MINUTES AT THE MEETING OF THE COLUMBUS AIRPORT COMMISSION HELD AT THE COLUMBUS AIRPORT
WEDNESDAY, JUNE 24TH, 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
C--olyn Mills, HR Manager
iothy Strickland, Finance Director
h Patton, Maintenance Manager
Sonya Overton, Director of Marketing & Air Service Development
Jarred Hubbard, Chief of Public Safety
Vincent Henderson, Lieutenant, Shift Supervisor, Public Safety
Cody Boyd, Public Safety Officer
Jerald Johnson, Public Safety Officer
Eric Rivers, Operations Supervisor
Zack Lundy, Administrative Coordinator

BUSINESS OF THE MEETING

Mrs. Marsh called the June 24th ,2026, Commission Meeting to order at 9:30am

SWEARING IN OF OFFICER JERALD JOHNSON
Mrs. Marsh had Law Enforcement Officer Jerald Johnson preform swearing in ceremony.

CONSIDER ADOPTION OF THE MINUTES FOR THE COMMISSION MEETING ON MAY 28TH 2026

Mrs. Marsh asked to consider the adoption of the Minutes from the Commission Meeting from May 28th, 2026

Motioned by Mr. Thayer to approve the adoption of the Minutes from the Commission Meeting from May 28th 2026 and seconded by Mr. Howard and unanimously approved by the Commission. Ayes: 4 Nays: 0

SWEARING IN OF OFFICER JERALD JOHNSON
Mrs. Marsh and Law Enforcement Officer Jerald Johnson preformed swearing in ceremony.

CONSIDER THE APPROVAL OF THE INSURANCE POLICIES

Mr. Strickland and Mr. Wolfolk gave a summary of the Insurance Polices

Mrs. Marsh asked to consider the approval of the Insurance Policies

Motioned by Mr. Thayer to approve the adoption of the Insurance Policies and seconded by Mr. Gower and unanimously approved by the Commission. Ayes: 4 Nays: 0

CONSIDER THE APPROVAL OF A TWO PERCENT COLA ADJUSTMENT

The Commission Postponed the Consideration of a two percent COLA adjustment.

DIRECTOR'S UPDATES

Finance

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

Columbus Airport
Statements of Revenues, Expenses and Changes in Net Position
May 2026

	Period to Date	ORIGINAL PTD Budget	Variance	Year to Date	ORIGINAL YTD Budget	Variance
OPERATING REVENUES:						
RENTAL INCOME	213,946	205,403	8,543	1,952,898	2,121,997	(169,100)
LANDING & FUEL FLOWAGE FEES	49,068	29,577	19,491	257,342	207,039	50,303
FBO INCOME	216,936	237,394	(20,458)	2,034,189	1,661,758	372,431
SECURITY CHARGES - AIRLINES	28,206	28,206	0	310,269	310,266	3
FOOD SERVICE SALES	1,269	683	586	5,549	7,513	(1,964)
APPROPRIATION FROM CGC	3,333	3,333	0	36,667	36,663	4
OTHER OPERATING INCOME	45,086	44,432	654	281,545	444,860	(163,315)
TOTAL OPERATING REVENUES	**557,844**	**549,028**	**8,816**	**4,878,457**	**4,790,096**	**88,361**
OPERATING EXPENSES:						
LABOR	205,720	195,352	10,368	2,035,490	2,148,872	(113,382)
PAYROLL TAXES	15,139	13,674	1,465	149,496	150,414	(918)
EMPLOYEE BENEFITS	40,257	33,875	6,382	386,748	372,625	14,123
GENERAL ADMIN, INSURANCE & MARKETING	49,127	37,721	11,406	459,184	414,925	44,259
UTILITIES & COMMUNICATION EXPENSES	53,044	52,445	599	640,643	576,895	63,748
CONTRACTUAL SERVICES, FACILITIES, EQUIP	84,443	84,008	435	960,695	924,088	36,607
OPERATING SUPPLIES & FUELS	8,282	9,385	(1,103)	115,792	103,235	12,557
TRAVEL & EDUCATION	7,444	6,713	731	78,973	73,843	5,130
PROFESSIONAL FEES	4,741	18,957	(14,216)	234,264	208,527	25,737
BANKING CHARGES & MISC	9,322	11,080	(1,758)	134,788	121,880	12,908
COGS-FBO FUELS, CATERING, SUPPLIES	55,288	90,720	(35,432)	630,880	640,040	(9,160)
DEPRECIATION & AMORTIZATION	277,207	276,407	800	3,044,479	3,040,477	4,002
TOTAL OPERATING EXPENSES	**810,015**	**830,337**	**(20,322)**	**8,871,431**	**8,775,821**	**95,610**
NET OPERATING INCOME	**(252,171)**	**(281,309)**	**29,138**	**(3,992,974)**	**(3,985,725)**	**(7,249)**
NET OPERATING INCOME EXCLUDING DEPRECIATION	**25,037**	**(4,902)**	**29,939**	**(948,495)**	**(945,248)**	**(7,249)**
NON-OPERATING REVENUES (EXPENSES):						
NET INVESTMENT INCOME (LOSS)	32,250	18,834	13,416	260,972	207,174	53,798
INTEREST EXPENSE	(5,736)	(6,300)	564	(65,519)	(69,300)	3,781
MISCELLANEOUS	4,779	820	3,959	33,390	9,020	24,370
TOTAL NON-OPERATING REVENUES (EXPENSES) - NET	**31,292**	**13,354**	**17,938**	**228,843**	**146,894**	**81,949**
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	**(220,878)**	**(267,955)**	**47,077**	**(3,764,131)**	**(3,838,831)**	**74,700**
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS EX DEPREC	**56,329**	**8,452**	**47,877**	**(719,652)**	**(798,354)**	**74,700**
CAPITAL CONTRIBUTIONS:						
GRANT REVENUES	456,142		456,142	25,341,602	30,255,067	(4,913,465)
PASSENGER FACILITY CHARGES (PFC)	28,004	20,000	8,004	135,041	140,000	(4,959)
CUSTOMER FACILITY CHARGES (CFC)	23,258	23,499	(241)	184,255	234,989	(50,734)
TOTAL CAPITAL CONTRIBUTIONS	**507,404**	**43,499**	**463,905**	**25,660,898**	**30,630,056**	**(4,969,158)**
CHANGE IN NET POSITION	**286,526**	**(224,456)**	**510,982**	**21,896,767**	**26,791,225**	**(4,894,458)**

