



Columbus Airport Update

City Council Meeting 12-16-2025

Amber Clark A.A.E., Columbus Airport Director

Professional Qualifications & Experience

- **Certified Commercial Pilot** with instrument and multi-engine ratings
- **Bachelor of Science in Aviation Management**, Florida Institute of Technology
- **Flight Operations Intern**, Delta Air Lines
- **16 years of airport industry experience**, including:
 - 9 years in general aviation
 - 7 years in commercial aviation
 - 10 years serving the Columbus Airport
- **FBO Manager (2015–2018)**
- **Airport Director (2018–present)**
- **Accredited Airport Executive (A.A.E.)**, American Association of Airport Executives
 - Recognized as the “platinum standard” for mastery of airport management, leadership, and operational excellence



Amber Clark A.A.E,
Airport Director

Airport Identity Overview

Airport Code: CSG

Airport Name: Columbus Airport



Brand Colors: Each color reflects the counties and communities we proudly serve:

- **Green** – Harris County
- **Blue** – Muscogee and Russell Counties, symbolizing the Chattahoochee River that connects our region
- **Tan** – Chattahoochee County, representing the Fort Benning community

Four Stars: Represent the four aviation segments supported by the Columbus Airport:

- **Cargo**
- **Commercial Air Service**
- **General Aviation** (Corporate, Charter, Recreational, etc.)
- **Military**

Achievements and Recognition

- **2025 Runway 6–24 Reconstruction Project**
 - Completed on time and within budget
 - Runway returned to service two days ahead of schedule
- **2025 FAA Airport Safety Mark of Distinction Award**
 - Awarded for exemplary initiative and exceptional commitment to airport safety
- **2024 Small Community Air Service Development (SCASD) Grant**
 - One of only 14 airports nationwide selected by the U.S. DOT
 - Received \$220,000 to support the retention and development of commercial air service
- **2021 Georgia Airport Association – Commercial Service Airport Project of the Year**
 - Recognized for the Passenger Terminal Rehabilitation Project
- **2020 FAA Air Carrier Airport Safety Award**
 - Honored for instituting notable safety programs and improvements deserving of special recognition
- **2019 Featured in Business View Magazine**
 - Highlighted for exceeding expectations in terminal rehabilitation design and customer experience



Columbus Airport Economic Impact

Economic Impact Categories and Measurements

The study identified impacts related to airport management (day-to-day airport operations), aviation-related business tenants, average annual capital investment, expenditures from visitors arriving on general aviation aircraft, and expenditures by visitors arriving on scheduled commercial airline flights. For each of these five categories, impacts were measured for **employment, payroll, spending, and annual economic activity**. Annual economic activity is the sum of payroll and spending. In addition, the study estimated state and local tax revenues that are generated by airport-supported activities.



Employment Supported
711



Annual Payroll
\$28,528,300



Annual Spending
\$66,025,100



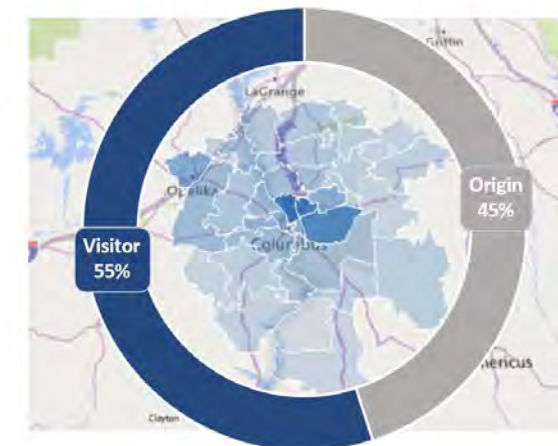
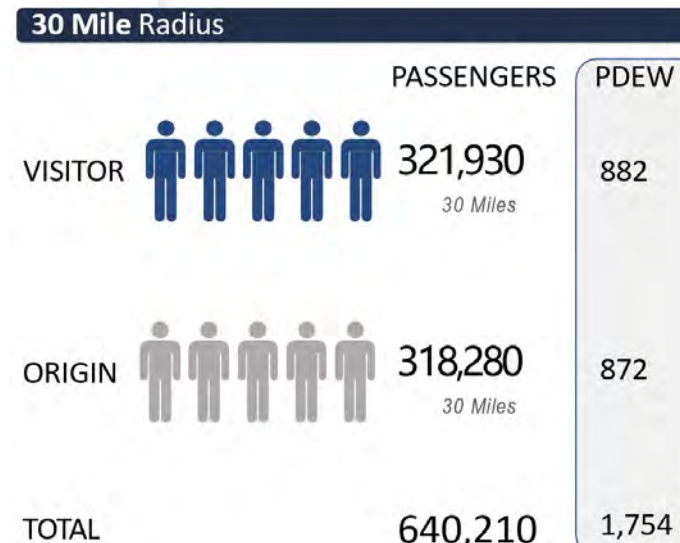
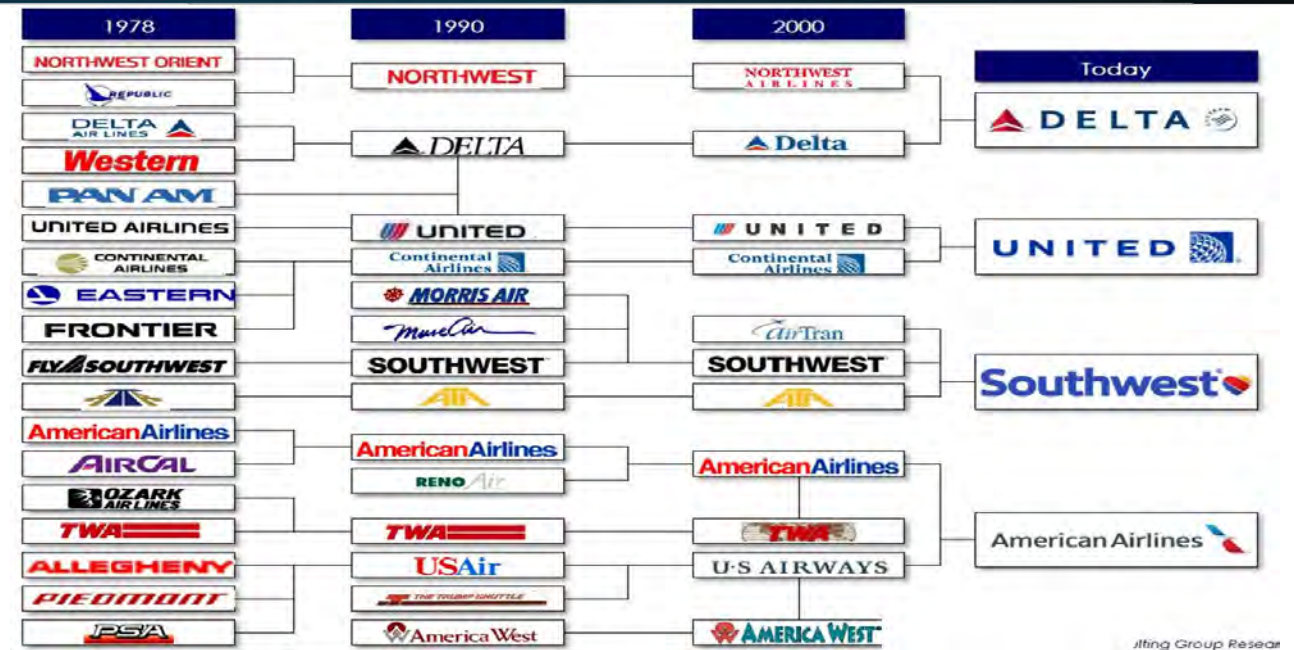
Annual Economic Impact
\$94,553,400



