

**MINUTES AT THE MEETING OF THE COLUMBUS AIRPORT  
COMMISSION HELD AT THE COLUMBUS AIRPORT  
THURSDAY, JULY 23<sup>TH</sup>, 2026**

The following commission members were present for the entire meeting:

| <u>NAME</u>                      | <u>EXPIRES</u>    |
|----------------------------------|-------------------|
| 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 |
| Mrs. Daria Cruzen, Commissioner  | December 31, 2026 |

**Staff Members Present:**

Amber Clark, Airport Director  
Timothy Strickland, Finance Director  
Josh Patton, Airfield & Facilities Manager  
Sonya Overton, Director of Marketing & Air Service Development  
Jarred Hubbard, Chief of Public Safety  
Jerald Johnson, Public Safety Officer  
Eric Rivers, Operations Supervisor  
Zack Lundy, Administrative Coordinator  
Aliana Cawley, Summer Intern

**BUSINESS OF THE MEETING**

Mrs. Marsh called the July 23<sup>rd</sup>, 2026, Commission Meeting to order at 9:30am

**CONSIDER ADOPTION OF THE MINUTES FOR THE COMMISSION  
MEETING ON JUNE 23<sup>RD</sup> 2026**

Mrs. Marsh asked to consider the adoption of the Minutes from the Commission Meeting from June 23<sup>rd</sup>, 2026

Motioned by Mr. Thayer to approve the adoption of the Minutes from the Commission Meeting from June 23<sup>rd</sup>, 2026 and seconded by Mr. Gower and unanimously approved by the Commission. Ayes: 4 Nays: 0

**CONSIDER THE APPROVAL OF 3% COST OF LIVING ADJUSTMENT**

Mrs. Marsh asked to consider the approval of the 3% Cost of Living Adjustment for all full-time and part-time employees employed as of 7/1/2026.

Ms. Clark recommended the 3% COLA be paid in retro to the 7/1/2026 date as was the designated date CCG initiated their 2% COLA.

Mrs. Marsh and the Commission approved the recommendation.

Motioned by Mr. Thayer to approve the 3% Cost of Living Adjustment for all full-time and part-time employees with the adjustment being back dated to 7/1/2026 and seconded Mrs. Cruzen and unanimously approved by the Commission. Ayes: 4 Nays: 0





July 2026 Commission Meeting  
Financial Report: June 2026 (12th month of FY 2026)

Financial Highlights for June 2026 (Month)

|                          | Actual  | Budget  | Variance |
|--------------------------|---------|---------|----------|
| Total Operating Revenues | 565,343 | 548,559 | 16,784   |

|                           |       |                                                                                    |  |
|---------------------------|-------|------------------------------------------------------------------------------------|--|
| Rental Income             | 1,279 | Hangar Rent over \$6k, Car Rental under \$8k, Delta over \$3k, CFC fees under \$1k |  |
| FBO Income                | 3,461 | Fuel Jet A Retail under \$28k; AVGAS over \$11k; Contract over \$20k               |  |
| Landing/Fuel Flowage Fees | 8,871 | Delta over \$4k, SNV under \$1k, AFLAC over \$2k, MAC over \$4k                    |  |
| Other Operating           | 3,075 | Parking over \$3k                                                                  |  |

|                          |         |         |          |
|--------------------------|---------|---------|----------|
| Total Operating Expenses | 801,782 | 830,232 | (28,450) |
|--------------------------|---------|---------|----------|

|                        |          |                                                                                                                                       |  |
|------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------|--|
| Employee Expenses      | (14,091) | Labor under \$11k, Payroll Taxes under \$1k, Benefits under \$3k                                                                      |  |
| General Administration | (1,347)  | Advertising under \$1k, Dues & Subscriptions over \$7k, Uniforms under \$1k                                                           |  |
| Utilities              | 2,691    | Power under \$2k, Gas under \$1k, Water under \$2k, Computer Networking over \$1k                                                     |  |
| Contractual Services   | 8,373    | Building Repairs over \$11k, Cameras over \$8k, Equipment Rental under \$2k, Airfield Maintenance under \$1k, Inspections under \$10k |  |
| Operating Supplies     | 16,244   | Janitorial Supplies under \$1k, Fire Safety Equipment over \$11k, Law Enforcement Supplies under \$1k                                 |  |
| Travel & Education     | (5,236)  |                                                                                                                                       |  |
| Professional Fees      | 1,181    | Design & Engineering under \$6k, Professional & Legal over \$9k                                                                       |  |
| COGS                   | (34,282) | Fuel Jet A Retail under \$20k; Govt Jet A under \$22k; AVGAS over \$6k                                                                |  |

