

**MINUTES AT THE MEETING OF THE COLUMBUS AIRPORT  
COMMISSION HELD AT THE COLUMBUS AIRPORT  
TUESDAY, APRIL 28<sup>TH</sup>, 2026**

The following commission members were present for the entire meeting:

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

**Staff Members Present:**

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

**BUSINESS OF THE MEETING**

Mrs. Marsh called the April 28<sup>th</sup>, 2026, Commission Meeting to order at 9:30am

**CONSIDER ADOPTION OF THE MINUTES FOR THE COMMISSION MEETING ON MARCH 19<sup>TH</sup> 2026**

Mrs. Marsh asked to consider the adoption of the Minutes from the Commission Meeting from March 19<sup>th</sup>, 2026

Motioned by Mr. Gower to approve the adoption of the Minutes from the Commission Meeting from March 19<sup>th</sup> 2026 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 MARCH 25<sup>TH</sup> 2026**

Mrs. Marsh asked to consider the adoption of the Minutes from the Commission Meeting from March 25<sup>th</sup>, 2026

Motioned by Mr. Thayer to approve the adoption of the Minutes from the Commission Meeting from March 25<sup>th</sup> 2026 and seconded by Mr. Howard and unanimously approved by the Commission. Ayes: 4 Nays: 0

**DIRECTOR'S UPDATES**

**Finance**

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

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

Period to Date	ORIGINAL PTD Budget	Variance	Year to Date	ORIGINAL YTD Budget	Variance	
<b>OPERATING REVENUES:</b>						
RENTAL INCOME	196,687	205,403	(8,716)	1,527,356	1,711,191	(183,835)
LANDING & FUEL FLOWAGE FEES	37,267	29,577	7,690	168,080	147,885	20,195
FBO INCOME	246,882	237,394	9,488	1,476,400	1,186,970	289,430
SECURITY CHARGES - AIRLINES	28,206	28,206	0	253,856	253,854	2
FOOD SERVICE SALES	1,103	683	420	3,106	6,147	(3,041)
OTHER OPERATING INCOME	44,019	44,432	(413)	190,151	355,996	(165,845)
<b>TOTAL</b>	<b>554,164</b>	<b>545,695</b>	<b>8,469</b>	<b>3,618,950</b>	<b>3,662,043</b>	<b>(43,093)</b>
<b>OPERATING EXPENSES:</b>						
LABOR	197,085	195,352	1,733	1,674,524	1,758,168	(83,644)
PAYROLL TAXES	14,898	13,674	1,224	123,347	123,066	281
EMPLOYEE BENEFITS	33,178	33,875	(697)	312,974	304,875	8,099
GENERAL ADMIN, INSURANCE & MARKETING	56,184	37,721	18,463	510,423	339,483	170,940
UTILITIES & COMMUNICATION EXPENSES	54,779	52,445	2,334	536,932	472,005	64,927
CONTRACTUAL SERVICES, FACILITIES, EQUIP	66,822	84,008	(17,186)	766,849	756,072	10,777
OPERATING SUPPLIES & FUELS	12,025	9,385	2,640	95,494	84,465	11,029
TRAVEL & EDUCATION	7,754	6,713	1,041	56,521	60,417	(3,896)
PROFESSIONAL FEES	(39,275)	18,957	(58,232)	224,821	170,613	54,208
BANKING CHARGES & MISC	7,076	11,080	(4,004)	68,425	99,720	(31,295)
COGS-FBO FUELS, CATERING, SUPPLIES	80,779	90,720	(9,941)	520,032	458,600	61,432
DEPRECIATION & AMORTIZATION	277,207	276,407	800	2,490,065	2,487,663	2,402
<b>TOTAL</b>	<b>768,511</b>	<b>830,337</b>	<b>(61,826)</b>	<b>7,380,407</b>	<b>7,115,147</b>	<b>265,260</b>
<b>OPERATING EXPENSES</b>						
<b>NET OPERATING INCOME</b>		<b>(214,347)</b>	<b>(284,642)</b>	<b>70,295</b>	<b>(3,761,457)</b>	<b>(3,453,104)</b>
<b>NET OPERATING INCOME EXCLUDING DEPRECIATION</b>		<b>62,860</b>	<b>(8,235)</b>	<b>71,095</b>	<b>(1,271,393)</b>	<b>(965,441)</b>
				<b>(308,353)</b>		<b>(308,353)</b>