CSG
COLUMBUS AIRPORT

June 2026 Commission Meeting
Financial Report: May 2026 (10th month of FY 2026)

Financial Highlights for May 2026 (Month)

			Actual	Budget	Variance
Total Operating Revenues			**557,844**	**549,028**	**8,816**
Rental Income	8,543	Hangar Rent over $5k, Car Rental under $8k, Delta over $10k, CFC fees under $1k			
FBO Income	(20,458)	Fuel Sales under $22k, other FBO fees over $2k			
Landing/Fuel Flowage Fees	19,491	Delta over $4k, SNW over $5k, AFLAC over $6k, MAC over $5k			
Other Operating	654				
Total Operating Expenses			**810,015**	**830,337**	**(20,322)**
Employee Expenses	18,215	Labor under $10k, Payroll Taxes over $1k, Benefits over $6k			
General Administration	11,406	Advertising over $5k, Dues & Subscriptions over $8k, Uniforms under $7k			
Utilities	589	Power under $2k, Gas under $1k, Water under $3k, Computer Networking over $4k			
Contractual Services	435	Building Repairs under $2k, Cameras over $8k, Equipment Rental under $2k, Airfield Maintenance under $7k, Inspections under $10k			
Operating Supplies	(1,103)	Janitorial Supplies under $1k, Fire Safety Equipment under $1k; Law Enforcement Supplies over $2k			
Travel & Education	731				
Professional Fees	(14,216)	Design & Engineering under $8k; Professional & Legal under $6k			
COGS	(35,432)	Fuel under $35k			
Net Operating Income			**(252,171)**	**(281,309)**	**29,138**
Net Operating Income excluding Depreciation			**25,037**	**(4,902)**	**29,939**
Non-Operating Revenues (Expense)			**31,292**	**13,354**	**17,938**
Revenues	13,416	Interest under $8k, Gain/Loss over $22k			
Capital Contributions			**507,404**	**43,499**	**463,905**
Grants	456,142	FAA over $40k, TIA over $416k			
Change in Net Position			**286,526**	**(224,456)**	**510,982**

CSG COLUMBUS AIRPORT

June 2026 Commission Meeting
Financial Report: May 2026 (10th month of FY 2026)

Financial Highlights for May 2026 (Year to Date)

			Actual	Budget	Variance
Total Operating Revenues			**4,878,457**	**4,790,096**	**88,361**
Rental Income	(169,100)	Hangar Rent over $13k, Car Rental under $196k, Land Rental over $2k, Delta over $45k, CFC under $39k			
FBO Income	372,431	Fuel Sales over $351k, G. Handling under $14k, Landing Fees under $17k, Other over $52k			
Landing/Fuel Flowage Fees	50,303	AFLAC/Synovus over $2k, MAC over $21k, Baron over $3k, Delta over $24k			
Other Operating	(163,315)	Parking under $160k			
Food Sales	(1,964)				
Total Operating Expenses			**8,871,431**	**8,775,821**	**95,610**
Employee Expenses	(100,177)	Labor under $113k, Payroll Taxes under $1k, Benefits over $14k			
General Administration	44,259	Insurance over $14k, Office/Computer Supplies under $6k, Uniforms under $17k, Dues & Subscriptions over $49k			
Utilities	63,748	Power over $23k, Computer Network over $45k, Water under $9k, Telephone under $7k			
Contractual Services	36,607	Building Repairs over $23k, Cameras over $83k, Equipment Rental under $26k, Airfield under $94k, Tools & Equip over $54k			
Operating Supplies	12,557	Janitorial Supplies under $18k, Fire Safety Equip over $28k, Hazmat Cleaning under $17k, Ground Maintenance - Airfield over $14k			
Travel & Education	5,130				
Professional Fees	25,737	Design & Engineering under $23k, Legal/Professional over $49k			
COGS	(9,160)	Fuel over $5k			
Net Operating Income			**(3,992,974)**	**(3,985,725)**	**(7,249)**
Net Operating Income excluding Depreciation			**(948,495)**	**(945,248)**	**(3,247)**
Non-Operating Revenues (Expense)			**228,843**	**146,894**	**81,949**
Revenues	53,798	Interest under $54k, Gain/Loss over $108k			
Capital Contributions			**25,660,898**	**30,630,056**	**(4,969,158)**
Grants	(4,913,465)	FAA under $1,618k, GDOT over $218k, TIA under $3,512k			
Change in Net Position			**21,896,767**	**26,791,225**	**(4,894,458)**