|                                             |           |           |        |
|---------------------------------------------|-----------|-----------|--------|
| Net Operating Income                        | (236,439) | (281,673) | 45,234 |
| Net Operating Income excluding Depreciation | 40,768    | (5,266)   | 46,034 |

|                                  |          |                                          |       |
|----------------------------------|----------|------------------------------------------|-------|
| Non-Operating Revenues (Expense) | 16,938   | 13,346                                   | 3,592 |
| Revenues                         | (12,280) | Interest under \$5k, Gain/Loss over \$3k |       |

|                       |        |                |        |
|-----------------------|--------|----------------|--------|
| Capital Contributions | 75,547 | 43,500         | 32,047 |
| Grants                | 27,426 | FAA over \$27k |        |

|                        |           |           |        |
|------------------------|-----------|-----------|--------|
| Change in Net Position | (143,954) | (224,827) | 80,873 |
|------------------------|-----------|-----------|--------|



July 2026 Commission Meeting  
Financial Report: June 2026 (12th month of FY 2026)

Financial Highlights for June 2026 (Year to Date)

|                                                    | Actual             | Budget                                                                                                                                                                                                                 | Variance           |
|----------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>Total Operating Revenues</b>                    | <b>5,443,800</b>   | <b>5,338,655</b>                                                                                                                                                                                                       | <b>105,145</b>     |
| Rental Income                                      | (167,820)          | Hangar Rent over \$19k, Car Rental under \$204k, Land Rental over \$2k, Delta over \$49k, CFC under \$40k                                                                                                              |                    |
| FBO Income                                         | 375,892            | Fuel Jet A Retail over \$49k, AVGAS over \$176k, Contract over \$268k; Govt under \$116k<br>G. Handling under \$17k, Landing Fees under \$20k, Other over \$57k                                                        |                    |
| Landing/Fuel Flowage Fees                          | 59,172             | AFLAC/Synodus over \$4k, MAC over \$25k, Baron over \$3k, Delta over \$27k                                                                                                                                             |                    |
| Other Operating                                    | (160,241)          | Parking under \$156k                                                                                                                                                                                                   |                    |
| Food Sales                                         | (1,853)            |                                                                                                                                                                                                                        |                    |
| <b>Total Operating Expenses</b>                    | <b>9,673,213</b>   | <b>9,606,053</b>                                                                                                                                                                                                       | <b>67,160</b>      |
| Employee Expenses                                  | (114,268)          | Labor under \$124k, Payroll Taxes under \$2k, Benefits over \$11k                                                                                                                                                      |                    |
| General Administration                             | 42,911             | Insurance over \$15k, Office/Computer Supplies under \$6k, Uniforms under \$18k, Dues & Subscriptions over \$51k                                                                                                       |                    |
| Utilities                                          | 66,440             | Power over \$22k, Computer Network over \$45k, Water under \$7k, Telephone under \$8k<br>Building Repairs over \$35k, Cameras over \$91k, Equipment Rental under \$30k, Airfield under \$96k, Tools & Equip over \$63k |                    |
| Contractual Services                               | 44,979             | Janitorial Supplies under \$16k, Fire Safety Equip over \$39k, Hazmat Cleaning under \$19k, Ground Maintenance - Airfield over \$110k                                                                                  |                    |
| Operating Supplies                                 | 28,801             | \$15k                                                                                                                                                                                                                  |                    |
| Travel & Education                                 | (106)              |                                                                                                                                                                                                                        |                    |
| Professional Fees                                  | 26,918             | Design & Engineering under \$30k, Legal/Professional over \$30k                                                                                                                                                        |                    |
| COGS                                               | (43,442)           | Fuel Jet A Retail under \$19k, AVGAS over \$123k, Govt under \$145k                                                                                                                                                    |                    |
| <b>Net Operating Income</b>                        | <b>(4,229,413)</b> | <b>(4,267,398)</b>                                                                                                                                                                                                     | <b>37,985</b>      |
| <b>Net Operating Income excluding Depreciation</b> | <b>(907,727)</b>   | <b>(950,514)</b>                                                                                                                                                                                                       | <b>42,787</b>      |
| <b>Non-Operating Revenues (Expense)</b>            | <b>245,781</b>     | <b>160,240</b>                                                                                                                                                                                                         | <b>85,541</b>      |
| Revenues                                           | 51,518             | Interest under \$59k, Gain/Loss over \$110k                                                                                                                                                                            |                    |
| <b>Capital Contributions</b>                       | <b>25,736,446</b>  | <b>30,673,556</b>                                                                                                                                                                                                      | <b>(4,937,110)</b> |
| Grants                                             | (2,896,039)        | FAA under \$1,591k, GDOT over \$218k, TIA under \$3,512k                                                                                                                                                               |                    |
| <b>Change in Net Position</b>                      | <b>21,752,813</b>  | <b>26,566,398</b>                                                                                                                                                                                                      | <b>(4,813,585)</b> |

