



Operations Memorandum

To: CVG Airlines and Tenants

From: Brian Cobb, VP - Customer Experience

Subject: Terminal Modernization Project

Date: August 25, 2017

Effective **Monday, August 28, 2017 and**

Effective **Tuesday, September 5, 2017**

MAJOR RENOVATION IMPROVEMENTS TO LANDSIDE AND AIRSIDE FACILITIES

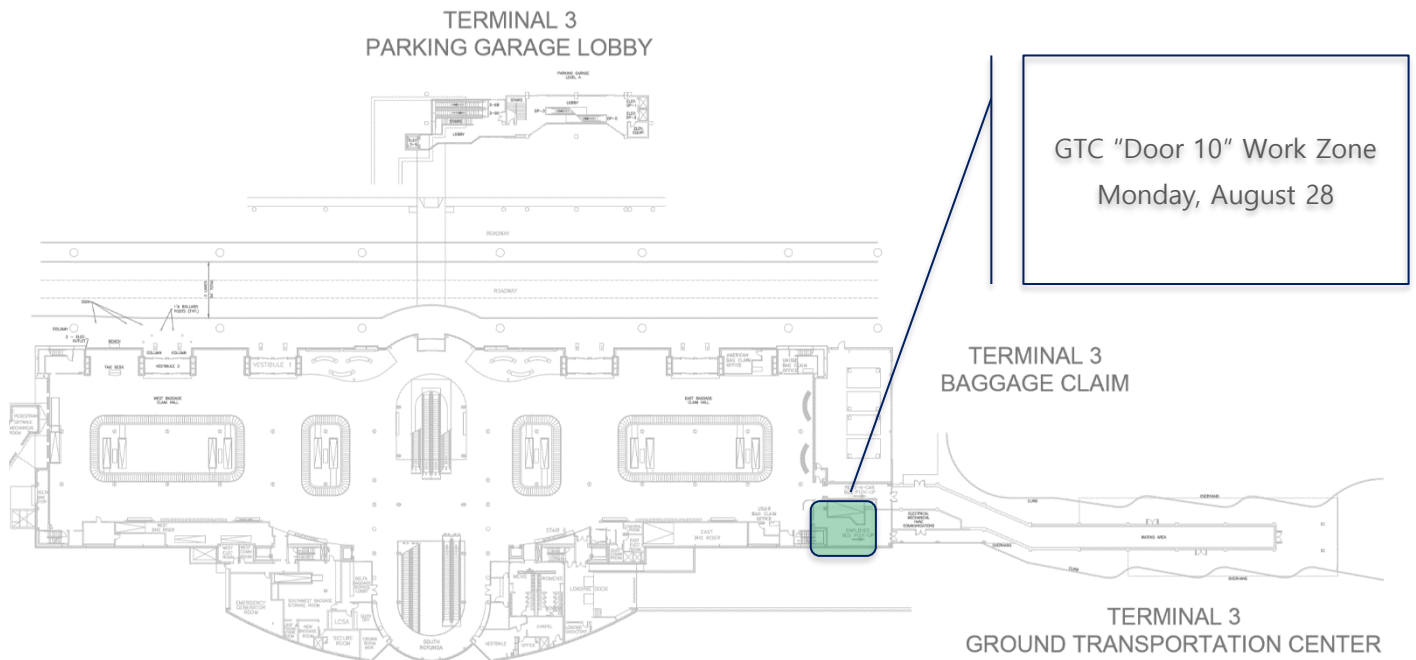
The Kenton County Airport Board (KCAB) is initiating our latest Airport improvements through the Terminal Modernization Project. The renovations will dramatically enhance appearance and ambience elements from the Parking Garage Vestibules, through the Terminal, and to the Concourses. Initial, minor work will begin at the opening to the Ground Transportation Center Monday, August 28, 2017. This will have minimal operational impact. More significant phases will begin Tuesday, September 5, 2017. We anticipate all work to be completed in the spring of 2018.

KCAB and its contractors are working hard to create a progressive work flow during most operating hours. The Airport Community will likely see active work for the duration of the project. As such, we will continually evaluate operational conditions to minimize disruptions where possible. This style of work flow is intended for the dual-purpose of expediting completion prior to next summer's seasonal rush and to visibly see ongoing progress to modernize our award-winning Airport.

We thank you in advance for your patience and support for our customers and Airport Community employees.

Ground Transportation Entryway: Monday, August 28

Early Monday morning, KCAB's contractor will isolate what is now "Door 10" used by Private Car services and employees. A quick wall removal will serve as an alternate routing, joining the flow with other Ground Transportation Center (GTC) customers. The isolated area will support the contractor's access to perform demolition from ceiling to floor and completing all primary work needs prior to new floor surfacing work through the remainder of the GTC.