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

	May 2026	Apr 2026	Mar 2026	Feb 2026	Jan 2026	Dec 2025	Nov 2025	Oct 2025	Sep 2025	Aug 2025	Jul 2025	Total	Avg	BASED ON 11 MONTHS Actual Annualized Forecast	FY26 Budget	$ Var. Forecast v. Budget	% Var. Forecast v. Budget
OPERATING REVENUES:																	
RENTAL INCOME	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
LANDING & FUEL FLOWAGE FEES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
FBO INCOME	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
SECURITY CHARGES – AIRLINES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
FOOD SERVICE SALES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
APPROPRIATION FROM CGC	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
OTHER OPERATING INCOME	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL OPERATING REVENUES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
OPERATING EXPENSES:																	
LABOR	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
PAYROLL TAXES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TAXES AS A % OF LABOR	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		
EMPLOYEE BENEFITS	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
BENEFITS AS A % OF LABOR	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		
GENERAL ADMIN, INSURANCE & MARKETING	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
UTILITIES & COMMUNICATION EXPENSES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CONTRACTUAL SERVICES, FACILITIES, EQUIP	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
OPERATING SUPPLIES & FUELS	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TRAVEL & EDUCATION	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
PROFESSIONAL FEES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
BANKING CHARGES & MISC	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
COGS-FBO FUELS, CATERING, SUPPLIES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL OPERATING EXPENSES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Total labor, taxes, benefits	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Labor, taxes, benefits as % of revenue	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		
Gross Profit (excluding D&A)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Gross Margin %	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		
NON-OPERATING REVENUES (EXPENSES):																	
NET INVESTMENT INCOME (LOSS)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
INTEREST EXPENSE	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
DEPRECIATION & AMORTIZATION	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
MISCELLANEOUS	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL NON-OPERATING REVENUES (EXPENSES) - NET	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
CAPITAL CONTRIBUTIONS:																	
GRANT REVENUES	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
PASSENGER FACILITY CHARGES (PFC)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CUSTOMER FACILITY CHARGES (CFC)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL CAPITAL CONTRIBUTIONS	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
CHANGE IN NET POSITION	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

COLUMBUS AIRPORT COMMISSION
KPI REPORTING

Metric: **Quick Ratio**

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

May-26	Apr-26	Mar-26
5.76%	4.85%	1.54%

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

May-26	Apr-26	Mar-26
10.77%	9.45%	3.02%

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

May-26	Apr-26	Mar-26
(0.71)	(0.24)	(0.91)

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

May-26	Apr-26	Mar-26	Rolling Qtr
-31.0%	85.8%	20.4%	15.0%

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

May-26	Apr-26	Mar-26	Quarterly
13.67	12.71	13.65	13.28

Exceeds Expectations (Green)	Less than 7.00	Operating below the national non-hub 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 normal fluctuations in operations and capital costs.
Needs Attention (Yellow)	8.26 - 9.50	Above the non-hub average and approaching broader industry averages; may indicate rising costs or declining enplanements.
Critical (Red)	Greater than 9.50	Significantly above non-hub benchmarks and nearing overall commercial airport averages; requires immediate review and corrective action.

Columbus Airport Commission

Balance Sheet

As of May 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
CASH	
CASH BAL SYNOVUS-SUNTRUST A/C	44,746.52
CASH - REGISTER FUND - HOSPITALITY	1,043.00
CASH - SNV CHECKING - AIR SERVICE DEVELOPMENT FUND	5,000.00
CASH - SNV CHECKING - OPERATING ACCOUNT	2,039,523.66
CASH - SNV MMA - CFC (RESTRICTED)	1,488,342.58
CASH - SNV MMA - RENEWAL AND EXTENSION	0.00
CASH - SNV MMA - TERMINAL RENOVATION PFC	145,246.95
CASH - SNV TRUST MMA	1,314,182.92
PETTY CASH - ADMIN	1,100.00
PETTY CASH - FBO	500.00
REGISTER FUND-FBO	500.00
Total for CASH	$5,040,185.63
Total for Bank Accounts	$5,040,185.63
Accounts Receivable	
ACCOUNTS RECEIVABLE	$0.00
ACCOUNTS RECEIVABLE - CUSTOMERS - FBO	19,650.78
ACCOUNTS RECEIVABLE - GOVT GRANTS	794,678.51
ACCOUNTS RECEIVABLE - OTHER	114,342.28
ACCOUNTS RECEIVABLE - PFC	30,218.00
ACCOUNTS RECEIVABLE - TRADE	53,701.20
ACCRUED INCOME RECEIVABLE - CAR RENTAL & DELTA	0.00
Total for ACCOUNTS RECEIVABLE	$1,012,590.77
Total for Accounts Receivable	$1,012,590.77