Columbus Airport  
ees, Expenses and C  
June 2026

|                                                            | ORIGINAL       |            | ORIGINAL |              |
|------------------------------------------------------------|----------------|------------|----------|--------------|
|                                                            | Period to Date | P10 Budget | Variance | Year to Date |
|                                                            |                |            |          | YTD Budget   |
|                                                            |                |            |          | Variance     |
| OPERATING REVENUES:                                        |                |            |          |              |
| RENTAL INCOME                                              | 206,672        | 206,593    | 1,279    | 2,159,570    |
| LANDING & FUEL FLOWAGE FEES                                | 37,983         | 29,112     | 8,871    | 295,375      |
| FBO INCOME                                                 | 240,853        | 237,592    | 3,461    | 2,273,042    |
| SECURITY CHARGES - AIRLINES                                | 28,296         | 28,709     | (3)      | 338,475      |
| FOOD SERVICE SALES                                         | 788            | 683        | 105      | 6,337        |
| APPROPRIATION FROM CGC                                     | 3,333          | 3,337      | (4)      | 40,000       |
| OTHER OPERATING INCOME                                     | 47,508         | 44,413     | 3,075    | 329,052      |
| TOTAL OPERATING REVENUES                                   | 565,343        | 548,559    | 16,784   | 5,443,800    |
| OPERATING EXPENSES:                                        |                |            |          |              |
| LABOR                                                      | 164,802        | 195,328    | (10,526) | 2,270,292    |
| PAYROLL TAXES                                              | 13,097         | 13,681     | (584)    | 162,593      |
| EMPLOYEE BENEFITS                                          | 30,869         | 33,850     | (2,981)  | 417,617      |
| GENERAL ADMIN, INSURANCE & MARKETING                       | 36,320         | 37,667     | (1,347)  | 495,563      |
| UTILITIES & COMMUNICATION EXPENSES                         | 55,131         | 52,440     | 2,691    | 695,775      |
| CONTRACTUAL SERVICES, FACILITIES, EQUIP                    | 92,359         | 83,986     | 8,373    | 1,053,053    |
| OPERATING SUPPLIES & FUELS                                 | 25,642         | 9,398      | 16,244   | 141,434      |
| TRAVEL & EDUCATION                                         | 1,476          | 6,712      | (5,236)  | 80,449       |
| PROFESSIONAL FEES                                          | 20,150         | 18,969     | 1,181    | 254,414      |
| BANKING CHARGES & MISC                                     | 8,297          | 11,080     | (2,783)  | 143,085      |
| COGS/FBO FUELS, CATERING, SUPPLIES                         | 56,432         | 90,714     | (34,282) | 687,312      |
| DEPRECIATION & AMORTIZATION                                | 277,207        | 276,407    | 800      | 3,371,695    |
| TOTAL OPERATING EXPENSES                                   | 801,782        | 830,232    | (28,450) | 9,673,213    |
| NET OPERATING INCOME                                       | (236,439)      | (281,673)  | 45,234   | (4,229,413)  |
| NET OPERATING INCOME EXCLUDING DEPRECIATION                | 40,768         | (5,266)    | 46,034   | (907,227)    |
| NON-OPERATING REVENUES (EXPENSES):                         |                |            |          |              |
| NET INVESTMENT INCOME (LOSS)                               | 16,516         | 18,026     | (2,780)  | 277,518      |
| INTEREST EXPENSE                                           | (5,856)        | (6,300)    | 404      | (71,416)     |
| MISCELLANEOUS                                              | 6,268          | 820        | 5,468    | 39,678       |
| TOTAL NON-OPERATING REVENUES (EXPENSES) - NET              | 16,938         | 13,346     | 3,592    | 245,781      |
| INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS                 | (219,501)      | (289,327)  | 48,828   | (3,983,632)  |
| INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS EX DEPRECIATION | 57,706         | 8,080      | 49,626   | (601,948)    |
| CAPITAL CONTRIBUTIONS:                                     |                |            |          |              |
| GRANT REVENUES                                             | 77,426         |            | 77,426   | 25,369,078   |
| PASSENGER FACILITY CHARGES (PFC)                           | 24,730         | 20,000     | 4,730    | 159,772      |
| CUSTOMER FACILITY CHARGES (CFC)                            | 23,391         | 23,500     | (109)    | 207,646      |
| TOTAL CAPITAL CONTRIBUTIONS                                | 75,547         | 43,500     | 32,047   | 25,736,446   |
| CHANGE IN NET POSITION                                     | (143,954)      | (224,827)  | 80,873   | 21,752,813   |