**NON-OPERATING REVENUES (EXPENSES):**

APPROPRIATION FROM CGC	3,333	3,333	0	30,000	29,997	3
NET INVESTMENT INCOME (LOSS)	(36,442)	18,834	(55,276)	163,159	169,506	(6,347)
INTEREST EXPENSE	(5,409)	(6,300)	891	(53,826)	(56,700)	2,874
MISCELLANEOUS	3,866	820	3,046	23,506	7,380	16,126
<b>TOTAL NON-OPERATING REVENUES (EXPENSES) - NET</b>	<b>(34,652)</b>	<b>16,687</b>	<b>(51,339)</b>	<b>162,839</b>	<b>150,183</b>	<b>12,656</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS</b>	<b>(248,998)</b>	<b>(267,955)</b>	<b>18,957</b>	<b>(3,598,619)</b>	<b>(3,302,921)</b>	<b>(295,698)</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS EX DEPREC</b>	<b>28,209</b>	<b>8,452</b>	<b>19,757</b>	<b>(1,108,554)</b>	<b>(815,258)</b>	<b>(295,698)</b>

**CAPITAL CONTRIBUTIONS:**

GRANT REVENUES	390,631	-	390,631	23,174,353	30,255,067	(7,080,714)
PASSENGER FACILITY CHARGES (PFC)	22,032	20,000	2,032	85,656	100,000	(14,344)
CUSTOMER FACILITY CHARGES (CFC)	22,376	23,499	(1,123)	139,426	187,991	(48,565)
<b>TOTAL CAPITAL CONTRIBUTIONS</b>	<b>435,039</b>	<b>43,499</b>	<b>391,540</b>	<b>23,399,434</b>	<b>30,543,058</b>	<b>(7,143,624)</b>

**(224,456)      410,497      19,800,815      27,240,137      (7,439,322)**

**CHANGE IN NET POSITION**

**186,041**

### Financial Highlights for March 2026 (Month)

	Actual	Budget	Variance
<b>Total Operating Revenues</b>	<b>554,164</b>	<b>545,695</b>	<b>8,469</b>
Rental Income	(8,716)		Hangar Rent over \$2k, Car Rental under \$12k, Delta over \$3k, CFC fees under \$1k
FBO Income	9,488		Fuel Sales over \$7k, other FBO fees over \$3k
Landing/Fuel Flowage Fees	7,690		Delta over \$5k, MAC over \$3k
Other Operating	(413)		
<b>Total Operating Expenses</b>	<b>768,511</b>	<b>830,337</b>	<b>(61,826)</b>
Employee Expenses	2,260		Labor over \$2k, Payroll Taxes over \$1k, Benefits over \$1k
General Administration	18,463		Advertising over \$16k, Dues & Subscriptions over \$4k, Uniforms under \$1k
Utilities	2,334		Power under \$3k, Gas over \$1k, Water under \$2k
Contractual Services	(17,186)		Building Repairs over \$2k, Cameras over \$8k, Equipment Rental under \$4k, Airfield Maintenance under \$8k, Inspections under \$9k
Operating Supplies	2,640		Janitorial Supplies under \$3k, Fire Safety Equipment over \$5k; Law Enforcement Supplies over \$3k
	1,041		
Travel & Education	(58,232)		Design & Engineering under \$8k; Reclass invoices related to CFC project \$50k
Professional Fees	(9,941)		Fuel under \$10k
COGS			
<b>Net Operating Income</b>	<b>(214,347)</b>	<b>(284,642)</b>	<b>70,295</b>
<b>Net Operating Income excluding Depreciation</b>	<b>62,860</b>	<b>(8,235)</b>	<b>71,095</b>
<b>Non-Operating Revenues (Expense)</b>	<b>(34,652)</b>	<b>16,687</b>	<b>(51,339)</b>
Revenues	(55,276)		Interest under \$8k, Gain/Loss over \$14k
<b>Capital Contributions</b>	<b>435,039</b>	<b>43,499</b>	<b>391,540</b>
Grants	390,631		FAA over \$124k, DOT over \$21k, TIA over \$866k, PFC under \$8k, CFC u
<b>Change in Net Position</b>	<b>186,041</b>	<b>(224,456)</b>	<b>410,497</b>

