications for CSR and Line Service position

Category	KPI Metric	Reporting Period	Direction	Target	Actual	Attainment	Status	Trend	Score
Fuel Activity	Jet Retail	Monthly	Higher is Better	**12,000**	15,494	129.1%	Exceeds Expectations	Improving	100%
Fuel Activity	Jet Contract	Monthly	Higher is Better	**27,000**	57,091	211.4%	Exceeds Expectations	Improving	100%
Fuel Activity	Jet ICE	Monthly	Higher is Better	**3,000**	1,928	64.3%	Critical	Declining	64%
Fuel Activity	Jet Airline	Monthly	Higher is Better	**23,000**	25,119	109.2%	Exceeds Expectations	Improving	100%
Fuel Activity	Avgas Full-Serve	Monthly	Higher is Better	**5,000**	5,858	117.2%	Exceeds Expectations	Improving	100%
Fuel Activity	Avgas Self-Serve	Monthly	Higher is Better	**1,300**	1,156.9	89.0%	Meets Expectations	Stable	89%
Operational Workload	# of Aircraft Fueled	Monthly	Higher is Better	**400**	512	128.0%	Exceeds Expectations	Improving	100%
Operational Workload	# of Aircraft Serviced	Monthly	Higher is Better	**500**	643	128.6%	Exceeds Expectations	Improving	100%
Operational Workload	# of Customers Towed	Monthly	Higher is Better	**130**	143	110.0%	Exceeds Expectations	Improving	100%
Customer Mix	# of Piston Customers	Monthly	Higher is Better	**200**	242	121.0%	Exceeds Expectations	Improving	100%
Customer Mix	# of Turboprop Customers	Monthly	Higher is Better	**80**	72	90.0%	Meets Expectations	Stable	90%
Customer Mix	# of Jet Customers	Monthly	Higher is Better	**300**	338	112.7%	Exceeds Expectations	Improving	100%
Customer Mix	# of Helicopter Customers	Monthly	Higher is Better	**50**	45	90.0%	Meets Expectations	Stable	90%
Service Quality	% On-Time Performance	Monthly	Higher is Better	**100**	99.1	99.1%	Meets Expectations	Stable	99%
Service Quality	# of Service Failures	Monthly	Lower is Better	**0**	3	0.0%	Critical	Declining	0%
Safety	# of Safety Incidents	Monthly	Lower is Better	**0**	0	100.0%	Meets Expectations	Stable	100%

Human Resources

Ms. Carolyn Mills gave the human resources report, wherein she discussed workforce, recruiting/onboarding, training and development, policy and compliance, employee engagement, and strategic planning.

Human Resources Report

- The organization's workforce remained steady in April, with 40 active employees out of 47 approved positions. We successfully on boarded two new employees in Public Safety and Hospitality, and are actively screening resumes for Line Service Technician vacancies. We have one critical vacancy in our Maintenance department, and recruiting will begin in May.

- We are still looking for ways to accelerate the onboarding experience through improved technology and the development of an airport-focused new hire orientation program. This initiative is intended to better prepare new employees for success and improve overall integration into the organization.

- There are no policy or compliance updates to report at this time. Employee engagement remains a priority, with appreciation events being planned for Q3 to support morale as well as an all-hands informative meeting to be held in June.

- In line with our strategic growth initiatives, we are assessing and restructuring our organization chart to better support the overall goals of the business. These changes will support the long-term growth and sustainability of the Columbus Airport Commission team.

KPI Reporting:

KPI Metric	Reporting Period	Target	Actual	Attainment	Status	Trend	Score
Employee Turnover Rate	Monthly	≤3.3%	2.53%	131%	Meets Expectations	Stable	100%
Time to Fill	Monthly	20-35 days	8 days	167%		Stable	100%
Overtime Utilization Rate	Monthly	2.1%-5%	3.76%	100%	Meets Expectations	Decreasing	100%

Maintenance

Mr. Joshua Patton gave the maintenance report, wherein he gave updates on airfield operations, facilities maintenance, and work orders.