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## Columbus Airport Statements of Revenues, Expenses and Changes in Net Position 2025-2026 Trends

| Global Market Performance Report - Q3 2023 |  |  |  |  |  |  |  |  |  |  |  |  | Report Date: 2023-09-30              |  |  |
|--------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--------------------------------------|--|--|
| Operating Statistics                       |  |  |  |  |  |  |  |  |  |  |  |  | Market Overview                      |  |  |
| Key Metrics                                |  |  |  |  |  |  |  |  |  |  |  |  | Global Indices                       |  |  |
| Revenue & Profitability                    |  |  |  |  |  |  |  |  |  |  |  |  | Commodity Prices                     |  |  |
| Production & Sales                         |  |  |  |  |  |  |  |  |  |  |  |  | Energy & Metals                      |  |  |
| Logistics & Distribution                   |  |  |  |  |  |  |  |  |  |  |  |  | Agriculture & Resources              |  |  |
| Human Resources                            |  |  |  |  |  |  |  |  |  |  |  |  | Technology & Innovation              |  |  |
| Financial Performance                      |  |  |  |  |  |  |  |  |  |  |  |  | Environmental Impact                 |  |  |
| Risk Management                            |  |  |  |  |  |  |  |  |  |  |  |  | Regulatory Compliance                |  |  |
| Customer Satisfaction                      |  |  |  |  |  |  |  |  |  |  |  |  | Sustainability Initiatives           |  |  |
| Supply Chain Resilience                    |  |  |  |  |  |  |  |  |  |  |  |  | Digital Transformation               |  |  |
| Innovation Pipeline                        |  |  |  |  |  |  |  |  |  |  |  |  | Partnerships & Alliances             |  |  |
| Future Outlook                             |  |  |  |  |  |  |  |  |  |  |  |  | Summary & Recommendations            |  |  |
| Appendix A: Detailed Data                  |  |  |  |  |  |  |  |  |  |  |  |  | Appendix B: Charts & Graphs          |  |  |
| Appendix C: Glossary                       |  |  |  |  |  |  |  |  |  |  |  |  | Appendix D: Contact Information      |  |  |
| Appendix E: Legal Disclaimers              |  |  |  |  |  |  |  |  |  |  |  |  | Appendix F: Acknowledgments          |  |  |
| Appendix G: Index                          |  |  |  |  |  |  |  |  |  |  |  |  | Appendix H: Revision History         |  |  |
| Appendix I: Additional Notes               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix J: Final Review             |  |  |
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| Appendix BW: Document Engagement           |  |  |  |  |  |  |  |  |  |  |  |  | Appendix BX: Document Involvement    |  |  |
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| Appendix CG: Document Influence            |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CH: Document Power          |  |  |
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| Appendix CK: Document Depth                |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CL: Document Breadth        |  |  |
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| Appendix CO: Document Length               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CP: Document Volume         |  |  |
| Appendix CQ: Document Weight               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CR: Document Mass           |  |  |
| Appendix CS: Document Density              |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CT: Document Concentration  |  |  |
| Appendix CU: Document Intensity            |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CV: Document Force          |  |  |
| Appendix CW: Document Energy               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CX: Document Power          |  |  |
| Appendix CY: Document Momentum             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix CZ: Document Velocity       |  |  |
| Appendix DA: Document Acceleration         |  |  |  |  |  |  |  |  |  |  |  |  | Appendix DB: Document Deceleration   |  |  |
| Appendix DC: Document Direction            |  |  |  |  |  |  |  |  |  |  |  |  | Appendix DD: Document Orientation    |  |  |
| Appendix DE: Document Position             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix DF: Document Location       |  |  |
| Appendix DG: Document Status               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix DH: Document Condition      |  |  |
| Appendix DI: Document Quality              |  |  |  |  |  |  |  |  |  |  |  |  | Appendix DJ: Document Quantity       |  |  |
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| Appendix DQ: Document Usefulness           |  |  |  |  |  |  |  |  |  |  |  |  | Appendix DR: Document Benefit        |  |  |