**Financial Highlights for March 2026 (Year to Date)**

	Actual	Budget	Variance
<b>Total Operating Revenues</b>	<b>3,618,950</b>	<b>3,662,043</b>	<b>(43,093)</b>
Rental Income (183,835) Hangar Rent under \$4k, Car Rental under \$179k, Land Rental over \$1k, Delta over \$30k, CFC under \$38			
FBO Income 289,430 Fuel Sales over \$279k, G. Handling under \$9k, Landing Fees under \$9k, Other over \$19k			
Landing/Fuel Flowage 20,195 AFLAC/Synovus under \$12k, MAC over \$13k, Baron over \$3k, Delta over \$16k			
Other Operating (165,845) Parking under \$162k			
Food Sales (3,041)			
<b>Total Operating Expenses</b>	<b>7,380,407</b>	<b>7,115,147</b>	<b>265,260</b>
Employee Expenses (75,264) Salaries under \$83k, Payroll Taxes over \$1k, Benefits over \$8k			
General Administration (70,400) Advertising over \$138k, Office/Computer Supplies under \$3k, Uniforms under \$12k, Dues & Subscriptions over \$37k			
Utilities 6,927 Power over \$28k, Computer Network over \$41k, Water under \$6k, Telephone under \$8k			
Contractor Services (10,777) Repairs over \$25k, Cameras over \$68k, Equipment Rental under \$19k, Airfield under \$82k			
Janitorial Supplies under \$16k, Fire Safety Equip over \$25k, Hazmat Cleaning under \$14k, Ground Maintenance - Airfield			
Operating Supplies (11,079) \$13k			
Travel (8,866) \$13k			
Professional Fees (54,208) Design & Engineering under \$6k, Legal/Professional over \$60k			
COGS (51,432) Fuel over \$64k			
<b>Net Operating Income</b>	<b>(3,761,457)</b>	<b>(3,453,104)</b>	<b>(308,353)</b>
<b>Net Operating Income excluding Depreciation</b>	<b>(1,271,393)</b>	<b>(965,441)</b>	<b>(305,952)</b>
<b>Non-Operating Revenues (Expense)</b>	<b>162,839</b>	<b>150,183</b>	<b>12,656</b>
Revenues (6,347) Interest under \$38k, Gain/Loss over \$32k			
<b>Capital Contributions</b>	<b>23,399,434</b>	<b>30,543,058</b>	<b>(7,143,624)</b>
Grants (7,080,714) FAA under \$3,357k, GDOT over \$218k, TIA under \$3,941k			
<b>Change in Net Position</b>	<b>19,800,815</b>	<b>27,240,137</b>	<b>(7,439,322)</b>

**COLUMBUS AIRPORT COMMISSION  
KPI REPORTING**

Metric: **Quick Ratio** *(Cash & Equivalents + Accounts Receivable) / Total Current Liabilities*

*Note: Restricted PFC & CFC Cash is excluded*

Mar-26	Feb-26	Jan-26
<b>1.54%</b>	<b>2.51%</b>	<b>2.30%</b>

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

Greater than 3.00%  
2.00% - 2.99%  
0.00% - 1.99%  
Less than 0.00%

Measures a company's ability to meet short-term obligations using the most liquid assets, excluding inventory.
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Metric: **Current Ratio** *Liabilities*