Airfield and Facilities Maintenance Report

- **Airfield Operations** has been actively scheduling our second-quarter Stormwater Pollution Prevention Plan (SWPPP) with our new inspector. We are also working on completing the corrective tasks identified during our first-quarter inspection to ensure we continue to follow all SWPPP best management practices (BMPs).

- **Facilities Maintenance** has finished compiling its Scopes of Work (SOW) to address the underlying causes of hangar deterioration, which has resulted in a backlog of work orders and numerous tenant complaints. Based on these findings and with a comprehensive, holistic approach, new SOWs are being developed in collaboration with the Commission to address hangar issues using supplemental funding.

- **Hospitality** has welcomed a new team member, Timothy Walker. Mr. Walker possesses extensive knowledge of sanitation practices, which have significantly improved our Key Performance Indicators (KPIs). His intentional efforts throughout the terminal have exceeded our expectations and reinforced our Value of "Providing dependable service to all!"

KPI Reporting:

Category	KPI Metric	Reporting Period	Direction	Target	Actual	Attainment	Status	Trend	Score
Airfield Operations	Open Work Order Aging	Monthly	Lower is Better	10.0%	70.8%	14.1%	**Critical**	Improving	
Airfield Operations	Work Order Time to Completion	Monthly	Lower is Better	7.0	3.7	187.8%	**Exceeds Expectations**	Declining	
Facilities Maintenance	Aging Work Orders	Monthly	Lower is Better	15.0%	50.0%	30.0%	**Critical**	Improving	
Facilities Maintenance	Work Order Time to Completion	Monthly	Lower is Better	7.0	6.9	101.0%	**Meets Expectations**	Declining	100.0%
Facilities Maintenance	Work Request Time Until Addressed	Monthly	Lower is Better	2.0	1.0	200.0%	**Exceeds Expectations**	Stable	
Hospitality	Out of Paper Towel	Monthly	Lower is Better	5.0%	0.0%	100.0%	**Exceeds Expectations**	Stable	
Hospitality	Floors Dirty	Monthly	Lower is Better	5.0%	4.0%	125.0%	**Meets Expectations**	Stable	100.0%
Hospitality	Sinks and Counters Dirty	Monthly	Lower is Better	5.0%	5.0%	100.0%	**Meets Expectations**	Stable	100.0%

Critical KPI Explanation

Airfield Open Work Order Aging

- Work Orders must be entered into ProdigiQ, our Computerized Maintenance Management System (CMMS), to ensure FAA compliance. This process can lead to an increase in the Open Work Order Aging KPI metric until deficiencies or projects are identified and addressed. For instance, identifying runway safety area (RSA) or taxiway ponding issues results in the creation of work orders, which are closed only after the necessary repairs are completed. **Improving**

  25.9% improvement in backlog reduction performance month-over-month

Facilities Aging Work Orders

- Historical infrastructure maintenance challenges, such as water intrusion, electrical wiring, and hangar mechanical door issues, have caused a backlog in the CMMS, thereby creating a sustained increase in the Aging Work Order KPI metric.
  Improving
  59.6% improvement in backlog reduction performance month-over-month

Marketing

Mrs. Sonya Overton gave the marketing report, wherein she gave updates on the runway 6-24 project, air service development, and social media statistics