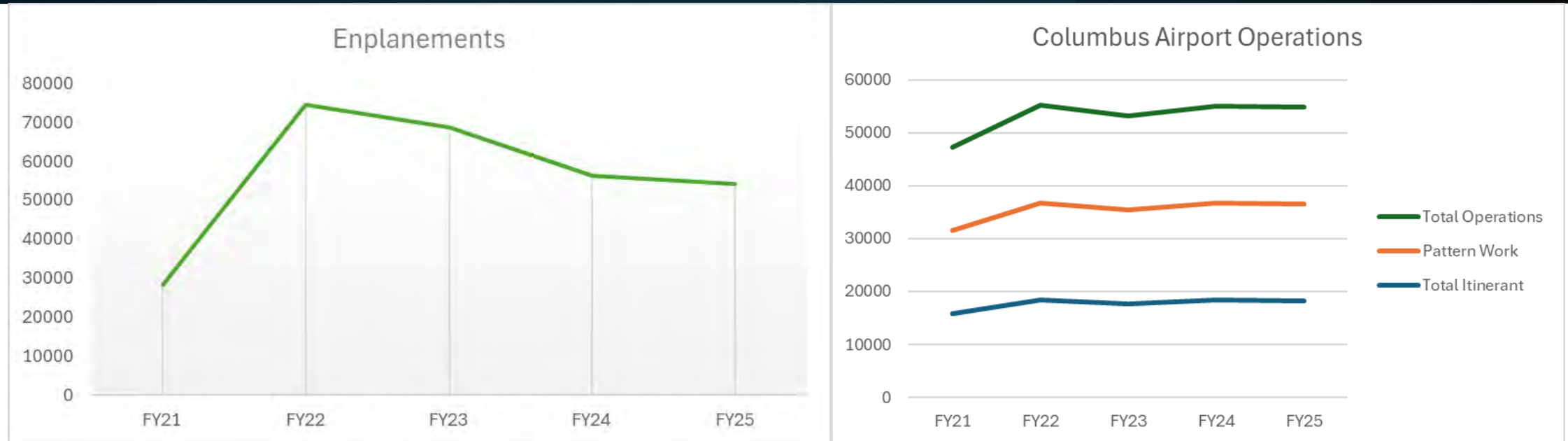
Airport-Supported Annual
State & Local Sales &
Income Tax Revenues
\$4,155,450

Evolving Airline Industry Landscape

- Industry consolidation including mergers, bankruptcies, and major disruptions such as 9/11 and the COVID-19 pandemic has significantly reduced the number of operating airlines.
- The U.S. market now consists of **13 primary carriers, including 4 legacy airlines and 9 low-cost carriers.**
- Airlines rely on **data-driven decision-making**, prioritizing passenger demand, revenue potential, and demonstrated community support.
- Carriers are increasingly **risk-averse**, often requiring community-based **incentives or revenue guarantees** before entering new markets
- Airports **compete on a national scale** for new routes, with carriers selecting only the most viable and strategically aligned opportunities.