| Appendix DS: Document Advantage            |  |  |  |  |  |  |  |  |  |  |  |  | Appendix DT: Document Disadvantage   |  |  |
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| Appendix EE: Document Request              |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EF: Document Answer         |  |  |
| Appendix EG: Document Demand               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EH: Document Supply         |  |  |
| Appendix EI: Document Need                 |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EJ: Document Want           |  |  |
| Appendix EK: Document Desire               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EL: Document Wish           |  |  |
| Appendix EM: Document Hope                 |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EN: Document Fear           |  |  |
| Appendix EO: Document Dream                |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EP: Document Nightmare      |  |  |
| Appendix EQ: Document Vision               |  |  |  |  |  |  |  |  |  |  |  |  | Appendix ER: Document Reality        |  |  |
| Appendix ES: Document Ideal                |  |  |  |  |  |  |  |  |  |  |  |  | Appendix ET: Document Actual         |  |  |
| Appendix EU: Document Perfect              |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EV: Document Imperfect      |  |  |
| Appendix EW: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EX: Document Flawed         |  |  |
| Appendix EY: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix EZ: Document Flawed         |  |  |
| Appendix FA: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FB: Document Flawed         |  |  |
| Appendix FC: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FD: Document Flawed         |  |  |
| Appendix FE: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FF: Document Flawed         |  |  |
| Appendix FG: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FH: Document Flawed         |  |  |
| Appendix FI: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FJ: Document Flawed         |  |  |
| Appendix FK: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FL: Document Flawed         |  |  |
| Appendix FM: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FN: Document Flawed         |  |  |
| Appendix FO: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FP: Document Flawed         |  |  |
| Appendix FQ: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FR: Document Flawed         |  |  |
| Appendix FS: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FT: Document Flawed         |  |  |
| Appendix FU: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FV: Document Flawed         |  |  |
| Appendix FW: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FX: Document Flawed         |  |  |
| Appendix FY: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix FZ: Document Flawed         |  |  |
| Appendix GA: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GB: Document Flawed         |  |  |
| Appendix GC: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GD: Document Flawed         |  |  |
| Appendix GE: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GF: Document Flawed         |  |  |
| Appendix GG: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GH: Document Flawed         |  |  |
| Appendix GI: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GJ: Document Flawed         |  |  |
| Appendix GK: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GL: Document Flawed         |  |  |
| Appendix GM: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GN: Document Flawed         |  |  |
| Appendix GO: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GP: Document Flawed         |  |  |
| Appendix GQ: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GR: Document Flawed         |  |  |
| Appendix GS: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GT: Document Flawed         |  |  |
| Appendix GU: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GV: Document Flawed         |  |  |
| Appendix GW: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GX: Document Flawed         |  |  |
| Appendix GY: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix GZ: Document Flawed         |  |  |
| Appendix HA: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix HB: Document Flawed         |  |  |
| Appendix HC: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix HD: Document Flawed         |  |  |
| Appendix HE: Document Flawless             |  |  |  |  |  |  |  |  |  |  |  |  | Appendix HF: Document Flawed         |  |  |
| Appendix HG                                |  |  |  |  |  |  |  |  |  |  |  |  | Appendix HI                          |  |  |

