

**MINUTES AT THE MEETING OF THE COLUMBUS AIRPORT
COMMISSION HELD AT THE COLUMBUS AIRPORT
WEDNESDAY, MARCH 25TH , 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

Staff Members Present:

Amber Clark, Airport Director
Carolyn Mills, HR Manager
Timothy Strickland, Finance Director
Josh Patton, Maintenance Manager
Sonya Overton, Director of Marketing & Air Service Development
Jarred Hubbard, Chief Public Safety Officer
Zack Lundy, Administrative Coordinator

BUSINESS OF THE MEETING

Mrs. Marsh called the March 25th ,2026, Commission Meeting to order at 9:30am

CONSIDER APPROVAL OF THE UPDATED HANDBOOK

Mrs. Marsh asked to table vote to approve the updated employee handbook. Motioned by Mr. Thayer to table the vote to approve the updated employee handbook and seconded by Mr. Howard and unanimously approved by the Commission. Ayes: 4 Nays: 0

CONSIDER ADOPTION OF THE MINUTES FOR THE COMMISSION MEETING ON FEBURARY 26TH 2026

Mrs. Marsh asked to consider the adoption of the Minutes from the Commission Meeting from February 26th, 2026 with edits. Seconded by Mr. Thayer to approve the adoption of the Minutes from the Commission Meeting from February 26th 2026, and unanimously approved by the Commission. Ayes: 4 Nays: 0

CHOOSE COLUMBUS PRESENTATION

Choose Columbus was not present at the meeting, the presentation has been tabled.

DIRECTOR'S UPDATES

Airport Director, Amber Clark gave an update as it pertained to the Runway 6-24 project.

Airport Director, Amber Clark updated the Commission of the Airport being awarded with the FAA Safety Mark of Distinction.

Chairwoman, Delois Marsh gave a statement recognizing the staff.

Public Safety

Chief 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 Department of Public Safety continues to maintain a high level of operational readiness, ensuring rapid response to all incidents across airport property while supporting daily airport operations.
- Officers responded to a variety of calls for service during the reporting period, including passenger assistance, safety concerns, and coordination with federal partners. Emphasis remains on proactive patrol and visible presence to enhance passenger safety and deter potential security risks.
- Continued collaboration with the Transportation Security Administration (TSA), airlines, and airport tenants has strengthened coordinated responses to incidents and improved overall operational efficiency.
- The department remains actively engaged in training initiatives, including FAA Part 139 compliance requirements and ongoing law enforcement readiness programs in partnership with local agencies.
- Public Safety leadership continues working closely with the Columbus Police Department and Columbus Fire and EMS to enhance interagency coordination, emergency preparedness, and joint response capabilities.

Key Performance Indicators (KPIs)

Emergency Response Time

Metric: Average Emergency Response Time to Incidents on Airport Property

Target: ≤ 4 minutes average response time

Thresholds:

- Exceeds Expectations (Green): < 3 minutes
- Meets Expectations (Blue): 3 – 4 minutes
- Needs Attention (Yellow): 4 – 5 minutes
- Critical (Red): > 5 minutes

Reporting Period: February 2026

Performance: 3.2 minutes Meets Expectations (Blue)

Trend: Stable

Training Compliance

Metric: Officer Training Compliance Rate

Target: 100% completion of required training

Thresholds:

- Exceeds Expectations (Green): 100%
- Meets Expectations (Blue): 95 – 99%
- Needs Attention (Yellow): 90 – 94%
- Critical (Red): < 90%

Reporting Period: Q1 2026

Performance: 98% – Meets Expectations (Blue)

Trend: Improving

FAA / TSA Compliance

Metric: Regulatory Compliance Findings

Target: Zero compliance violations

Thresholds:

- Exceeds Expectations (Green): 0 violations
- Meets Expectations (Blue): 1 minor finding
- Needs Attention (Yellow): 2 minor findings
- Critical (Red): Major violation

Reporting Period: Current Cycle

Performance: [REDACTED]

Trend: Stable

Fire Readiness / ARFF Equipment Readiness

Metric: ARFF Operational Readiness (Personnel & Equipment Availability)

Target: 100% operational readiness

Thresholds:

- Exceeds Expectations (Green): 100%
- Meets Expectations (Blue): 98% – 99%
- Needs Attention (Yellow): 95% – 97%
- Critical (Red): < 95%

Reporting Period: February 2026

Performance: 99% – Meets Expectations (Blue)

Trend: Stable

Security Effectiveness

Metric: Security Incident Rate (per ~5,000 passengers)

Target: Maintain or reduce previous year's average

Thresholds:

- Exceeds Expectations (Green): > 10% reduction from prior year
- Meets Expectations (Blue): Same as prior year
- Needs Attention (Yellow): 1 – 10% increase
- Critical (Red): > 10% increase

Reporting Period: February 2026

Performance: No Increase from Prior Year – Meets Expectations (Blue)

Trend: Stable

Why it Matters:

Tracks overall security effectiveness by measuring incident frequency relative to passenger volume, ensuring proactive measures are reducing risk and maintaining a safe airport environment.