Columbus Airport Commission

Balance Sheet

As of May 31, 2026

	Total
Other Current Assets	
ACCRUED INCOME RECEVABLE-CFC	0.00
DEFERRED OUTFLOWS OF RESOURCES	955,340.00
INVENTORY	
INVENTORY - ALCOHOLIC BEVERAGES	843.54
INVENTORY - AUTO GAS	23,753.47
INVENTORY - AVIATION OIL	981.99
INVENTORY - DIESEL	2,900.72
INVENTORY - FUEL - AVGAS 100LL	18,780.44
INVENTORY - FUEL - JET A	29,972.38
Total for INVENTORY	$77,232.54
INVESTMENTS - HOSPITALITY	14,330.00
PREPAID - INSURANCE	8,145.59
PREPAID - OTHER	15,744.18
RESTR.CASH SUNTRUST - COLS.PROPRTY.	-44,746.52
SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC	1,148,582.34
Total for Other Current Assets	$2,174,628.13
Total for Current Assets	$8,227,404.53
Fixed Assets	
ACCUMULATED AMORTIZATION - INTANGIBLES	-919,183.98
ACCUMULATED DEPRECIATION OF FIXED ASSETS	-57,106,372.00
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)	371,173.01
C.I.P. - MISCELLANEOUS - TENTATIVE	27,963,775.38
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	$66,018,054.41
Total for Assets	$74,245,458.94

Columbus Airport Commission

Balance Sheet

As of May 31, 2026

	Total
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
ACCOUNTS PAYABLE	$218,593.27
ACCOUNTS PAYABLE - TRADE	8,377.68
ACCOUNTS PAYABLE - VENDORS - FBO	-94,843.43
Total for ACCOUNTS PAYABLE	$132,127.52
Total for Accounts Payable	$132,127.52
Other Current Liabilities	
ACCOUNTS PAYABLE - RETAINAGE	341,626.00
ACCRUED ACCOUNTS PAYABLE	-6,733.37
ACCRUED EXPENSES	3,259.43
ACCRUED SALARIES	59,532.66
CONSTRUCTION CONTRACTS PAYABLE	87,318.00
DEPOSITS - ATM, VENDING MACHINE	5,948.00
DEPOSITS - T HANGAR WAITING LIST & OTHER	40,080.53
EARNED VACATION/ LEAVE PAYABLE	98,086.00
GEORGIA STATE & LOCAL SALES TAX	2,467.04
TIPS/GRATUITY PAYABLE	210.07
Total for Other Current Liabilities	$631,794.36
Total for Current Liabilities	$763,921.88
Long-term Liabilities	
BONDS PAYABLE - LONG TERM	2,160,014.23
DEFERRED INCOME - PREPAID RENTS	527,822.93
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	$5,850,066.16
Total for Liabilities	$6,613,988.04
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

Columbus Airport Commission

Balance Sheet

As of May 31, 2026

	Total
DEPRECIATION OF CONTRIBUTED ASSETS	4,141,927.00
INVESTED IN CAPITAL ASSETS	16,601,240.00
NET ASSETS	-9,111,957.00
PROFIT - SALE OF LAND	1,940,163.00
UNRESTRICTED NET ASSETS	2,935,078.00
Retained Earnings	11,080,970.58
Net Income	21,896,767.32
Total for Equity	$67,631,470.90
Total for Liabilities and Equity	$74,245,458.94

Columbus Airport Commission

Statement of Cash Flows

May 2026

Full name	Total
OPERATING ACTIVITIES	
Net Income	286,525.85
Adjustments to reconcile Net Income to Net Cash provided by operations:	
ACCOUNTS PAYABLE	36,248.01
ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - TRADE	304.59
ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - VENDORS - FBO	-34,118.61
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - CUSTOMERS - FBO	51,482.58
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - OTHER	-4,834.64
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - TRADE	12,033.85
ACCOUNTS RECEIVABLE:ACCRUED INCOME RECEIVABLE - CAR RENTAL & DELTA	-7,218.00
ACCRUED ACCOUNTS PAYABLE	4,583.33
ACCRUED EXPENSES	3,259.43
ACCRUED SALARIES	-67,623.06
DEPOSITS - T HANGAR WAITING LIST & OTHER	-313.40
GEORGIA STATE & LOCAL SALES TAX	-764.44
INVENTORY:INVENTORY - ALCOHOLIC BEVERAGES	51.64
INVENTORY:INVENTORY - AUTO GAS	0.00
INVENTORY:INVENTORY - AVIATION OIL	67.02
INVENTORY:INVENTORY - DIESEL	0.00
INVENTORY:INVENTORY - FUEL - AVGAS 100LL	-9,230.83
INVENTORY:INVENTORY - FUEL - JET A	-10,447.92
PREPAID - INSURANCE	20,507.75
PREPAID - OTHER	-2,866.24
SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC	-23,134.70
TIPS/GRATUITY PAYABLE	0.00
Total for Adjustments to reconcile Net Income to Net Cash provided by operations:	-$32,013.64
Net cash provided by operating activities	$254,512.21
INVESTING ACTIVITIES	
ACCUMULATED AMORTIZATION - INTANGIBLES	1,407.18
ACCUMULATED DEPRECIATION OF FIXED ASSETS	275,800.00
C.I.P. - MISCELLANEOUS - TENTATIVE	-37,779.47
CIP - CAR WASH PROJECT (CFC'S)	-7,333.00
Net cash provided by investing activities	$232,094.71
FINANCING ACTIVITIES	
BONDS PAYABLE - LONG TERM	-11,250.07