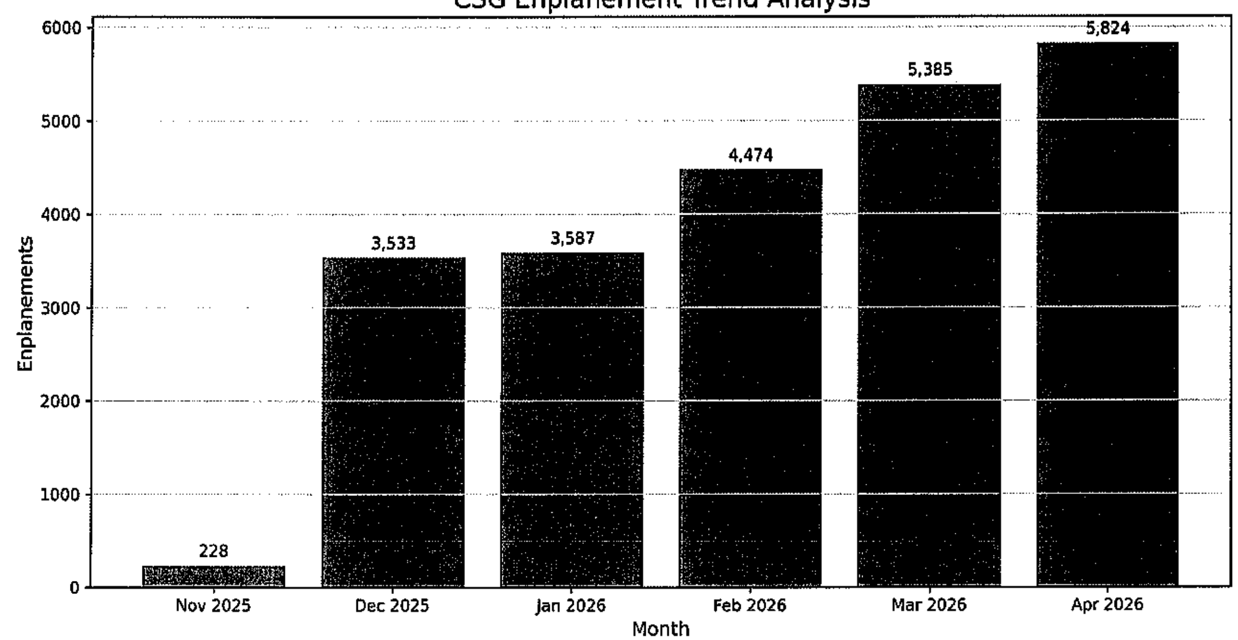
Marketing Report

- We are redirecting our grant dollars to promote the arrival of the Boeing 717 service beginning June 12, with a continued focus on increasing local passenger retention and expanding market share. The campaign continues to drive the core message: "Fly Local." Additional details to follow.
- We were a proud sponsor of Education Days with the Columbus Clingstones on April 29, 2026. The initiative provided more than 3,000 students and 150 adults from Muscogee, Harris, Russell, and Chattahoochee Counties the opportunity to attend a baseball game at no cost to schools. CSG promoted aviation awareness, encouraged the community to "Check CSG First," distributed promotional & educational swag, aired commercials between innings, and participated in radio interviews from the press box. Airport Director Amber Clark also threw the ceremonial first pitch.
- We have acquired a new data system that will allow the airport to collect and analyze market data in near real time rather than waiting up to 90 days for reporting. This will provide earlier insight into passenger leakage, retention, and overall market performance, allowing CSG to better track trends and respond proactively. More details to follow.
- We have experienced an increase in meeting space rentals over the past several weeks due to election season activity. In the last three weeks, the airport has generated more than $1,600 in non-aeronautical revenue and anticipates continued growth as elections continue through November. To further promote the spaces, new meeting space postcards are currently in production and will be displayed at the Flightways and CSG reception counters for individuals seeking venues for press conferences, meetings, parties, and other events.
- **At the FBO:** The fuel rewards program continues to support growth in fuel sales at the FBO. While fuel sales continue to increase, participation in the rewards program has declined. Marketing will develop a strategy to increase awareness and encourage greater participation to maintain top-of-mind awareness among customers. Future considerations may also include evaluating alternative methods for how customers collect and redeem rewards. More details to follow.