Finance

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

Metric: Customer Mix Number of Jet Customers: Stable Target: 300
Actual: 243 Performance Needs Attention

Metric: Customer Mix Number of Helicopter Customers: Stable Target: 50
Actual: 48

Metric: Service Quality Percentage of On Time Performance: Stable Target: 100
Actual: 99

Metric: Service Quality Number of Service Failures: Stable Target: 0
Actual: 3

Metric: Safety Number of Safety Incidents: Stable Target: 0
Actual: 0

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

- **Workforce**
 - Active employees at the end of February: 39
 - Positions accepting applications: 4
 - Remaining vacancies to fill: 4
 - Total approved positions: 47
- **Recruiting/Onboarding**
 - New hires: 1
 - Recruiting for: Line Service Technicians, Public Safety Officer, Hospitality Team Members
- **Training and Development**
 - Airport focused new hire orientation: Goal to launch in Q3
 - Introducing updated Supervisor training through the Learning Center at Columbus Consolidated Government in March
- **Policy and Compliance**
 - No updates
- **Employee Engagement**
 - Town Hall meeting scheduled for March 13, 2026 to discuss, in an open forum, updates to the Employee Handbook
 - Culture Climate Survey delayed; launching end of March 2026
- **Strategic Planning**
 - Working with Finance and Airport Director on labor cost estimates for upcoming fiscal year

- Internal review of organizational chart to identify operational efficiency improvement, as a result of staffing level review
- Upcoming in Q3 and Q4: Skills Gap Analysis

KPI Reporting:

Metric: Employee Turnover Rate: Stable | Target: 3.3% or less employee turnover per month

Reporting Period: February 2026

Metric: Time to Fill: Stable | Target: 20 – 35 days

Reporting Period: February 2026

Metric: Overtime Utilization Rate: Stable | Target: 2.1% to 5% of total labor hours

● Meets Expectations: 2.25%
Reporting Period: February 2026

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 coordinated for the closure of Runway 6-24 from 23-25 March, to allow Summers Concrete to finish painting permanent markings and grading, ahead of final inspection on March 27th.
- Airfield Operations conducted its 1st Quarter Stormwater Pollution Prevention Plan (SWPPP) inspection of all stormwater discharge locations in adherence to its Industrial Discharge Permit and is currently awaiting feedback.
- Facilities Maintenance is currently performing scheduled escorting duties for contractors as they conduct assessments and prepare cost estimates for the ongoing renovation project of our hangars. These estimations are crucial for evaluating the scope of work required for the renovations and ensuring that the project aligns with our operational requirements and budgetary constraints.

KPI Reporting:

Metric: Facilities Aging Work Orders: Declining | Target: ≤ 15% of total open work orders exceed 30 days

Reporting Period: Monthly 02/17/2026 – 03/17-2026

Metric: Facilities Work Order Time to Completion: Stable | Target: ≤ 7 days average completion time

Reporting Period: Monthly 02/17/2026 – 03/17-2026

Metric: Facilities Work Request Time Until Addressed: Stable | Target: ≤ 2 business days

Reporting Period: Monthly 02/17/2026 – 03/17-2026

Metric: Airfield Open Work Order Aging: Declining |
work orders exceed 30 days

Target: ≤ 10% of total open-airfield

Reporting Period: Monthly 02/17/2026 – 03/17-2026

Metric: Airfield Work Order Time to Completion: Stable |

Target: ≤ 7 days average completion time

Reporting Period: Monthly 02/17/2026 – 03/17-2026

Metric: Hospitality Unsatisfactory Surveys: Declining |

Target: ≤ 5% unsatisfactory survey responses

7 Total Responses

- **Out of Paper Towel** [REDACTED] 5 of 30 Responses
- **Floors Dirty** Needs Attention: X < 10% = 8% [REDACTED] 2 of 26 Responses
- **Sinks and Counters Dirty** [REDACTED] 2 of 18 Responses

Reporting Period: Monthly 02/17/2026 – 03/17-2026

Critical KPI Explanation:

Out of Paper Towels

- This unsatisfactory Key Performance Indicator (KPI) primarily arises during our evening hours, specifically from 1:00 PM to 10:00 PM, when we do not have a team member on staff. As a result, Shift C cannot effectively continue cleaning and servicing the restrooms after the 6 PM flight. Although we provide extra paper towels in the restrooms for emergencies, respondents continue to report outages. This issue is also linked to staffing shortages in our morning Shift A position (5 AM to 2 PM). Addressing these critical staffing shortages is essential to ensure that we can respond promptly to any restroom issues, thereby aligning with our organizational mission, vision, and values of exceeding expectations for quality service and providing dependable service with a personal touch to all.