Columbus Airport Commission

Statement of Cash Flows

May 2026

Full name	Total
DEFERRED INCOME - PREPAID RENTS	5,763.77
Net cash provided by financing activities	-$5,486.30
NET CASH INCREASE FOR PERIOD	$481,120.62
Cash at beginning of period	$4,524,082.86
CASH AT END OF PERIOD	$5,005,203.48

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

- **Retail JetA** sales totaled 4,738 gallons in May 2026 compared to 16,997 gallons in May 2025, a -72.1% decrease, change 12,259 gallons. The decrease in Jet A retail sales was primarily driven by the reclassification of military fuel activity from the retail category to the contract fuel category, reduced fuel purchases from several high-volume retail customers, and lower transient traffic compared to the previous year. Periods of unfavorable weather during the month may have also contributed to reduced flight activity and transient fuel demand.

- **Avfuel** contract fuel sales totaled **43,082 gallons in May 2026** compared to **44,876 gallons in May 2025,** a decrease of **-1,794 gallons (-4.0%).** While contract fuel sales were slightly lower than the previous year, overall volumes remained relatively stable.
- **Airline** fuel increased from **23,757 gallons in May 2025** to **25,968 gallons in May 2026,** an increase of **2,211 gallons (9.3%).**

- **General aviation fuel activity increased with:**
  - **100LL Full Serve** up 21.4%. May 26 fuel sales 5,990.1 vs. May 25 fuel sales 4,932.8, change 1,057.3 gallons. The increase in 100LL full service reflects stronger piston aircraft activity and increased utilization of full service fueling services compared to the previous year.
  - **Self-Serve** down -3.1%. May 26 fuel sales 1210.4 vs. May 25 fuel sales 1249, change -38.6 gallons.

- Tenant Relations: No updates currently.
- Hangar Availability: One T-Hangars available — (16E) Twin.
- Equipment Update: No issues impacting quality of service.
- Staffing/Personnel: Currently accepting applications for CSR and Line Service positions.

• **Retail JetA** sales totaled 4,738 gallons in May 2026 compared to 16,997 gallons in May 2025, a -72.1% decrease, change 12,259 gallons. The decrease in Jet A retail sales was primarily driven by the reclassification of military fuel activity from the retail category to the contract fuel category, reduced fuel purchases from several high-volume retail customers, and lower transient traffic compared to the previous year. Periods

May-26

Category	KPI Metric	Reporting Period	Direction	Target	Actual	Attainment	Status	Trend
Fuel Activity	Jet Retail	Monthly	Higher is Better	**12,000**	4,738	39.5%	Critical	Declining
Fuel Activity	Jet Contract	Monthly	Higher is Better	**27,000**	40,827	151.2%	Exceeds Expectations	Improving
Fuel Activity	Jet ICE	Monthly	Higher is Better	**3,000**	2,255	75.2%	Critical	Declining
Fuel Activity	Jet Airline	Monthly	Higher is Better	**23,000**	25,968	112.9%	Exceeds Expectations	Improving
Fuel Activity	Avgas Full-Serve	Monthly	Higher is Better	**5,000**	5,990	119.8%	Exceeds Expectations	Improving
Fuel Activity	Avgas Self-Serve	Monthly	Higher is Better	**1,300**	1,210.4	93.1%	Meets Expectations	Stable
Operational Workload	# of Aircraft Fueled	Monthly	Higher is Better	**400**	466	116.5%	Exceeds Expectations	Improving
Operational Workload	# of Aircraft Serviced	Monthly	Higher is Better	**500**	605	121.0%	Exceeds Expectations	Improving
Operational Workload	# of Customers Towed	Monthly	Higher is Better	**130**	139	106.9%	Exceeds Expectations	Improving
Customer Mix	# of Piston Customers	Monthly	Higher is Better	**200**	256	128.0%	Exceeds Expectations	Improving
Customer Mix	# of Turboprop Customers	Monthly	Higher is Better	**80**	92	115.0%	Exceeds Expectations	Improving
stomer Mix	# of Jet Customers	Monthly	Higher is Better	**300**	289	96.3%	Meets Expectations	Improving
stomer Mix	# of Helicopter Customers	Monthly	Higher is Better	**50**	24	48.0%	Critical	Declining
vice Quality	% On-Time Performance	Monthly	Higher is Better	**100**	100.0	100.0%	Meets Expectations	Improving
Service Quality	# of Service Failures	Monthly	Lower is Better	**0**	0	100.0%	Meets Expectations	Improving
Safety	# of Safety Incidents	Monthly	Lower is Better	**0**	0	100.0%	Meets Expectations	Stable

KPI Color Scale

Exceeds Expectations = Above target (>100%)
Meets Expectations = Acceptable performance (85%-100%)
Needs Attention = Below goal (80%-84.99%)
Critical = Requires immediate improvement (<80%)

KPI targets are developed using industry standards, historical data, and years of operational experience to establish realistic goals and measure the overall health and performance of the operation.

of unfavorable weather during the month may have also contributed to reduced flight activity and transient fuel demand.