*Total Current Assets / Total Current*

*Note: Restricted PFC & CFC Cash is excluded*

Mar-26	Feb-26	Jan-26
<b>3.02%</b>	<b>3.70%</b>	<b>3.44%</b>

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

Greater than 3.00%  
2.00% - 2.99%  
0.00% - 1.99%  
Less than 0.00%

Liquidity metric that measures a company's ability to pay short-term obligations with its short-term assets.
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Metric: **Net Profit Margin**

*Net Income / Revenue*

*Note: Capital Contributions amounts are excluded*

Mar-26	Feb-26	Jan-26
<b>(0.48)</b>	<b>(0.76)</b>	<b>(0.69)</b>

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

Greater than 10.00  
0.00 - 9.99  
-9.99 - 0.00  
Less than -10.00

Represents the percentage of revenue remaining as profit after expenses are paid.
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Metric: **Revenue Growth Rate** *Previous period) /*

*(Revenue in Current Period - Revenue in Revenue in Previous Period*

Mar-26	Feb-26	Jan-26	Rolling Qtr
<b>8.4%</b>	<b>-0.8%</b>	<b>3.0%</b>	<b>3.5%</b>

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

Greater than 10.0%  
0.0% - 9.9%  
-9.9% - 0.0%  
Less than -10.0%

Measures the percentage increase in a company's revenue over a specific time period. Monthly & Quarterly used.
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Metric: **Cost Per Enplanement (CPE)**  
*(Revenue in Current Period - Revenue in Previous period) /*

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

Mar-26	Feb-26	Jan-26	Quarterly

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.*

	Total
<b>Assets</b>	
Current Assets	
Bank Accounts	
CASH	
CASH BAL SYNOVUS-SUNTRUST A/C	85,210.00
CASH - REGISTER FUND - HOSPITALITY	400.00
CASH - SNV CHECKING - AIR SERVICE DEVELOPMENT FUND	5,000.00
CASH - SNV CHECKING - OPERATING ACCOUNT	1,551,689.39
CASH - SNV MMA - CFC (RESTRICTED)	1,539,847.08
CASH - SNV MMA - RENEWAL AND EXTENSION	44,559.51
CASH - SNV MMA - TERMINAL RENOVATION PFC	130,054.95
CASH - SNV TRUST MMA	1,307,181.77
PETTY CASH - ADMIN	1,100.00
PETTY CASH - FBO	500.00
REGISTER FUND-FBO	500.00
<b>Total for CASH</b>	<b>\$4,666,042.70</b>
<b>Total for Bank Accounts</b>	<b>\$4,666,042.70</b>
Accounts Receivable	
ACCOUNTS RECEIVABLE	\$0.00
ACCOUNTS RECEIVABLE - CUSTOMERS - FBO	30,167.16
ACCOUNTS RECEIVABLE - GOVT GRANTS	621,833.93
ACCOUNTS RECEIVABLE - OTHER	108,035.68
ACCOUNTS RECEIVABLE - PFC	30,218.00
ACCOUNTS RECEIVABLE - TRADE	68,230.35
ACCRUED INCOME RECEIVABLE - CAR RENTAL & DELTA	-7,218.00
<b>Total for ACCOUNTS RECEIVABLE</b>	<b>\$851,267.12</b>
<b>Total for Accounts Receivable</b>	<b>\$851,267.12</b>
Other Current Assets	
ACCRUED INCOME RECEVABLE-CFC	0.00
DEFERRED OUTFLOWS OF RESOURCES	955,340.00
INVENTORY	<b>-\$63,110.66</b>
INVESTMENTS - HOSPITALITY	14,330.00
PREPAID - INSURANCE	50,190.09
PREPAID - OTHER	15,011.70
RESTR.CASH SUNTRUST - COLS.PROPRTY.	-85,210.00
SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC	1,116,934.03