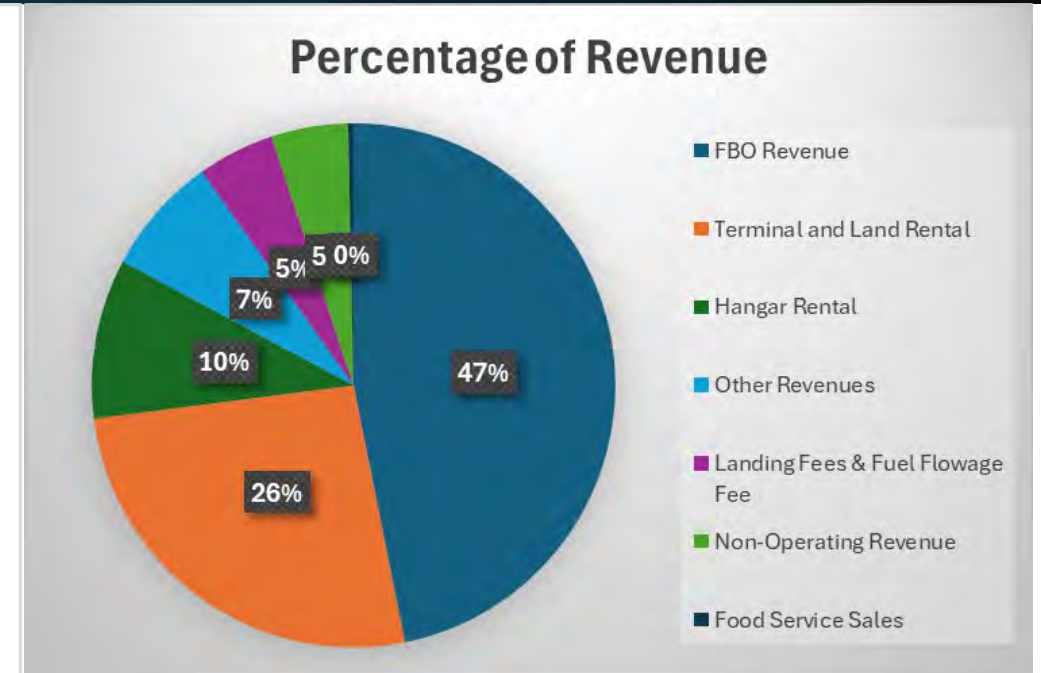
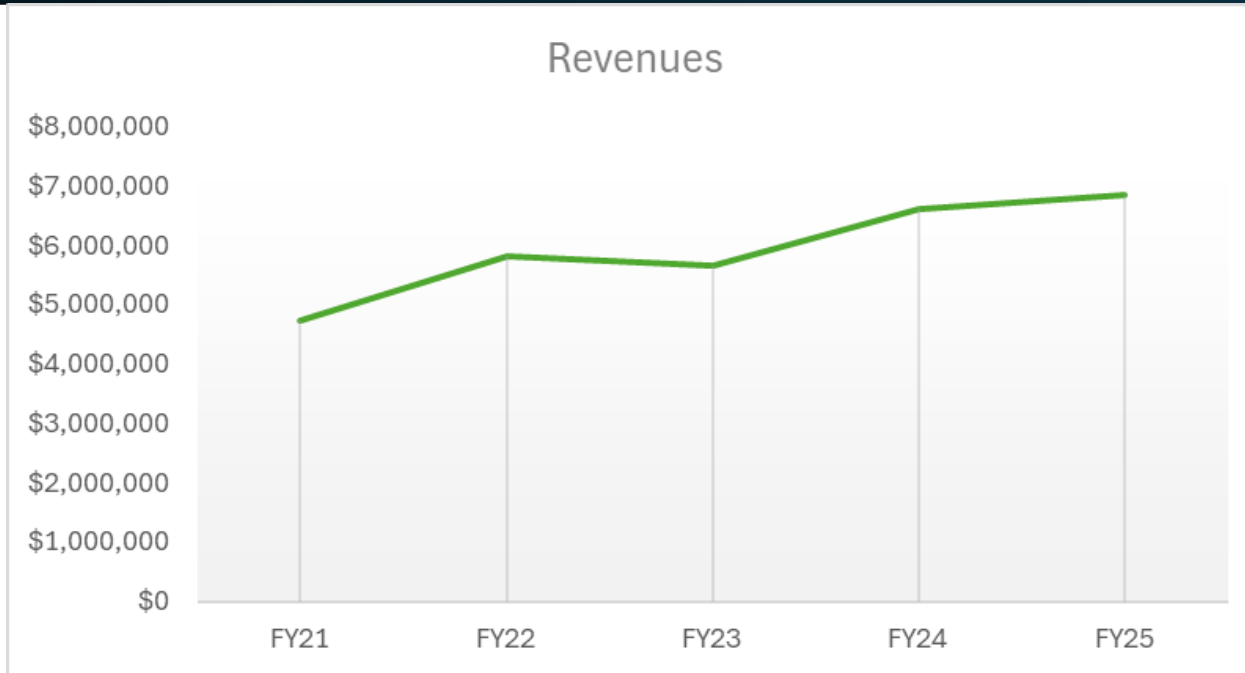


Commercial Service Transition and Aircraft Operations



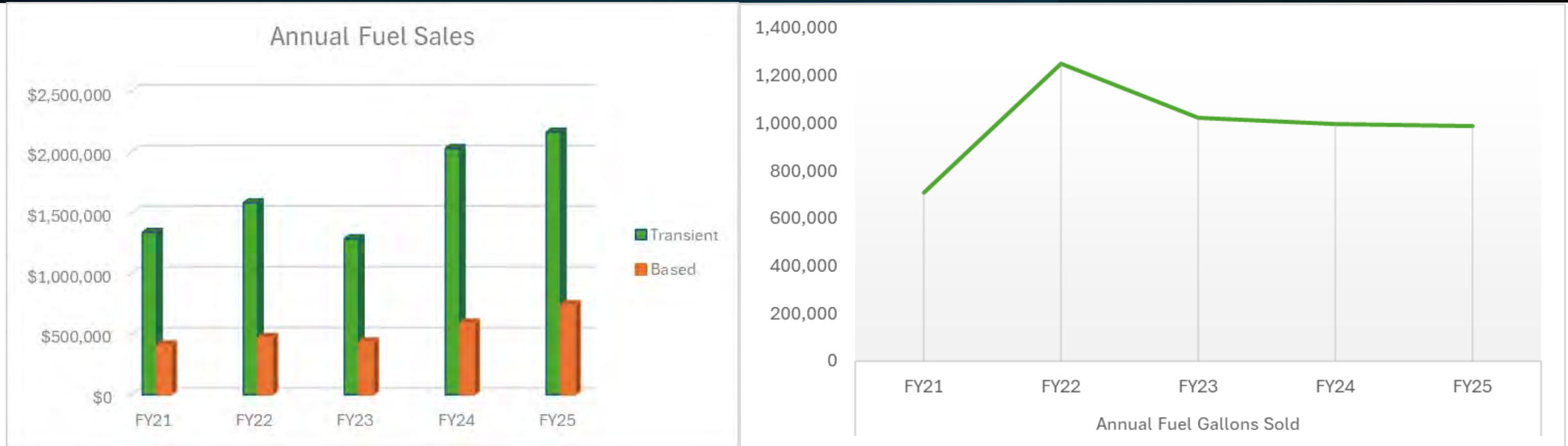
- American Airlines operated at CSG through FY22 and for eight months of FY23
- After American's departure, Delta increased aircraft gauge (number of seats) to help accommodate local demand.
- Overall aircraft operations have remained steady, demonstrating consistent airfield activity despite changes in commercial service
 - Itinerant Operations: Air Carrier, Air Taxi, General Aviation, and Military aircraft arriving from or departing to another airport.
 - Local Operations: Traffic-pattern activity, including civil and military touch-and-go training flights.