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 adjusted to 37 active employees out of 47 approved positions in May. Hiring teams continue to screen resumes and schedule interviews while we review job descriptions to ensure seamless service coverage. Simultaneously, leadership is restructuring the organizational chart to align positions with long-term operational growth and sustainability.
- Operational efficiency efforts are progressing by expanding utilization of our current time management system to handle digital time off requests. Fully activating these capabilities will streamline manual processing, allowing employees real-time access to accrued balances, and reducing potential payroll entry errors.
- The annual review of our Commission-Issued Cell Phone Use policy is underway to guarantee strict compliance with current employment and labor laws. Finally, the organization recently hosted a collaborative "all-hands" meeting, reinforcing the Commission's commitment to maintaining transparency through this period of organizational growth.

KPI Reporting:

KPI Metric	Reporting Period	Target	Actual	Attainment	Status	Trend	Score
Employee Turnover Rate	Monthly	3.30%	8.00%	41%	Critical	Decreasing	100%
Time to Fill	Monthly	20-35 days	0	0	N/A	N/A	N/A
Overtime Utilization Rate	Monthly	5%	4.00%	80%	Meets Expectations	Increasing	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 awaiting the second quarter Stormwater Pollution Prevention Plan (SWPPP) inspection report to develop our corrective action plan, if needed. We have also been working diligently to obtain quotes to remediate overgrown vegetation on airport-owned property that is affecting Columbus residents.
- **Facilities Maintenance** has been collaborating with the Delta team and our aviation consultant to create temporary markings for the lead-in lines and passenger boarding bridge alignment marks in preparation for the arrival of our new Boeing 717 aircraft. Additionally, we are developing a project to implement permanent markings for future aircraft.
- **Hospitality** has done a remarkable job in decreasing the number of unsatisfactory Survey Monkey reports throughout the reporting period by effectively exceeding expectations for all three (3) Key Performance Indicator (KPI) metrics. Meeting these metrics continues to reinforce our Value of "Providing dependable service to all!"
- **Two weeks with Intern -** Aliana Cawley has been a breath of fresh air during these past weeks. She has asked insightful questions about the airfield and maintenance operations and is eager to learn more about everything airfield operations have to offer.

I 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%	94.1%	10.6%	Critical	Declining	10.6%
Airfield Operations	Work Order Time to Completion	Monthly	Lower is Better	7.0	3.4	205.4%	Exceeds Expectations	Declining	100.0%
Facilities Maintenance	Aging Work Orders	Monthly	Lower is Better	15.0%	91.3%	16.4%	Critical	Declining	16.4%
Facilities Maintenance	Work Order Time to Completion	Monthly	Lower is Better	7.0	1.5	461.0%	Exceeds Expectations	Improving	100.0%
Facilities Maintenance	Work Request Time Until Addressed	Monthly	Lower is Better	2.0	1.0	200.0%	Exceeds Expectations	Stable	100.0%
Hospitality	Out of Paper Towel	Monthly	Lower is Better	5.0%	0.0%	100.0%	Exceeds Expectations	Improving	100.0%
Hospitality	Floors Dirty	Monthly	Lower is Better	5.0%	0.0%	100.0%	Exceeds Expectations	Improving	100.0%
Hospitality	Sinks and Counters Dirty	Monthly	Lower is Better	5.0%	0.0%	100.0%	Exceeds Expectations	Improving	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. **Declining**