Columbus Airport Commission

Balance Sheet  
As of Jun 30, 2026

|                                                    | Total          |
|----------------------------------------------------|----------------|
| Assets                                             |                |
| Current Assets                                     |                |
| Bank Accounts                                      |                |
| CASH                                               |                |
| CASH - REGISTER FUND - HOSPITALITY                 | 59.00          |
| CASH - SNV CHECKING - AIR SERVICE DEVELOPMENT FUND | 5,000.00       |
| CASH - SNV CHECKING - OPERATING ACCOUNT            | 1,846,140.68   |
| CASH - SNV MMA - CFC (RESTRICTED)                  | 1,488,423.32   |
| CASH - SNV MMA - RENEWAL AND EXTENSION             | 0.00           |
| CASH - SNV MMA - TERMINAL RENOVATION PFC           | 152,830.92     |
| CASH - SNV TRUST MMA                               | 1,317,627.98   |
| CASH BAL SYNOVUS-SUNTRUST A/C                      | 48,170.71      |
| PETTY CASH - ADMIN                                 | 1,100.00       |
| PETTY CASH - FBO                                   | 500.00         |
| REGISTER FUND-FBO                                  | 500.00         |
| Total for CASH                                     | \$4,860,352.61 |
| Total for Bank Accounts                            | \$4,860,352.61 |
| Accounts Receivable                                |                |
| ACCOUNTS RECEIVABLE                                | \$0.00         |
| ACCOUNTS RECEIVABLE - CUSTOMERS - FBO              | 37,786.96      |
| ACCOUNTS RECEIVABLE - GOVT GRANTS                  | 818,713.00     |
| ACCOUNTS RECEIVABLE - OTHER                        | 114,651.13     |
| ACCOUNTS RECEIVABLE - PFC                          | 30,218.00      |
| ACCOUNTS RECEIVABLE - TRADE                        | 60,709.12      |
| ACCRUED INCOME RECEIVABLE - CAR RENTAL & DELTA     | 0.00           |
| Total for ACCOUNTS RECEIVABLE                      | \$1,062,078.21 |
| Total for Accounts Receivable                      | \$1,062,078.21 |

Columbus Airport Commission  
Balance Sheet  
As of Jun 30, 2026

|                                          | Total           |
|------------------------------------------|-----------------|
| Other Current Assets                     |                 |
| ACCRUED INCOME RECEIVABLE-CFC            | 0.00            |
| DEFERRED OUTFLOWS OF RESOURCES           | 955,340.00      |
| INVENTORY                                |                 |
| INVENTORY - ALCOHOLIC BEVERAGES          | 604.09          |
| INVENTORY - AUTO GAS                     | 26,772.30       |
| INVENTORY - AVIATION OIL                 | 888.15          |
| INVENTORY - DIESEL                       | 4,216.46        |
| INVENTORY - FUEL - AVGAS 100LL           | 24,082.44       |
| INVENTORY - FUEL - JET A                 | 32,076.41       |
| Total for INVENTORY                      | \$88,639.85     |
| INVESTMENTS - HOSPITALITY                | 14,330.00       |
| PREPAID - INSURANCE                      | 5,124.85        |
| PREPAID - OTHER                          | 13,610.43       |
| RESTR.CASH SUNTRUST - COLS.PROPRTY.      | -48,170.71      |
| SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC | 1,154,795.07    |
| Total for Other Current Assets           | \$2,183,669.49  |
| Total for Current Assets                 |                 |
| Total for Current Assets                 | \$8,106,100.31  |
| Fixed Assets                             |                 |
| ACCUMULATED AMORTIZATION - INTANGIBLES   | -920,591.16     |
| ACCUMULATED DEPRECIATION OF FIXED ASSETS | -57,382,172.00  |
| ARFF VEHICLE                             | 19,718.00       |
| AUTO, TRUCKS & TRACTORS                  | 1,548,769.00    |
| BUILDING & BUILDING IMPROVEMENTS         | 42,108,786.00   |
| C.I.P. - MISCELLANEOUS - TENTATIVE       | 28,114,439.19   |
| C.I.P. - TERMINAL RENOVATIONS            | 25,625.00       |
| C.I.P. - TAXIWAY F                       | 3,079,188.00    |
| CIP - CAR WASH PROUECT (CFC'S)           | 387,017.52      |
| 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                   | \$65,907,355.55 |
| Total for Assets                         | \$74,013,455.86 |