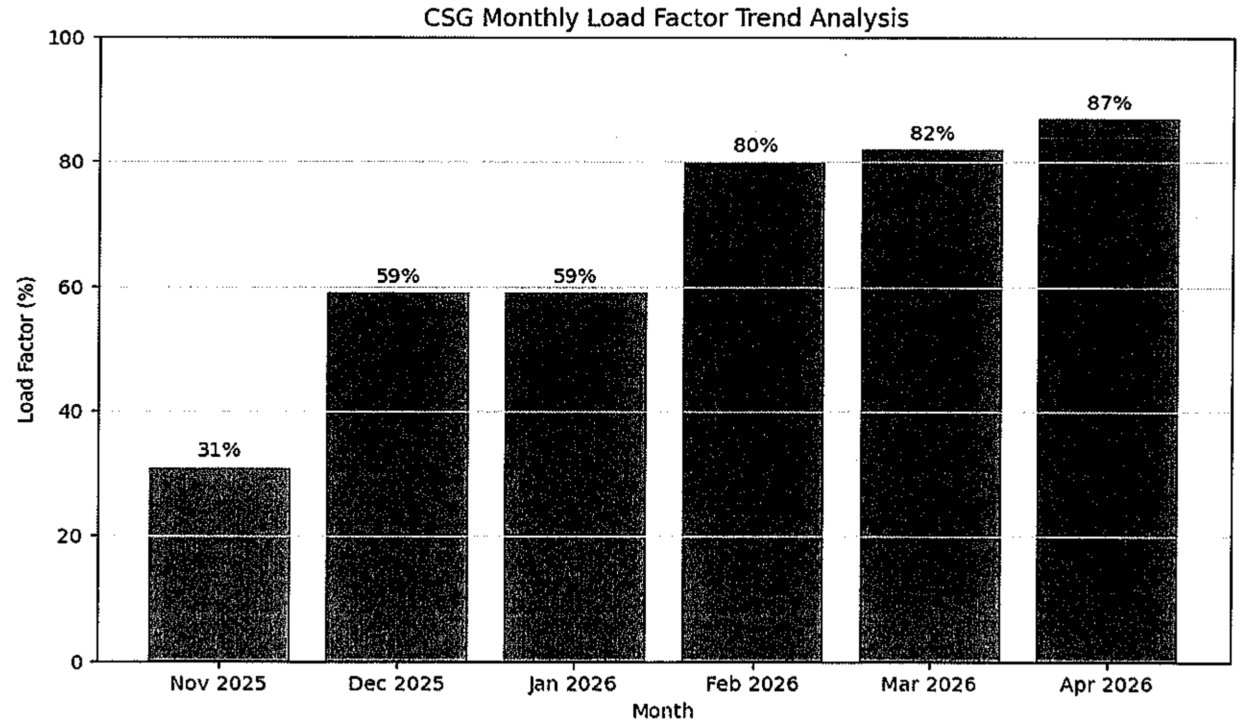
KPI Reporting:

Category	KPI Metric	Reporting Period	Target	Actual	Attainment	Status	Trend	Score
Air Service	Load Factor	Monthly	81% -84%	87%	104%		Stable	100%
Air Service	On-Time Performance	Monthly	75% - 80%	89% *Estimated*	111%		Improving	100%
Air Service	Passenger Retention	Monthly	17% - 18%	16.5%	92%	Critical	Improving	92%
Marketing	Advertising Campaign	Monthly	90K – 99.9K	137,515	138%		Stable	100%
Marketing	Social Media Followers	Monthly	100	79	79%	Meets Expectations	Stable	79%
Public Relations	Community Outreach	Monthly	3 - 4	6	150%		Stable	100%