Revenue Growth and Diversification



- Revenues have demonstrated a steady upward trajectory
- Balanced mix of approximately 60% aeronautical and 40% non-aeronautical sources.
- This diversified revenue structure enhances long-term financial sustainability and resilience

Fuel Sales Performance Overview



- Steady growth in fuel sales and annual fuel gallons sold
- FY25 transient aircraft revenue: \$2.1 million
- FY25 based aircraft revenue: \$700,000
- American Airlines operated during FY22 and the first eight months of FY23, contributing to fuel volume and revenue growth

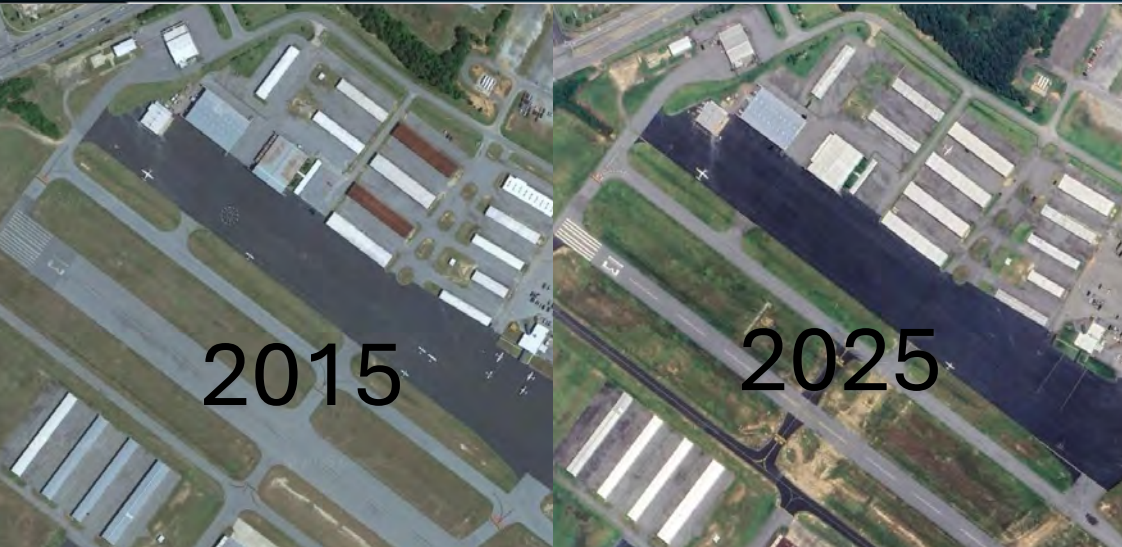
Financial Review

- Steady operating revenues
- Depreciation & amortization reported within operating expenses
- Grant funding and capital asset relationship
 - Timing of capital project payouts and grant reimbursements can straddle fiscal years
- **Key financial takeaways**
 - Annual single audit (to include federal grant revenue)
 - Self-sustaining
 - Fiscally responsible
 - Solvent

COLUMBUS, GEORGIA COMPARATIVE STATEMENTS OF REVENUES, EXPENSES AND CASH FLOWS

	2025	2024	2023	2022	2021
OPERATING REVENUES					
Rental income	\$ 2,240,783	\$ 2,185,798	\$ 2,183,185	\$ 2,136,993	\$ 1,784,714
Landing and fuel flowage fees	325,446	359,033	335,428	262,044	196,580
Fuel and other FBO revenues	3,205,357	2,971,422	2,556,454	2,949,397	2,581,737
Other operating income	1,070,908	1,096,323	571,226	800,951	499,632
Total operating revenues	6,842,494	6,612,576	5,646,293	6,149,385	5,062,663
OPERATING EXPENSES					
Cost of fuel - FBO	912,816	904,403	896,600	1,143,104	1,054,305
Other FBO expenses	1,073,622	1,115,035	1,088,047	771,343	748,757
Other general and administrative	4,301,606	4,998,631	4,243,105	4,055,472	2,913,882
Depreciation and amortization	3,091,893	3,114,321	3,238,394	2,613,166	2,281,657
Total operating expenses	9,379,937	10,132,390	9,466,146	8,583,085	6,998,601
Operating loss	(2,537,443)	(3,519,814)	(3,819,853)	(2,433,700)	(1,935,938)
NONOPERATING REVENUES (EXPENSES)					
Appropriation from Consolidated Government of Columbus, Georgia	40,000	40,000	40,000	40,000	40,000
Net investment income (loss)	266,790	106,616	71,342	(138,090)	123,916
Interest expense	(75,755)	(80,311)	(84,433)	(100,523)	(73,336)
Miscellaneous	13,745	(11,013)	50,849	(12,870)	(32,975)
Total nonoperating revenues (expenses)	244,780	55,292	77,758	(211,483)	57,605
Loss before capital contributions	(2,292,663)	(3,464,522)	(3,742,095)	(2,645,183)	(1,878,333)
CASH FLOW ADJUSTMENTS					
Add depreciation and amortization	3,091,893	3,114,321	3,238,394	2,613,166	2,281,657
Unrealized (gain) loss on investments	(81,837)	(65,461)	(49,506)	158,360	2,167
Realized (gain) loss on investments	1,958	(8,948)	(13,241)	(19,768)	(152,866)
Cash flow before capital transactions	719,351	(424,610)	(566,448)	106,575	252,625
CAPITAL TRANSACTIONS					
Proceeds from capital debt	0	0	0	0	3,261,802
Principal payments on capital debt	(135,001)	(134,999)	(135,001)	(1,232,301)	(10,035)
Grant revenues	3,460,886	1,479,269	1,339,104	3,662,493	11,567,588
Passenger facility charges	213,278	224,511	259,348	333,982	106,054
Customer facility charges	293,033	291,531	363,218	303,862	329,902
Less capital asset acquisitions	(4,631,699)	(1,089,748)	(1,751,728)	(1,986,476)	(15,914,945)
Net cash flow before working capital changes	\$ (80,152)	\$ 345,954	\$ (491,507)	\$ 1,188,135	\$ (407,009)

Hangar Infrastructure Investment



The Airport has invested approximately **\$900,000** to address critical infrastructure needs across sixteen aging T-hangars and six larger hangar facilities in the last six years.