	Total
<b>Total for Other Current Assets</b>	<b>\$2,003,485.16</b>
<b>Total for Current Assets</b>	<b>\$7,520,794.98</b>
Fixed Assets	<b>\$66,369,258.72</b>
<b>Total for Assets</b>	<b>\$73,890,053.70</b>
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
ACCOUNTS PAYABLE	\$1,937,557.41
ACCOUNTS PAYABLE - TRADE	8,146.26
ACCOUNTS PAYABLE - VENDORS - FBO	-157,930.45
<b>Total for ACCOUNTS PAYABLE</b>	<b>\$1,787,773.22</b>
<b>Total for Accounts Payable</b>	<b>\$1,787,773.22</b>
Other Current Liabilities	
ACCOUNTS PAYABLE - RETAINAGE	341,626.00
ACCRUED ACCOUNTS PAYABLE	-15,900.03
ACCRUED EXPENSES	0.00
ACCRUED SALARIES	146,912.58
CONSTRUCTION CONTRACTS PAYABLE	87,318.00
DEPOSITS - ATM, VENDING MACHINE	5,948.00
DEPOSITS - T HANGAR WAITING LIST & OTHER	38,613.13
EARNED VACATION/ LEAVE PAYABLE	98,086.00
GEORGIA STATE & LOCAL SALES TAX	2,553.83
TIPS/GRATUITY PAYABLE	205.44
<b>Total for Other Current Liabilities</b>	<b>\$705,362.95</b>
<b>Total for Current Liabilities</b>	<b>\$2,493,136.17</b>
Long-term Liabilities	<b>\$5,861,398.76</b>
<b>Total for Liabilities</b>	<b>\$8,354,534.93</b>
Equity	<b>\$65,535,518.77</b>
<b>Total for Liabilities and Equity</b>	<b>\$73,890,053.70</b>

Full name	Total
<b>OPERATING ACTIVITIES</b>	
Net Income	186,041.02
Adjustments to reconcile Net Income to Net Cash provided by operations:	
ACCOUNTS PAYABLE	715,158.98
ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - TRADE	698.35
ACCOUNTS PAYABLE:ACCOUNTS PAYABLE - VENDORS - FBO	-22,636.38
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - CUSTOMERS - FBO	-18,015.63
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - OTHER	-16,858.91
ACCOUNTS RECEIVABLE:ACCOUNTS RECEIVABLE - TRADE	36,839.28
ACCRUED ACCOUNTS PAYABLE	-2,166.67
ACCRUED SALARIES	25,440.23
DEPOSITS - T HANGAR WAITING LIST & OTHER	818.80
GEORGIA STATE & LOCAL SALES TAX	3.57
INVENTORY:INVENTORY - ALCOHOLIC BEVERAGES	-379.48
INVENTORY:INVENTORY - AUTO GAS	0.00
INVENTORY:INVENTORY - AVIATION OIL	33.51
INVENTORY:INVENTORY - DIESEL	219.92
INVENTORY:INVENTORY - FUEL - AVGAS 100LL	2,066.20
INVENTORY:INVENTORY - FUEL - JET A	44,744.20
PREPAID - INSURANCE	19,478.76
PREPAID - OTHER	-3,320.05
SYNOVUS TRUST - COLUMBUS PROPERTIES, LLC	46,649.83
TIPS/GRATUITY PAYABLE	40.39
<b>Total for Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	<b>\$828,814.90</b>
<b>Net cash provided by operating activities</b>	<b>\$1,014,855.92</b>
<b>INVESTING ACTIVITIES</b>	
ACCUMULATED AMORTIZATION - INTANGIBLES	1,407.18
ACCUMULATED DEPRECIATION OF FIXED ASSETS	275,800.00
CIP - CAR WASH PROJECT (CFC'S)	-356,156.01
C.I.P. - MISCELLANEOUS - TENTATIVE	-1,521,435.38
<b>Net cash provided by investing activities</b>	<b>-\$1,600,384.21</b>
<b>FINANCING ACTIVITIES</b>	
BONDS PAYABLE - LONG TERM	-11,250.07

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Full name

Total

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DEFERRED INCOME - PREPAID RENTS

2,108.51

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Net cash provided by financing activities

**-\$9,141.56**

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**NET CASH INCREASE FOR PERIOD**