CSG Enplanement Trend Analysis

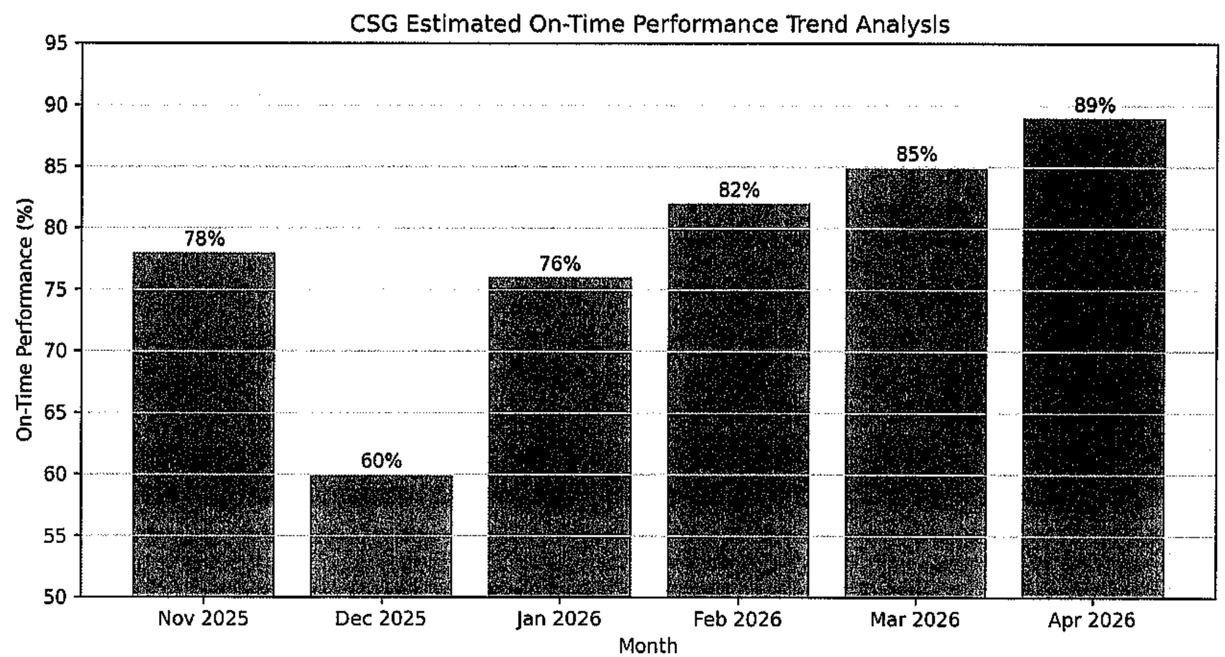


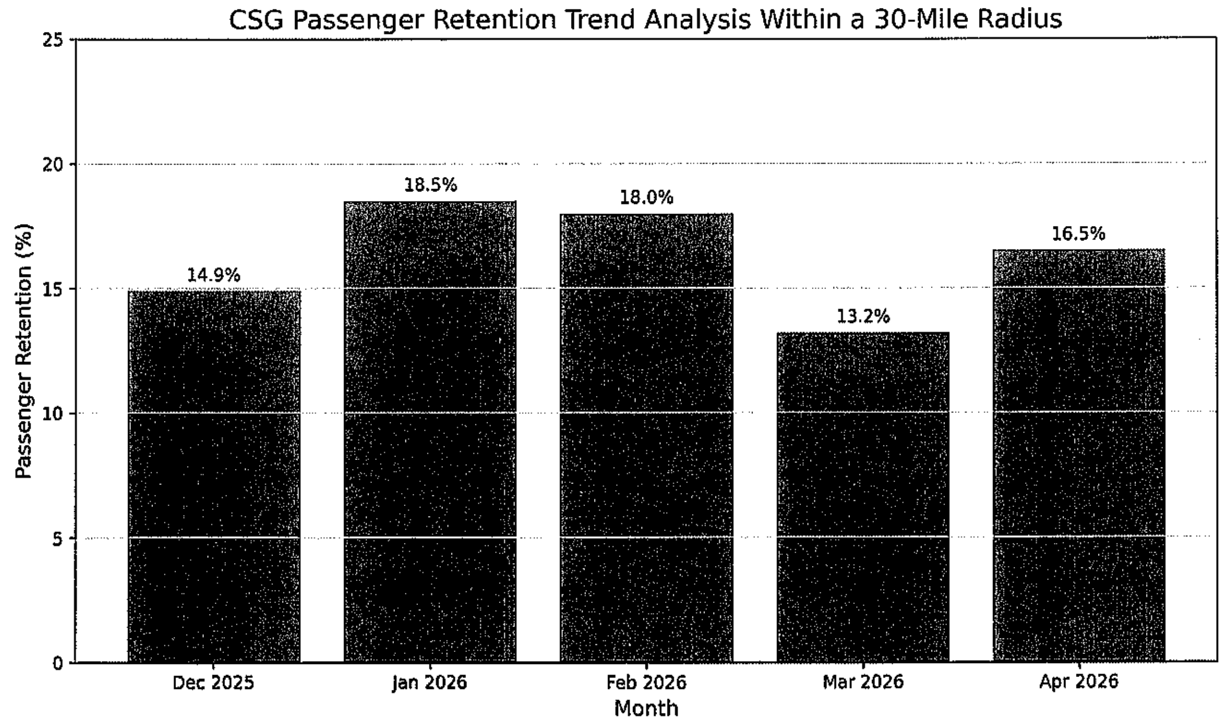
*Source: Enplanement data derived from Fligence ZIP-OD Data Source.