- Major rehabilitation efforts completed include:
 - Replacement and coating of approximately 80% of all hangar roofs
 - Servicing and adjustment of hangar doors and roller systems to ensure proper function and reliability.
 - Installation of bird-mitigation measures in locations where wildlife intrusion posed operational or maintenance challenges
 - Complete electrical rewiring on roughly 85% of the hangars, addressing essential safety and operational requirements



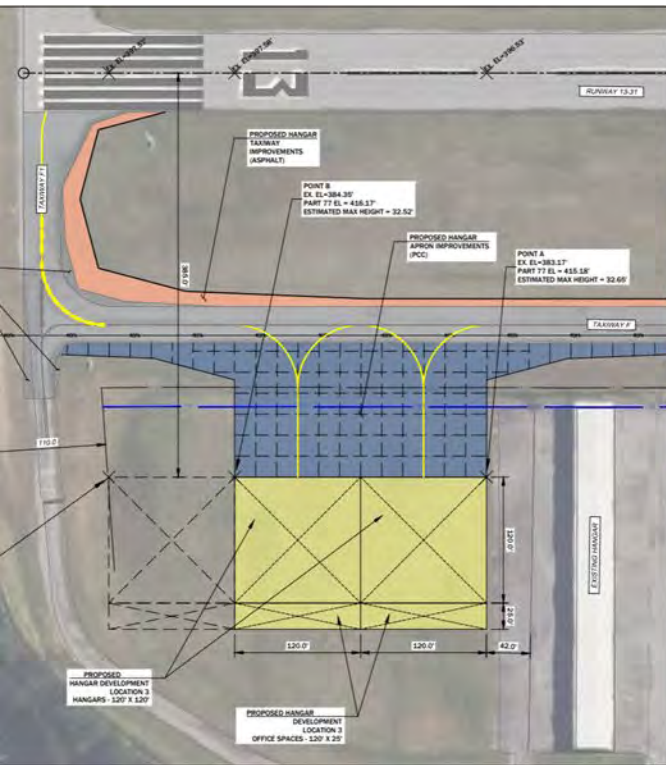
Hangar Rehabilitation Continued



- The primary focus to date has been on resolving operational and safety issues to ensure structural integrity and regulatory compliance
- The next planned phases will involve:
- Finishing the remaining roof and lighting upgrades
- Painting the hangars to enhance aesthetic appearance and overall facility presentation



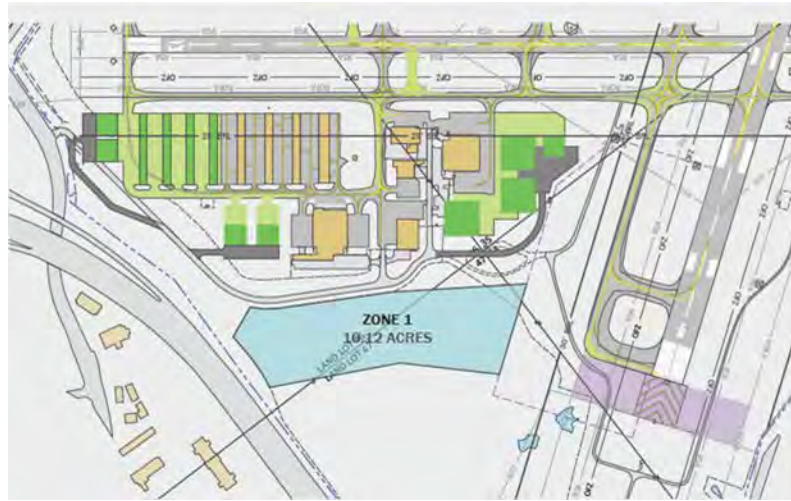
Current Economic Development Initiatives Hangars



- Collaborating with Choose Columbus and Columbus Tech on a ground lease to support development initiatives
 - Construction of a 36,000 sq. ft. hangar to house the A&P training program
- Developer preparing a proposal for the construction of large aircraft hangars
- Planned replacement of the airport's oldest T-hangars and an existing larger hangar
- Expansion of hangar capacity through the addition of new large hangars on the south side of the airfield

Current Economic Development Initiatives

Logistics and Aviation Business Development



- Selecting sight locations in partnership with Choose Columbus and Georgia Power to advertise available economic development sites available on and adjacent to the airport.

Airport Funding Sources

- Operating Revenues
- Federal (Airport Improvement Program)
 - **90% Federal, 5% State, 5% local**
 - Commercial service related
 - Eligible projects: runways, taxiways, lighting, markings, and safety/capacity/security projects, including planning, design, and some environmental/sustainability initiatives (noise, energy)
 - Revenue producing facilities: i.e., hangars and fuel farms:
 - Statements that airside development needs have been met, or a **financial plan to self-fund airside needs over the next 3 years.**
 - **Must adhere to 40 grant assurances**
- Federal (DOT)
 - Small Community Air Service Development Grants
 - Airline minimum revenue guarantees
 - Marketing air service
- State airport grants (GDOT)
 - **75% State, 25% local**
 - General aviation related
 - Eligible projects: runways, taxiways, lighting, markings, safety, and some environmental
- Passenger Facility Charges (PFCs)
 - Collected from airlines to fund eligible commercial service or capacity projects
- Customer Facility Charges (CFCs)
 - Collected from rental car agencies utilized for rental car related projects and maintenance

Importance of General Aviation Terminal

- **Medical Flights & Life-Saving Transport**
 - Direct impact on health, emergency response, and survival outcomes
- **Emergency & Disaster Response**
 - Critical for wildfire suppression, hurricane relief, search-and-rescue, and rapid deployment of resources
- **Military Readiness & Operations**
 - Supports national defense, training missions, and emergency mobilization capability
- **Utilities, Surveying & Infrastructure Mapping**
 - Ensures safe operation of power lines, pipelines, roads, and essential public infrastructure
- **Agriculture & Environmental Support**
 - Protects food supply, land management, and environmental monitoring across the region
- **Flight Training & Workforce Development**
 - Builds the future aviation workforce and supports a key national transportation system need
- **Support for Local Businesses & Job Creation**
 - Enables corporate travel, investment, and economic growth that benefit the broader community
- **Travel for Sports Teams, Tourism & Regional Events**
 - Supports economic activity, tourism, and community vibrancy