**Columbus Airport Commission**  
Balance Sheet  
As of Jun 30, 2026

|                                                    | Total          |
|----------------------------------------------------|----------------|
| <b>Liabilities and Equity</b>                      |                |
| <b>Liabilities</b>                                 |                |
| Current Liabilities                                |                |
| Accounts Payable                                   |                |
| ACCOUNTS PAYABLE                                   | \$270,587.33   |
| ACCOUNTS PAYABLE - TRADE                           | 8,098.21       |
| ACCOUNTS PAYABLE - VENDORS - FBO                   | -159,647.92    |
| Total for ACCOUNTS PAYABLE                         | \$119,037.62   |
| Total for Accounts Payable                         | \$119,037.62   |
| Other Current Liabilities                          |                |
| ACCOUNTS PAYABLE - RETAINAGE                       | 341,626.00     |
| ACCRUED ACCOUNTS PAYABLE                           | -2,150.04      |
| ACCRUED EXPENSES                                   | 0.00           |
| ACCRUED SALARIES                                   | 0.00           |
| CONSTRUCTION CONTRACTS PAYABLE                     | 87,318.00      |
| DEPOSITS - ATM, VENDING MACHINE                    | 5,948.00       |
| DEPOSITS - T HANGAR WAITING LIST & OTHER           | 40,303.43      |
| EARNED VACATION/ LEAVE PAYABLE                     | 98,086.00      |
| GEORGIA STATE & LOCAL SALES TAX                    | 2,666.55       |
| TIPS/GRATUITY PAYABLE                              | 210.07         |
| Total for Other Current Liabilities                | \$574,008.01   |
| Total for Current Liabilities                      | \$693,045.63   |
| Long-term Liabilities                              |                |
| BONDS PAYABLE - LONG TERM                          | 2,148,764.16   |
| DEFERRED INCOME - PREPAID RENTS                    | 521,900.22     |
| 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                    | \$5,832,893.38 |
| Total for Liabilities                              | \$6,525,939.01 |
| <b>Equity</b>                                      |                |
| 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     |

**Columbus Airport Commission**  
Balance Sheet  
As of Jun 30, 2026

|                                           | Total           |
|-------------------------------------------|-----------------|
| <b>DEPRECIATION OF CONTRIBUTED ASSETS</b> | 4,141,927.00    |
| <b>INVESTED IN CAPITAL ASSETS</b>         | 16,601,240.00   |
| <b>NET ASSETS</b>                         | -9,111,957.00   |
| <b>PROFIT - SALE OF LAND</b>              | 1,940,163.00    |
| <b>UNRESTRICTED NET ASSETS</b>            | 2,935,078.00    |
| Retained Earnings                         | 11,080,970.58   |
| Net Income                                | 21,752,813.27   |
| Total for Equity                          | \$67,487,516.85 |
| Total for Liabilities and Equity          | \$74,013,455.86 |

Columbus Airport Commission

Statement of Cash Flows  
June 2026

| Account Name                                                                      | Total         |
|-----------------------------------------------------------------------------------|---------------|
| <b>OPERATING ACTIVITIES</b>                                                       |               |
| Net Income                                                                        | -143,954.05   |
| Adjustments to reconcile Net Income to Net Cash provided by operations:           |               |
| ACCOUNTS PAYABLE                                                                  | 51,994.06     |
| ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - TRADE                                         | -279.47       |
| ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - VENDORS - FBO                                 | -64,804.49    |
| ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - CUSTOMERS - FBO                         | -14,842.32    |
| ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - GOVT GRANTS                             | -24,034.49    |
| ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - OTHER                                   | -308.85       |
| ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - TRADE                                   | -10,316.78    |
| ACCURED ACCOUNTS PAYABLE                                                          | 4,583.33      |
| ACCURED EXPENSES                                                                  | -3,259.43     |
| ACCURED SALARIES                                                                  | -59,532.66    |
| DEPOSITS - T HANGAR WAITING LIST & OTHER                                          | 222.90        |
| GEORGIA STATE & LOCAL SALES TAX                                                   | 199.51        |
| INVENTORY:INVENTORY - ALCOHOLIC BEVERAGES                                         | 239.45        |
| INVENTORY:INVENTORY - AUTO GAS                                                    | -3,018.83     |
| INVENTORY:INVENTORY - AVIATION OIL                                                | 93.84         |
| INVENTORY:INVENTORY - DIESEL                                                      | -1,315.74     |
| INVENTORY:INVENTORY - FUEL - AVGAS 100LL                                          | -5,302.00     |
| INVENTORY:INVENTORY - FUEL - JET A                                                | -2,104.03     |
| PREPAID - INSURANCE                                                               | 3,020.74      |
| PREPAID - OTHER                                                                   | 2,133.75      |
| RESTR.CASH SUNTRUST - COLS.PROPRTY.                                               | 3,424.19      |
| SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC                                          | -6,212.73     |
| TIPS/GRATUITY PAYABLE                                                             | 0.00          |
| Total for Adjustments to reconcile Net Income to Net Cash provided by operations: | -\$129,420.05 |
| Net cash provided by operating activities                                         | -\$273,374.10 |
| <b>INVESTING ACTIVITIES</b>                                                       |               |
| ACCUMULATED AMORTIZATION - INTANGIBLES                                            | 1,407.18      |
| ACCUMULATED DEPRECIATION OF FIXED ASSETS                                          | 275,800.00    |
| C.I.P. - MISCELLANEOUS - TENTATIVE                                                | -150,663.81   |
| CIP - CAR WASH PROJECT (CFC'S)                                                    | -15,844.51    |
| Net cash provided by investing activities                                         | \$110,698.86  |
| <b>FINANCING ACTIVITIES</b>                                                       |               |
| BONDS PAYABLE - LONG TERM                                                         | -11,250.07    |