**-\$594,669.85**

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Cash at beginning of period

**\$5,260,712.55**

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**CASH AT END OF PERIOD**

**\$4,666,042.70**

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## Flightways

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

### **FLIGHTWAYS (FBO) Report**

- Total Jet A down year-over-year, driven primarily by a 49.9% decrease in retail fuel activity (reduced military/transient traffic)
- Avfuel contract fuel remains stable, down slightly (-4.6%)
- Airline fuel activity increased 8.3%, helping offset retail decline
- General aviation remains strong, with:
  - 100LL Full Serve up 3.3%
  - Self-Serve up 12.1%
- Overall trend reflects a shift in traffic mix, not a loss of demand
- Attended NBAA Schedulers & Dispatchers Conference (March 24–26, Cleveland)
- Built relationships with key decision-makers who influence where aircraft operate
- This helps us attract more visiting aircraft, leading to increased fuel sales and revenue
- Tenant Relations: No updates
- Hangar Availability: One T-Hangar available (18E)
- Equipment Update: No issues impacting quality of service
- Staffing/Personnel: Currently accepting applications for CSR and Line Service positions

### **KPI Reporting: March 2026**

Category	KPI Metric	Reporting Period	Direction	Target	Actual	Attainment	Status	Trend	Score
Fuel Activity	Jet Retail	Monthly	Higher is Better	12,000	9,162	76.4%	Critical	Declining	76%
Fuel Activity	Jet Contract	Monthly	Higher is Better	27,000	44,506	164.8%	Exceeds Expectations	Improving	100%
Fuel Activity	Jet ICE	Monthly	Higher is Better	3,000	25,720	857.3%	Exceeds Expectations	Improving	100%
Fuel Activity	Jet Airline	Monthly	Higher is Better	23,000	22,243	96.7%	Exceeds Expectations	Stable	97%
Fuel Activity	Avgas Full-Serve	Monthly	Higher is Better	5,000	6,905	138.1%	Exceeds Expectations	Improving	100%
Fuel Activity	Avgas Self-Serve	Monthly	Higher is Better	1,300	1,593.9	122.6%	Exceeds Expectations	Improving	100%
Operational Workload	# of Aircraft Fueled	Monthly	Higher is Better	400	500	125.0%	Exceeds Expectations	Improving	100%
Operational Workload	# of Aircraft Serviced	Monthly	Higher is Better	500	618	123.6%	Exceeds Expectations	Improving	100%
Operational Workload	# of Customers Towed	Monthly	Higher is Better	130	118	90.8%	Exceeds Expectations	Improving	91%
Customer Mix	# of Piston Customers	Monthly	Higher is Better	200	277	138.5%	Exceeds Expectations	Improving	0%
Customer Mix	# of Turboprop Customers	Monthly	Higher is Better	80	94	117.5%	Exceeds Expectations	Improving	0%
Customer Mix	# of Jet Customers	Monthly	Higher is Better	300	279	93.0%	Exceeds Expectations	Stable	93%
Customer Mix	# of Helicopter Customers	Monthly	Higher is Better	50	48	96.0%	Exceeds Expectations	Stable	96%
Service Quality	% On-Time Performance	Monthly	Higher is Better	100	99.6	99.6%	Exceeds Expectations	Stable	100%
Service Quality	# of Service Failures	Monthly	Lower is Better	0	2	0.0%	Critical	Stable	0%
Safety	# of Safety Incidents	Monthly	Lower is Better	0	0	100.0%	Exceeds Expectations	Stable	100%

**Human Resources**

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

**Human Resources Report**

- The organization’s workforce remained steady in March, with 39 active employees out of 47 approved positions. Critical positions that remain vacant include: one (1) Public Safety Officer, one (1) Hospitality Team Member, and one (1) Facilities Maintenance Technician. Other key operational roles requiring backfill are two (2) Line Service Technician positions. Recruiting efforts are underway to address the critical vacancies.
- Although no new hires were onboarded during this reporting period, three candidates for critical positions are in the background check process with anticipated start dates in April 2026. Efforts are underway to improve the onboarding experience through the development of an airport-focused new hire orientation program, with a target launch of Q3. This initiative is intended to better prepare new employees for success and improve overall integration into the organization.
- There are no policy or compliance updates to report at this time. Employee engagement remains a priority, with appreciation events being planned for Q3 to support morale.
- Looking ahead, the organization is preparing to conduct a skills gap analysis to support broader strategic planning initiatives. This will help identify workforce development needs and ensure alignment between staffing capabilities and future operational demands.