TSPLOST / TIA Project Development Timeline

- **October 2020**
 - Met with the Executive Director of the River Valley Regional Commission (RVRC) to discuss TIA–TSPLOST funding opportunities. Airports qualify for consideration due to their role in regional transportation systems. Noted that Columbus Airport had not submitted a project during the first TIA round in 2012. TIA funding is generated through a voter-approved one-cent sales tax dedicated to fund necessary transportation infrastructure projects.
- **January 2021**
 - Coordinated with the Columbus Consolidated Government (CCG) Planning Director to evaluate potential airport projects for inclusion in the proposed local TSPLOST list.
- **June 2021**
 - Submitted the Passenger Terminal Improvement Project to CCG for presentation to RVRC.
- **October 2021R**
 - VRC convened to review and select the final list of regional transportation projects. March 2022 Regional governments considered and approved the final investment list. Columbus City Council approved the project list on March 29, 2022.
- **May 2022**
 - TSPLOST referendum was placed on the ballot and approved by voters across the region.
- **August 2024**
 - The Transportation Investment Act (TIA) agreement was executed between GDOT and the Columbus Airport Commission.

Architectural and Engineering Partner Overview



Scott P. Holmes, AIA

McMillan Pazdan Smith Architecture (HBA-MPS)

- Legacy local firm (HBA, founded 1960) strengthened by 2025 merger with regional MPS
- Maintains Columbus-based leadership for continuity and stakeholder familiarity
- Blends **local identity** with **regional multidisciplinary resources**
- Enhanced capabilities: visualization, sustainability, quality assurance
- Provides scalable team capacity for specialized terminal design
- Offers cultural alignment with Airport mission and community-focused vision
- Partnership reduces risk through expanded organizational support



Jacob Redwine, P.E.

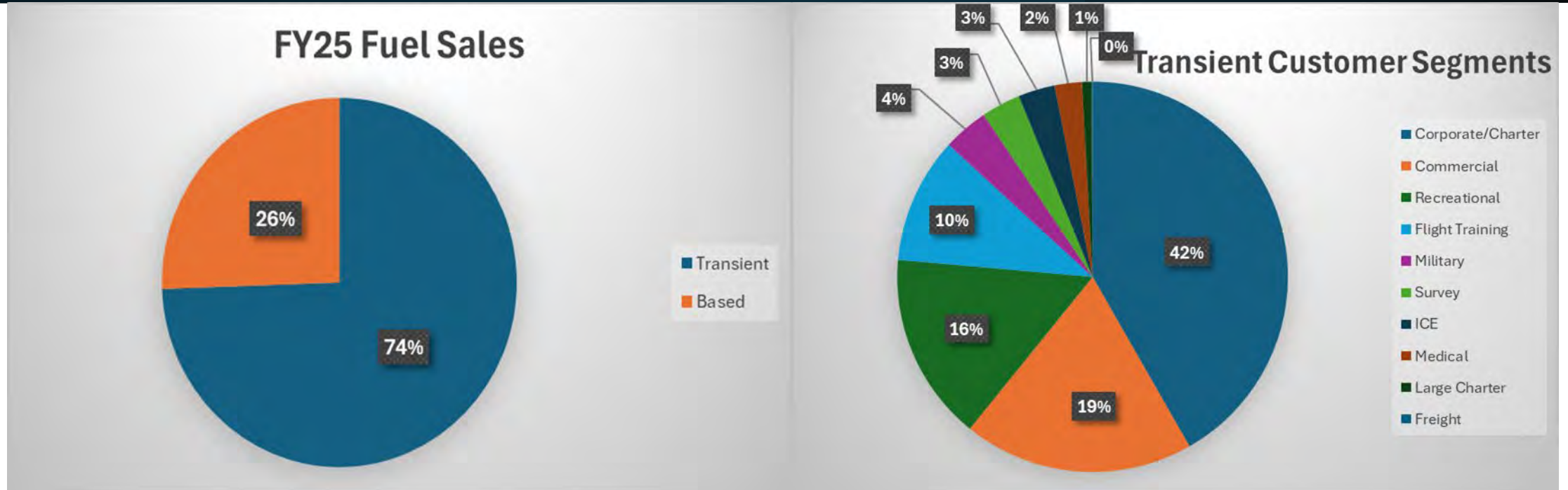
Holt Consulting Company, LLC

- Aviation-specialized firm with deep FAA and GDOT regulatory expertise
- Proven performance as engineer for **Runway 6-24 reconstruction & Taxiway F rehab**
- Expertise in master planning, airfield design, environmental documentation, and phasing
- Strong track record working in active airfield environments with minimal disruption
- Provides institutional memory and operational insight unique to Columbus Airport
- Mitigates risk through established processes and local familiarity
- Ensures technical credibility and efficient coordination for terminal modernization

Design Approach

- **Modernization essential to meet growing aviation needs**
 - replacing an aging facility that no longer supports today's GA, corporate, charter, and training operations
- **Leadership-guided vision (Darryl Graham, FBO Manager & Amber Clark, Airport Director)**
 - focused on efficiency, hospitality, and a welcoming traveler experience that represents Columbus with pride
- **Regional economic asset**
 - strengthening business connectivity and supporting the Chattahoochee Valley's economic development goals
- **Evidence-based design approach**
 - informed by benchmarking successful GA terminals across the Southeast to ensure functional, flexible, and cost-efficient solutions
- **Customer-driven planning**
 - shaped by input from pilots, tenants, flight schools, charter operators, and airport staff to create a terminal that serves diverse aviation users
- **Sustainability & fiscal stewardship**
 - through natural daylighting, efficient systems, and flexible second-floor space that supports future growth without major reinvestment
- **Community collaboration at every stage**
 - ensuring the facility reflects local values, operational needs, and long-term stewardship
- **Gateway that showcases Columbus**
 - providing a warm, professional first and last impression while embodying the city's hospitality, innovation, and forward momentum

FBO Customer Segments



- Transient customers account for 74% of total fuel sales.
- Key transient customer segments include corporate/charter, commercial, and recreational aviation.
- Large charter operations represent the most profitable segment within transient activity.