Source: Enplanement data derived from UNIFI Monthly Enplanement Report

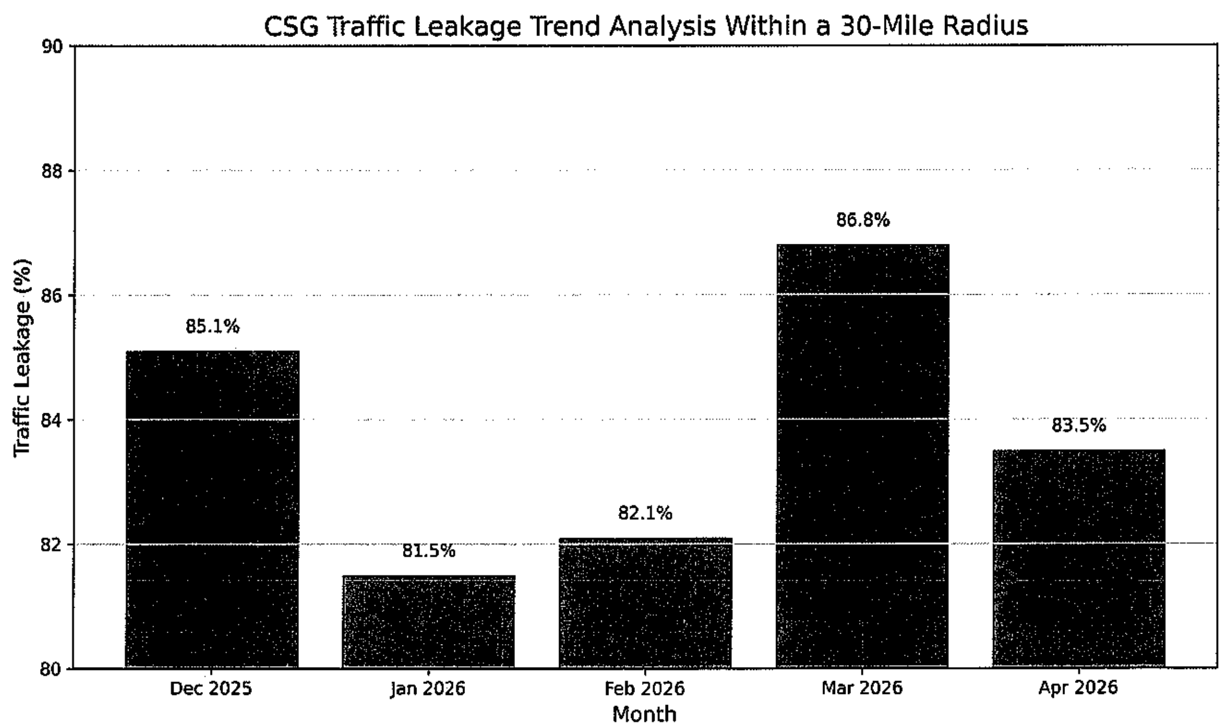
Source: Load Factor data derived from Monthly Delta Landing Fee Reports