**KPI Reporting:**

KPI Metric	Reporting Period	Target	Actual	Attainment	Status	Trend	Score
Employee Turnover Rate	Monthly	≤ 3.3%	2.53%	131%	Meets Expectations	Stable	100%
Time to Fill	Monthly	20–35 days	12 days	167%	Exceeds Expectations	Stable	100%
Overtime Utilization Rate	Monthly	2.1%–5%	3.85%	100%	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, in conjunction with Holt Consulting, has completed all permanent marking on Runway 6-24, as well as conducted its final project inspection with punch list items identified for nighttime correction.
- Airfield Operations received its 1<sup>st</sup> Quarter Stormwater Pollution Prevention Plan (SWPPP) inspection of all stormwater discharge locations in adherence to its Industrial Discharge Permit and is working towards a Corrective Action Plan to address all deficiencies.
- Facilities Maintenance is currently performing scheduled escorting duties for contractors as they conduct assessments and prepare cost estimates for our 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:**

Category	KPI Metric	Reporting Period	Direction	Target	Actual	Attainment	Status	Trend	Score
Airfield Operations	Open Work Order Aging	Monthly	Lower is Better	10.0%	89.0%	11.2%	Critical	Declining	
Airfield Operations	Work Order Time to Completion	Monthly	Lower is Better	7.0	1.0	700.0%	Exceeds Expectations	Improving	
Facilities Maintenance	Aging Work Orders	Monthly	Lower is Better	15.0%	80.0%	18.8%	Critical	Declining	
Facilities Maintenance	Work Order Time to Completion	Monthly	Lower is Better	7.0	1.0	700.0%	Exceeds Expectations	Improving	
Facilities Maintenance	Work Request Time Until Addressed	Monthly	Lower is Better	2.0	1.0	200.0%	Exceeds Expectations	Stable	
Hospitality	Out of Paper Towel	Monthly	Lower is Better	5.0%	0.0%	100.0%	Exceeds Expectations	Improving	
Hospitality	Floors Dirty	Monthly	Lower is Better	5.0%	4.0%	125.0%	Meets Expectations	Improving	100.0%
Hospitality	Sinks and Counters Dirty	Monthly	Lower is Better	5.0%	5.0%	100.0%	Meets 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.

**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.

## **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 campaign has entered its final month, with continued focus on increasing local passenger retention and market share. Messaging transitioned to the "Obstacle Course" concept, highlighting the challenges of driving to ATL while reinforcing the ease and convenience of flying local. The campaign continues to drive the core message: "Check CSG First."
- We hosted our first TSA PreCheck enrollment event on Thursday, March 5, in partnership with CLEAR. The benchmark for a successful event is 32 enrollments per day; CSG exceeded expectations by processing 35 participants. Based on this success, we plan to host additional events in the near future.
- We continue to collect data to support air service development for the region. Current efforts include building a comprehensive database of airlines, hub locations, existing routes, and key network planning contacts. More updates to follow.
- Social media efforts resulted in a combined 538 new followers across all platforms, demonstrating steady growth in audience reach and brand visibility.
- March was a busy month for community engagement, with participation in and hosting of 13 events. Highlights included a tour for the Young Leaders of East Alabama, the Women's Empowerment Luncheon, UNCF Mayor's Masked Ball, Fort Benning Sponsor Recognition Luncheon—where CSG received an award for supporting military members and their families—the Rosa Parks Women of Courage Breakfast, and the Leading Ladies Luncheon.
- **At the FBO:** Flightways attended the NBAA Schedulers & Dispatchers Conference in Cleveland as an exhibitor for Charter companies and general aviation. The team engaged with attendees, promoted Flightways services, and distributed branded materials and swag to maximize industry exposure and connections.
- Flightways launched a targeted marketing campaign for the Sun 'n Fun Aerospace Expo in Florida (April 14–19). Promotions include fuel discounts for attendees heading to Florida for the event, supported by coordinated social media and targeted email outreach to drive visibility and traffic to Flightways.