General Aviation Terminal Customer Needs

- **Corporate/Charter: (42%)**
 - Restrooms with multiple stalls
 - Private seating areas
 - Adequate and private conference rooms
 - Large meeting space
 - TSA screening capability
 - Catering and concierge services
 - Crew lounges and flight-planning facilities
 - Premium amenities
 - After-hours access
- **Recreational: (16%)**
 - Restrooms and lobby seating
 - Secured parking
 - Baggage services
 - Rental car availability
 - Flight-planning facilities
 - Vending and break area
 - After-hours access
- **Flight Training: (10%)**
 - Restrooms
 - Flight-planning facilities
 - Pilot lounge
 - Vending and break area
 - After-hours access
- **Military (4%)**
 - Restrooms with multiple stalls
 - Large training space
 - Adequate conference rooms
 - Pilot lounges
 - Flight-planning facilities
- **Medical (2%)**
 - Restrooms
 - Pilot lounges and quiet room
 - Flight-planning facilities
 - After-hours access
- **Large Charters (1%)**
 - Restrooms with multiple stalls
 - Large passenger holding area
 - TSA screening capability
 - Baggage services
 - Pilot lounges
 - Flight-planning facilities

Landside



Exterior
Current Terminal

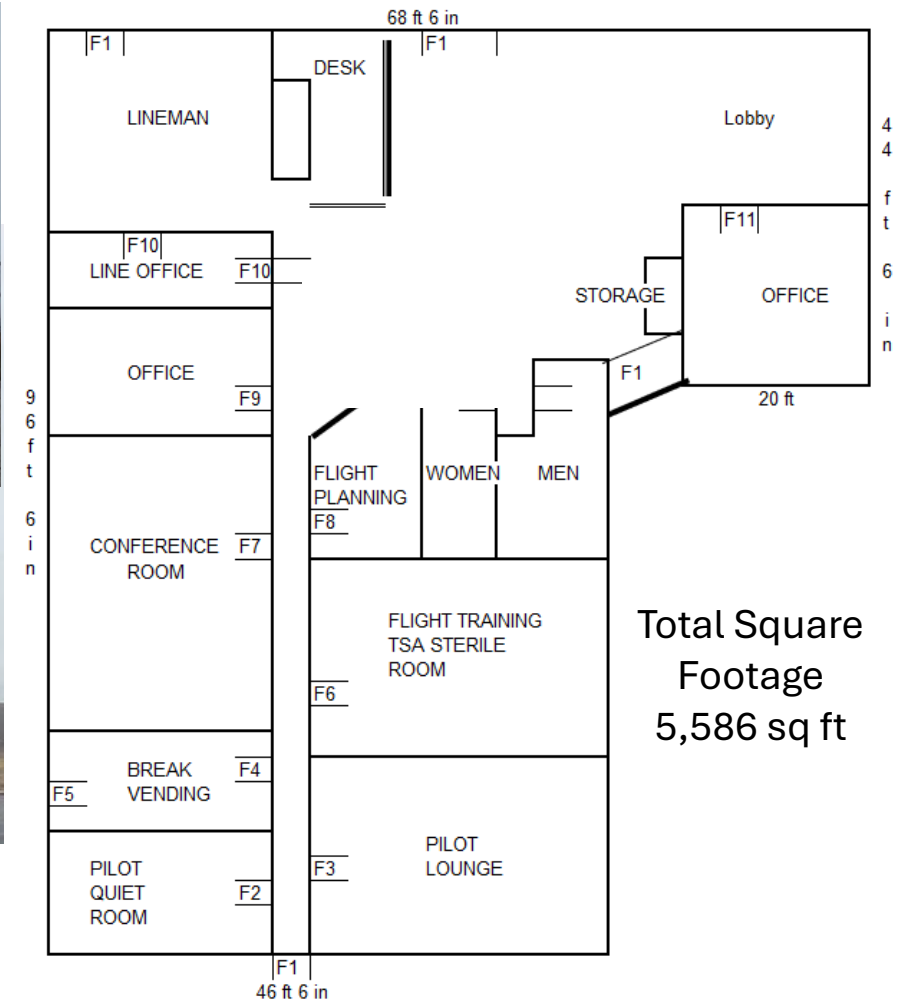
Parking



Airside



Equipment



Built in 1990 (35 years old)