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. **Declining**

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

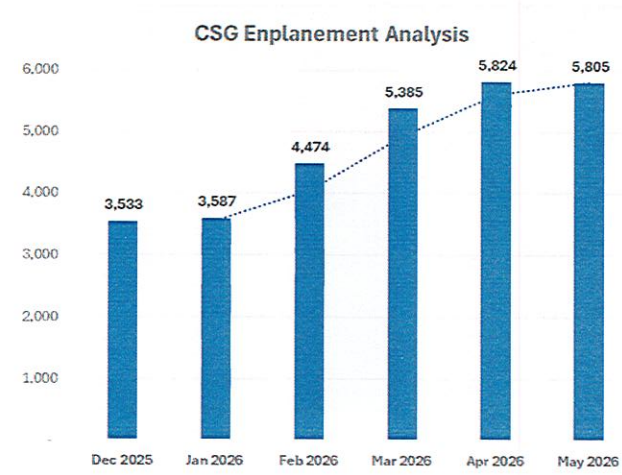
Marketing Report

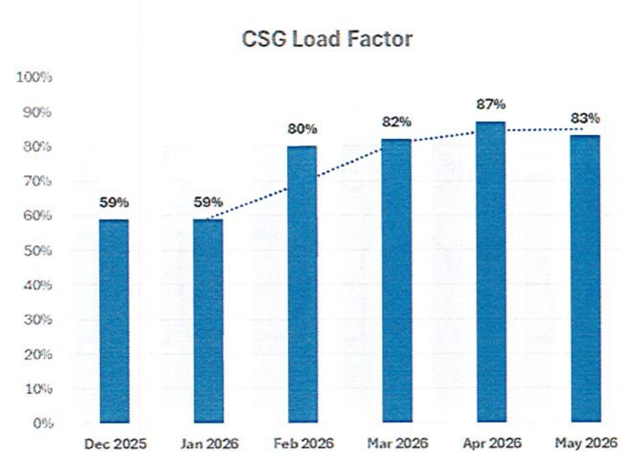
- We continued to promote the arrival of Delta's Boeing 717 service, which officially launched on June 12, 2026. Marketing efforts remain focused on increasing local passenger retention, strengthening community awareness, and expanding CSG's market share throughout the region using traditional marketing strategies and a strong social media presence. More to follow.
- On Friday, May 1, Columbus Airport participated as a Tee Sponsor at the Columbus Chamber Golf Tournament at Maple Ridge Golf Club. Staff hosted a booth with refreshments, CSG giveaways, and a "Spin the Wheel" activity while providing airport updates and engaging with community members and business leaders.
- On Friday, May 15, Columbus Airport hosted a passenger engagement event in celebration of Armed Forces Day. Veterans, active-duty military personnel, and their family members received complimentary parking with valid ID, along with free refreshments and snacks. We thank all who have served and continue to serve our country.
- In observance of Memorial Day, Columbus Airport continued its passenger engagement efforts by offering complimentary parking to active-duty military, veterans, retirees, and their families with valid ID. We remain grateful for the sacrifices made by those who have served our nation.

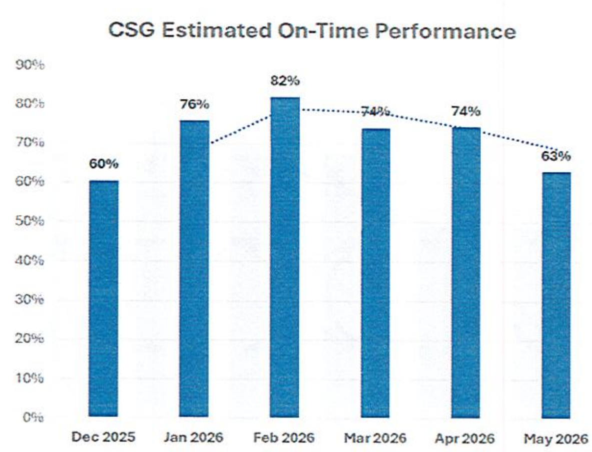
- **At the FBO:** The fuel rewards program continues to support growth in fuel sales at the FBO. While fuel sales continue to increase, participation in the rewards program has improved. Marketing continues to work on strategies to increase awareness and encourage greater participation to maintain top-of-mind awareness among customers.
- We completed the advertisement for the July issue of Air Charter Ads and updated the Ac-u-Kwik listing. The BCA Marketplace 1/3-page advertisement will run for three months and promotes Flightways Columbus services to business aviation operators and decision-makers. Business & Commercial Aviation (BCA) is a leading publication within the global business aviation industry, reaching corporate flight departments, aircraft operators, and charter companies. This advertising placement supports ongoing efforts to increase awareness of Flightways Columbus and attract additional general aviation and corporate aircraft activity to CSG.

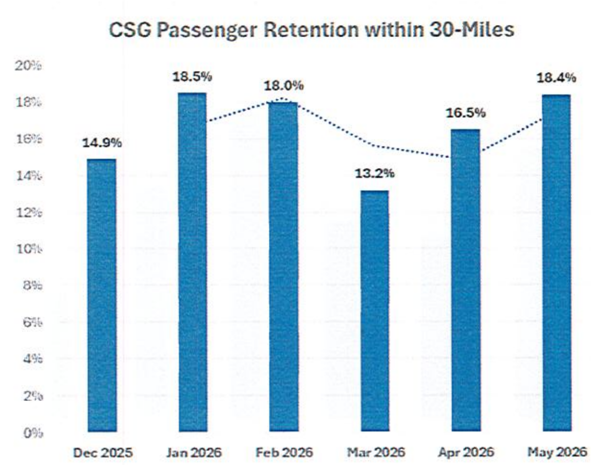
KPI Reporting: May 2026

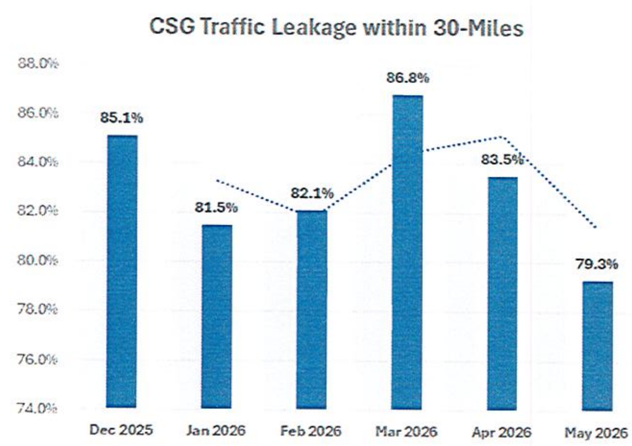
Category	KPI Metric	Reporting Period	Target	Actual	Attainment	Status	Trend	Score
Air Service	Load Factor	Monthly	81% -84%	83%	99%	Meets Expectations	Stable	99%
Air Service	On-Time Performance	Monthly	75% - 80%	63%	78%	Critical	Improving	79%
Air Service	Passenger Retention	Monthly	17% - 18%	18%	100%	Meets Expectations	Improving	100%
Marketing	Advertising Campaign	Monthly	90K - 99.9K	171,125	171%	Exceeds Expectations	Stable	100%
Marketing	Social Media Followers	Monthly	100	213	213%	Exceeds Expectations	Stable	100%
Public Relations	Community Outreach	Monthly	3 - 4	9	225%	Exceeds Expectations	Stable	100%