Columbus Airport Commission

Statement of Cash Flows  
June 2026

| Account Name                              | Total          |
|-------------------------------------------|----------------|
| DEFERRED INCOME - PREPAID RENTS           | -5,907.71      |
| Net cash provided by financing activities | -\$17,157.78   |
| NET CASH INCREASE FOR PERIOD              | -\$179,833.02  |
| Cash at beginning of period               | \$5,040,185.63 |
| CASH AT END OF PERIOD                     | \$4,860,352.61 |

COLUMBUS AIRPORT COMMISSION  
KPI REPORTING

Metric: Quick Ratio

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

| Jun 25 | May 25 | Apr 25 |
|--------|--------|--------|
| 8.00%  | 5.77%  | 4.85%  |

Exceeds Expectations (Green)  
Meets Expectations (Blue)  
Needs Attention (Yellow)  
Critical (Red)

Margin - 8.00% Greater than 8.00%  
Margin - 2.00% 2.00% 2.50%  
Margin - 0.00% 0.00% 1.50%  
Margin - 0.00% Less than 0.00%

Metric: Current Ratio

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

| Jun 25 | May 25 | Apr 25 |
|--------|--------|--------|
| 11.70% | 8.77%  | 8.75%  |

Exceeds Expectations (Green)  
Meets Expectations (Blue)  
Needs Attention (Yellow)  
Critical (Red)

Margin - 8.00% Greater than 8.00%  
Margin - 2.00% 2.00% 2.50%  
Margin - 0.00% 0.00% 1.50%  
Margin - 0.00% Less than 0.00%

Metric: Net Profit Margin

Net Income / Revenue  
Note: Capital Contributions amounts are excluded

| Jun 25 | May 25 | Apr 25 |
|--------|--------|--------|
| (0.72) | (0.71) | (0.24) |

Exceeds Expectations (Green)  
Meets Expectations (Blue)  
Needs Attention (Yellow)  
Critical (Red)

Margin - 20.86 Greater than 10.00  
Margin - 0.00 0.00 19.59  
Margin - 0.00 0.00 0.00  
Margin - 10.00 Less than 10.00

Metric: Revenue Growth Rate

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

| Jun 25 | May 25 | Apr 25 |
|--------|--------|--------|
| -2.2%  | 8.3%   | 1.5%   |

Exceeds Expectations (Green)  
Meets Expectations (Blue)  
Needs Attention (Yellow)  
Critical (Red)

Margin - 20.86 Greater than 10.00  
Margin - 0.00 0.00 19.59  
Margin - 0.00 0.00 0.00  
Margin - 10.00 Less than 10.00

Metric: Cost Per Enplanement (CPE)

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

| Jun 25 | May 25 | Apr 25 |
|--------|--------|--------|
|        |        |        |

Exceeds Expectations (Green)

Less than 2.00

Quantity below the national weighted average demonstrates strong cost efficiency and financial management.

Meets Expectations (Blue)

7.01 - 8.25

Within an acceptable range of the national benchmark, accounting for extreme fluctuations in operations and capital cost.

Needs Attention (Yellow)

8.26 - 9.50

Above the national average and approaching the air industry average; may indicate rising costs or declining expenditures.

Critical (Red)

Greater than 9.50

Significantly above national benchmarks and trending toward unfavorable airport average; requires immediate review and corrective action.

OTHER MATTERS

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

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

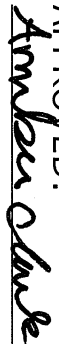
EXECUTIVE SESSION

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

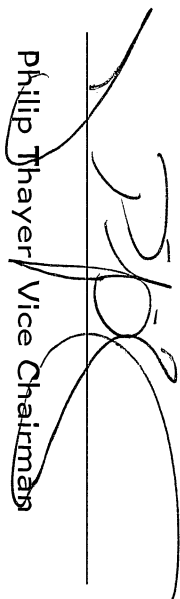
Mr. Thayer motioned to adjourn the meeting and seconded by Mr. Howard and unanimously approved by the Commission Ayes: 4 Nays: 0

The meeting adjourned at 10:38 A.M.

APPROVED:



Amber Clark,  
Airport Director



Philip Thayer Vice Chairman