Interior Current Terminal

Lobby



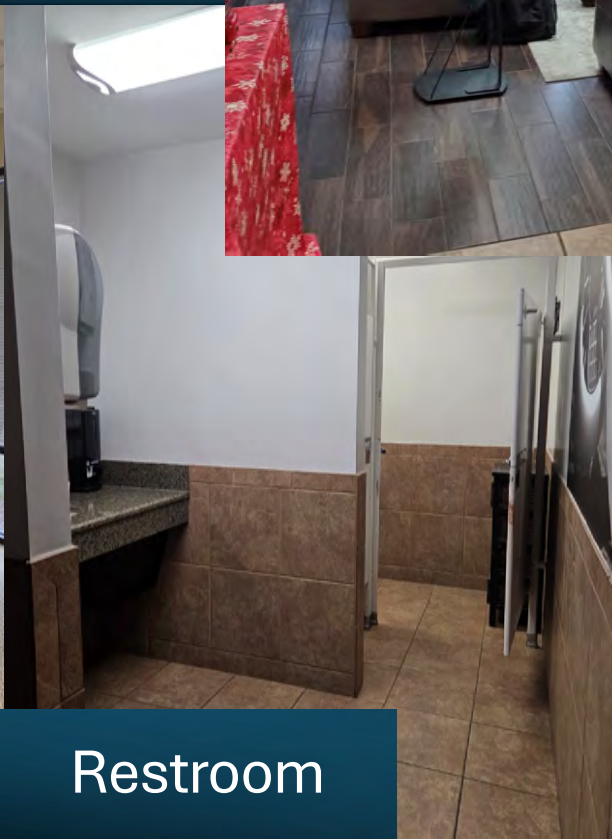
Storage Shortage



Conference Room



Restroom



Break/Vending



Line Operation



Inspiration

17,000 sq ft



20,000 sq ft



Peachtree Dekalb

Auburn

24,000 sq ft



Augusta

14,000 sq ft



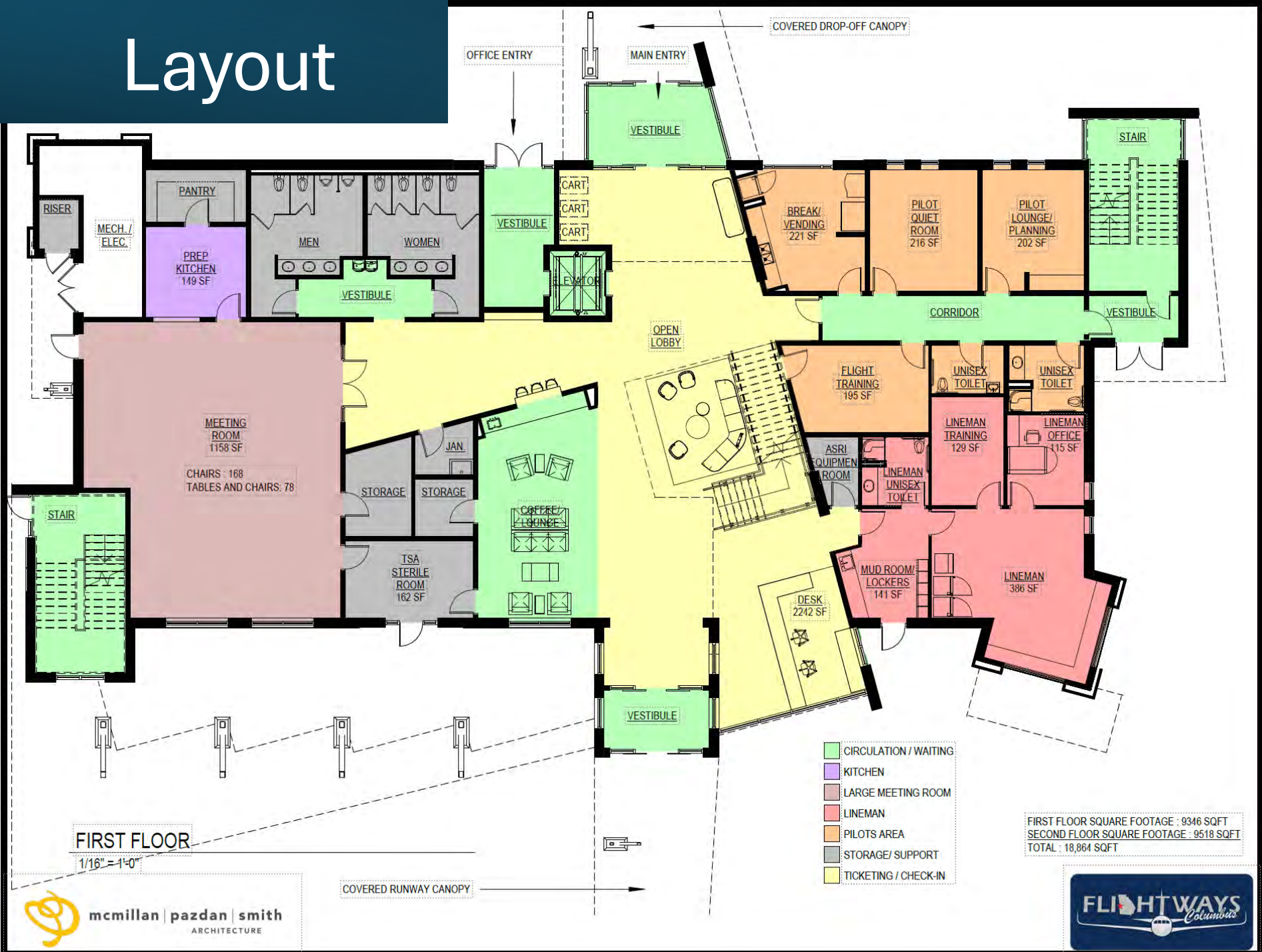
TIA Update-General Aviation Terminal



TIA Update-General Aviation Terminal



Layout



Layout



SECOND FLOOR

1/16" = 1'-0"

Non-Aeronautical Revenue

- **Importance of Pursuing Non-Aeronautical Revenue**
 - Diversifies income and reduces reliance on fluctuating aeronautical activity
 - Maximizes use of airport facilities to generate stable, year-round revenue
 - Strengthens financial sustainability and supports future capital projects
 - Expands community engagement through rentable office and event spaces
- **Role of Offices in the New GA Terminal**
 - Supports aviation-focused tenants: aviation insurance, charter operators, flight training, aviation education
 - Provides space for aviation organizations: Civil Air Patrol, Experimental Aircraft Association, flying clubs
 - Attracts additional aviation services such as avionics, MRO offices, aircraft brokerage
- **Market Rate – Columbus, GA**
 - Typical office lease rates: \$16–\$22 per sq. ft. per year
 - Auburn’s office lease rate is \$23 per sq. ft. per year
- **Event Space Rental**
 - Expands community engagement through event space rentals for meetings, trainings, and special events
 - Airport rate for current rentals similar in size \$1,200-\$1,500



CSG: General Aviation Terminal Building TIA Cost Breakdown

	Cost
Grant Amount	\$ 25,000,000.00
Runway 6-24 Pavement Reconstruction	
Construction, CA Services	\$ 1,400,000.00
General Aviation Terminal Building	
Design/Bidding	
Environmental	\$ 95,000.00
Architectural Services	\$ 705,000.00
Civil Services	\$ 385,000.00
Construction Services	
Architectural Services	\$ 155,000.00
Civil Services	\$ 570,000.00
Sub-total	\$ 1,910,000.00
Estimated Construction Cost	
Building(s)	\$ 13,000,000.00
Civil	\$ 4,600,000.00
Sub-total	\$ 17,600,000.00
Total	\$ 19,510,000.00
Estimated Total	\$ 20,910,000.00

- Building construction cost estimated between \$11-\$13 million
- Estimated total \$18.91-\$20.91 million
- Variance of \$6.09-\$4.09 million