CSG Enplanement Analysis
6,000
5,000
4,000
3,000
2,000
1,000
3,533
3,587
4,474
5,385
5,824
5,805
Dec 2025
Jan 2026
Feb 2026
Mar 2026
Apr 2026
May 2026


CSG Load Factor
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
59%
59%
80%
82%
87%
83%
Dec 2025
Jan 2026
Feb 2026
Mar 2026
Apr 2026
May 2026


CSG Estimated On-Time Performance
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
60%
76%
82%
74%
74%
63%
Dec 2025
Jan 2026
Feb 2026
Mar 2026
Apr 2026
May 2026


CSG Passenger Retention within 30-Miles
20%
18%
16%
14%
12%
10%
8%
6%
4%
2%
0%
14.9%
18.5%
18.0%
13.2%
16.5%
18.4%
Dec 2025
Jan 2026
Feb 2026
Mar 2026
Apr 2026
May 2026


CSG Traffic Leakage within 30-Miles
88.0%
86.0%
84.0%
82.0%
80.0%
78.0%
76.0%
74.0%
85.1%
81.5%
82.1%
86.8%
83.5%
79.3%
Dec 2025
Jan 2026
Feb 2026
Mar 2026
Apr 2026
May 2026

Jarred Hubbard

Public Safety

Chief Jarred Hubbard 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 advance its mission of protecting airport operations through a balanced approach of security, emergency preparedness, regulatory compliance, and customer service. Department personnel remain focused on maintaining a safe and secure environment while supporting the continued growth and success of Columbus Airport.

• Throughout the reporting period, Public Safety personnel remained actively engaged in daily airport operations by conducting security patrols, monitoring critical infrastructure, assisting passengers, and addressing operational concerns as they arose. Officers maintained a consistent presence throughout the terminal, airfield, and airport grounds, ensuring rapid response capabilities while fostering positive interactions with passengers, tenants, and visitors.

• A significant milestone was achieved with the successful deployment of the airport's new ARFF 1 vehicle. The apparatus is now fully operational and serving as the airport's primary Aircraft Rescue and Firefighting resource. Additionally, the Federal Aviation Administration has completed its review and formally approved the Airport Certification Manual revisions associated with the vehicle, confirming compliance with all applicable FAA Part 139 requirements and enhancing the airport's emergency response capabilities.

• The department continues to strengthen relationships with local, state, and federal partners through regular communication, information sharing, and collaborative planning efforts. Coordination with the Transportation Security Administration, airline operators, airport tenants, Columbus Police Department, Columbus Fire & EMS, and surrounding public safety agencies remains essential to maintaining an effective and unified approach to airport safety and security.

• Professional development and operational readiness remain key priorities for the department. Personnel have continued participation in required law enforcement, ARFF, EMS, and FAA Part 139 training programs designed to enhance knowledge, improve performance, and ensure compliance with industry standards. These efforts contribute directly to the department's ability to respond effectively to emergencies while maintaining the highest level of service.

• The department has also continued to emphasize accountability and operational excellence through enhanced documentation, activity tracking, and performance monitoring. These initiatives provide valuable operational data, support informed decision-making, and assist leadership in identifying opportunities for continued improvement across all areas of responsibility.

• Looking ahead, the Department of Public Safety remains committed to building upon its recent successes while continuing to enhance emergency response capabilities, strengthen stakeholder partnerships, and support the strategic objectives of the Columbus Airport Commission. Through dedicated personnel, modern equipment, and a commitment to continuous improvement, the department remains well-positioned to meet the evolving needs of the airport and the community it serves.

Jarred Hubbard

KPI Reporting:

Category	KPI Metric	Period	Target	Actual	Attainment	Status	Trend	Score
Operations	Emergency Response Time	May 2026	≤ 4.0 min	3.2 min	125%	**Meets Expectations**	Stable	100%
Training	Officer Training Compliance	Q2 2026	100%	98%	100%	**Exceeds Expectations**	Stable	100%
Compliance	Regulatory Findings	Current	0	0	100%	**Exceeds Expectations**	Stable	100%
ARFF	Operational Readiness	May 2026	100%	99%	99%	**Meets Expectations**	Stable	99%
Security	Incident Rate Change	May 2026	≤ 0%	0%	100%	**Meets Expectations**	Stable	100%

OTHER MATTERS

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

Motioned by Mr. Howard to move into Executive Session and seconded by Mr. Gower 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 was adjourned at 11:07 AM

APPROVED:

Zack Lundy,
Administrative Coordinator

Delois Dee Marsh, Chairwoman