## KPI Reporting: March 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%	85% <i>Estimated</i>	106%		Improving	100%
Air Service	Passenger Retention	Monthly	17% - 18%	11%	61%	Critical	Improving	61%
Marketing	Advertising Campaign	Monthly	90K - 99.9K	163,230	163%		Stable	100%
Marketing	Social Media Followers	Monthly	100	538	538%		Stable	100%
Public Relations	Community Outreach	Monthly	3 - 4	13	325%		Stable	100%

## **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 Columbus Airport Department of Public Safety continues to operate at a high level of professionalism, preparedness, and operational effectiveness, ensuring the safety, security, and continuity of airport operations. The department remains fully committed to maintaining rapid response capabilities across all areas of the airport while supporting the daily operational needs of passengers, tenants, and stakeholders.
- During the reporting period, Public Safety personnel responded to a diverse range of calls for service, including passenger assistance, safety and security concerns, and coordinated responses involving federal partners. Officers maintained a proactive patrol posture throughout the terminal, airfield, and surrounding properties, reinforcing a visible security presence that serves as both a deterrent and a reassurance to the traveling public.
- Strategic collaboration continues to be a cornerstone of departmental success. Ongoing coordination with the Transportation Security Administration (TSA), airlines, and airport tenants has enhanced communication, streamlined response protocols, and improved overall operational efficiency. These partnerships ensure a unified approach to incident management and contribute to a secure and well-coordinated airport environment.
- The department remains heavily focused on training and professional development. Personnel are actively engaged in FAA Part 139 compliance training, Aircraft Rescue and Firefighting (ARFF) readiness, emergency response exercises, and law enforcement certification requirements. These efforts ensure that all personnel maintain the knowledge, skills, and certifications necessary to meet both regulatory standards and real-world operational demands.
- Public Safety leadership continues to prioritize interagency coordination with the Columbus Police Department and Columbus Fire & EMS. Through joint training initiatives, shared operational planning, and coordinated response efforts, these partnerships strengthen emergency preparedness and enhance the department's ability to effectively manage complex incidents.
- Overall, the Department of Public Safety remains aligned with its mission to provide a safe, secure, and efficient airport environment while continuously improving operational performance, regulatory compliance, and service delivery.

**KPI Reporting: March / Q1 2026**

Category	KPI Metric	Period	Target	Actual	Attainment	Status	Trend	Score
Operations	Emergency Response Time	Mar 2026	≤ 4.0 min	3.2 min	125%	Meets Expectations	Stable	100%
Training	Officer Training Compliance	Q1 2026	100%	98%	98%	Meets Expectations	Improving	98%
Compliance	Regulatory Findings	Current	0	0	100%	Exceeds Expectations	Stable	100%
ARFF	Operational Readiness	Mar 2026	100%	99%	99%	Meets Expectations	Stable	99%
Security	Incident Rate Change	Mar 2026	≤ 0%	0%	100%	Meets Expectations	Stable	100%

**OTHER MATTERS**

Mrs. Marsh recognized visitors. Ms. Lydia Roberts from Randstad gave a brief presentation on her company and what they provide.

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

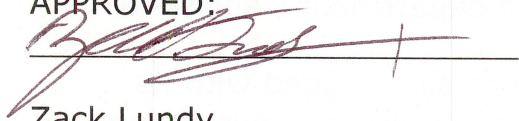
Motioned by Mr. Gower to move into Executive Session and seconded by Ms. Cruzen and unanimously approved by the Commission Ayes:4 Nays:0

**EXECUTIVE SESSION**

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

The meeting was adjourned at 11:39 AM

APPROVED:



Zack Lundy,  
Administrative Coordinator



Delois Dee Marsh, Chairwoman