Source: Estimated OTP Trend derived from BTS data and EOS Public Safety Reports

Source: Traffic retention data derived from Fligence ZIP-OD



Public Safety

Officer Cody Boyd gave the public safety report, wherein he discussed updates on the department's operations, professional development, and law enforcement training.

Public Safety Report

- The Columbus Airport Department of Public Safety continues to operate at a high level of professionalism, preparedness, and operational effectiveness, ensuring the safety, security, and continuity of airport operations. The department remains fully committed to maintaining rapid response capabilities across all areas of the airport while supporting the daily operational needs of passengers, tenants, and stakeholders.

- During the reporting period, Public Safety personnel responded to a diverse range of calls for service, including passenger assistance, safety and security concerns, and coordinated responses involving federal partners. Officers maintained a proactive patrol posture throughout the terminal, airfield, and surrounding airport properties, reinforcing a visible security presence that serves as both a deterrent and a reassurance to the traveling public.

- The department is also pleased to report that the new ARFF 1 apparatus is now fully operational and in service. Public Safety is currently awaiting final FAA inspector approval and sign-off within the Airport Certification Manual (ACM) process.

- Strategic collaboration continues to be a cornerstone of departmental success. Ongoing coordination with the Transportation Security Administration (TSA), airlines, airport tenants, and partnering public safety agencies has enhanced communication, streamlined response protocols, and improved overall operational efficiency. Public Safety leadership continues to prioritize strong interagency relationships with the Columbus Police Department, Columbus Fire & EMS, Hogansville Police Department, and the Troup County Marshal's Office through joint training initiatives, shared operational planning, and coordinated response efforts.

- The department remains heavily focused on training and professional development. Personnel continue active participation in FAA Part 139 compliance training, Aircraft Rescue and Firefighting (ARFF) readiness, emergency response exercises, and law enforcement certification requirements. These efforts ensure all personnel maintain the knowledge, skills, and certifications necessary to meet regulatory standards and real-world operational demands.

- Overall, the Department of Public Safety remains aligned with its mission to provide a safe, secure, and efficient airport environment while continuously improving operational performance, regulatory compliance, and service delivery.

KPI Reporting:

Category	KPI Metric	Period	Target	Actual	Attainment	Status	Trend	Score
Operations	Emergency Response Time	Apr 2026	≤ 4.0 min	3.2 min	125%	Meets Expectations	Stable	100%
Training	Officer Training Compliance	Q2 2026	100%	98%	100%	[redacted]	Stable	100%

Compliance	Regulatory Findings	Current	0	0	100%		Stable	100%
ARFF	Operational Readiness	Apr 2026	100%	99%	99%	Meets Expectations	Stable	99%
Security	Incident Rate Change	Apr 2026	≤ 0%	0%	100%	Meets Expectations	Stable	100%

OTHER MATTERS

Mrs. Marsh asked for a motion to move into Executive Session.

Motioned by Mr. Gower to move into Executive Session and seconded by Ms. Cruzen and unanimously approved by the Commission Ayes:4 Nays:0

EXECUTIVE SESSION

The Commission meeting moved to executive session. Mr. Howard motioned to move out of executive session, seconded by Mr. Thayer and unanimously approved by the Commission. Ayes:4 Nays: 0

The meeting was adjourned at 11:39 AM

APPROVED:

Zack Lundy,
Administrative Coordinator

Delois Dee Marsh, Chairwoman