Sinks and Counters Dirty

- This is another unsatisfactory KPI that primarily arises due to current staffing levels. Once Hospitality is fully staffed, our ability to provide around-the-clock, rotational cleaning and services will reduce unsatisfactory feedback from respondents.

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

- The Runway 6-24 reopening marketing campaign continues with a strategic emphasis on driving local passenger retention and increasing market share. Campaign messaging will transition on April 1 with updated creative to support the final phase of the campaign.
- We attended the STEAMx Expo at the Columbus Convention & Trade Center alongside Finance Director Tim Strickland, engaging with students and educators to promote aviation career pathways and increase awareness of Columbus Airport services.
- We Continued efforts are underway to support air service development, including data collection initiatives and exploration of new software platforms to enhance reporting capabilities and strengthen business case development for both community stakeholders and airline partners.
- **At the FBO:** We have finalized our exhibitor package, promotional materials, and branded swag for distribution at the upcoming NBAA Schedulers & Dispatchers Conference in Cleveland, Ohio.

The press package has been completed, and targeted email campaigns are being deployed to promote our presence and maximize industry engagement.

- We have completed creative and launched a targeted marketing campaign for the Sun 'n Fun Aerospace Expo in Florida, scheduled for April 14–19. Promotional efforts will be further amplified through our presence at NBAA, as well as through coordinated social media outreach and targeted email distribution to drive visibility and traffic to Flightways.
- Social media efforts resulted in a combined 77 new followers across all platforms, demonstrating steady growth in audience reach and brand visibility.

KPI Reporting:

Metric: Passenger Enplanement: Stable |
Enplanements

Target: 85% of Max Monthly

Reporting Period: February 2026

Metric: On-Time Performance: Stable |

Target: 80%+ on time performance

- **Needs Attention: X < 71-79% = 78%**

Reporting Period: Monthly November 2025

Metric: Community/Passenger Outreach: Stable |

Target: 5 events/tours per month

Reporting Period: February 2026

Metric: Passenger Retention within 30-mile radius: Stable |

Target: 20% of Monthly Enplanements

Reporting Period: February 2026

Metric: Advertising Campaign: Stable |

Target: 100K impressions per month

Reporting Period: February 2026

OTHER MATTERS

Members from Yates Insurance introduced themselves to the Commission.

Mrs. Marsh asked for a motion to move into Executive Session. Motioned by Mr. Thayer 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. Howard motioned to move out of executive session, seconded by Mr. Thayer and unanimously approved by the Commission. Ayes:4 Nays: 0

OTHER MATTERS

Mr. Thayer motioned to change article three of the Columbus Airport Commission By-Laws section 3.05 to change the verbiage of the by law to, "Up to one member of the Columbus Airport Commission may be a resident of any county in Georgia adjacent to Muscogee County. Adjacent counties include, Harris, Talbot, and Chattahoochee."

Mr. Thayer also motioned to change article four of the Columbus Airport Commission By-Laws section 4.01 change from Regular meetings of the Commission shall be held on the fourth Wednesday of each month at 9:30 a.m. in the Commission chambers located in the Columbus Airport, 3250 W. Britt David Road, Columbus, Georgia, unless said meeting time and place is changed by resolution of the Commission. Notice shall not be required to be given to the Commissioners prior to regular meetings. to Regular meetings of the Commission shall be held monthly on a date and at a time that is mutually agreeable to the Commissioners, in the Commission chambers located in the Columbus Airport, 3250 W. Britt David Road, Columbus, Georgia, unless said meeting date, time, or place is changed by resolution of the Commission. Public notice of the time and place of special meetings shall be posted at least twenty-four (24) hours in advance of such meeting and written or oral notice of such meetings shall be given twenty-four (24) hours in advance to the Columbus Ledger-Enquirer or such other newspaper having a general circulation in Muscogee County, Georgia which is the legal organ in which notices of Sheriff's sales are published

Seconded by Mr. Howard and unanimously approved by the Commission Ayes: 4 Nays: 0

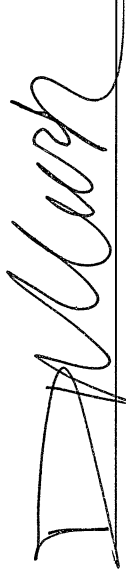
Mr. Thayer motioned to close the meeting, seconded by Mr. Gower and unanimously approved by the Commission. Ayes: 4 Nays: 0

The meeting was adjourned at 11:39 AM

APPROVED:



Zack Lundy,
Administrative Coordinator



Delois Dee Marsh, Chairwoman