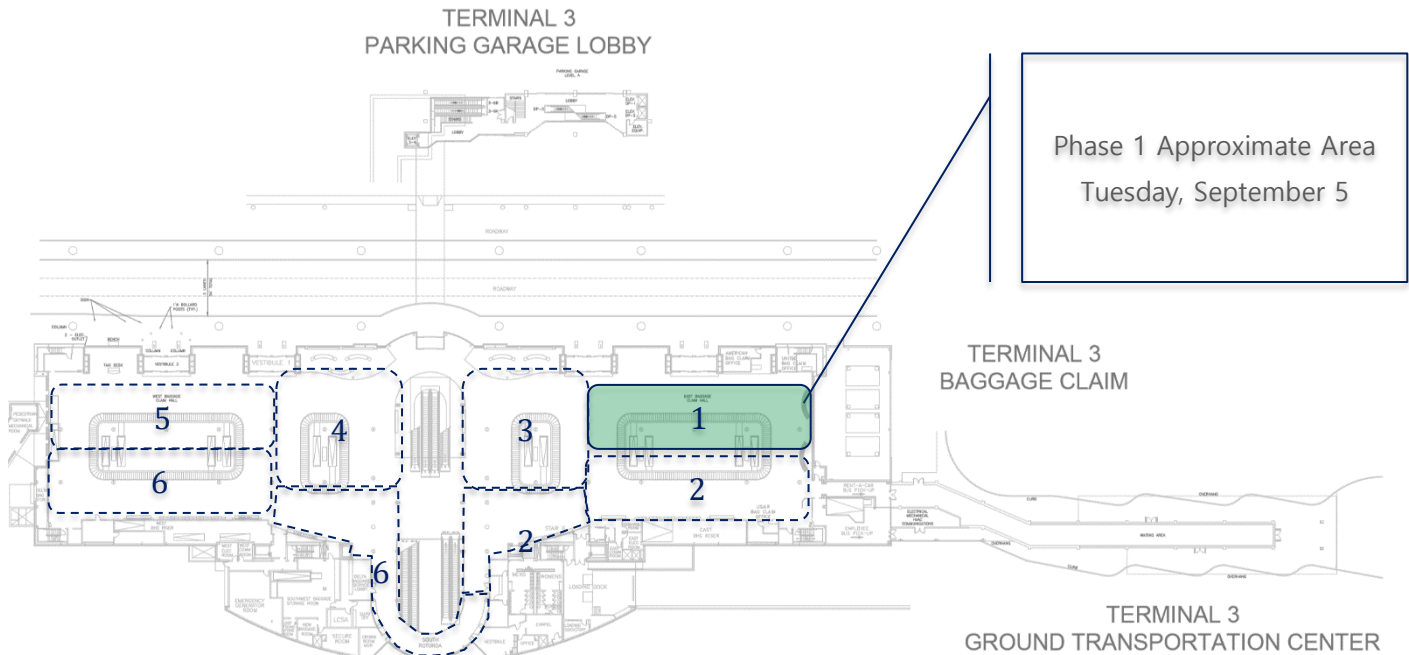


GROUND TRANSPORTATION ENTRY – ARTIST RENDERING

Baggage Claim: Tuesday, September 5

Early Tuesday morning, KCAB's contractor will isolate the northern portion of Carousel 5 & 6. This will be the first phase of six anticipated for the Baggage Claim level. Similar to the GTC, work involves ceiling to floor improvements from brighter lighting, lighter paint, regionally-influenced structural elements, and new carpet among many other improvements. This first phase will also serve as a baseline sample of the experience and construction duration for customers and employees during the remaining phases.

Access to bag service and other offices, Chapel/Meditation, and TSA PreCheck will remain accessible through the estimated 30-day work duration. There will be times when rough finishes are likely to occur and/or be visible during periods of work; this will be necessary to ensure employees and customers retain access to as much of baggage claim floorplan as safely possible, without slowing project completion. Where work zone safety requires construction access only, a series of mobile CVG-branded "Terminal Modernization Project" construction walls and stanchions will be used.



BAGGAGE CLAIM – ARTIST RENDERING

Automated Guideway Train (AGT) Tunnel: Tuesday, September 5

KCAB's contractor will isolate work zones in north-to-south sections with stanchions (see example to the right). This work will serve as a baseline for other areas previously renovated in 2012. Only the carpet is being replaced in these zones for a consistent look throughout our facilities. Access through the AGT tunnel will remain available through the estimated work duration of two to three weeks.

Additional Work Zones and Phases

Given the expansiveness of the project, timing for additional work zones and phases are fluid. KCAB will continue to send project updates either through Operations Memorandums indicating significant impact to the whole project or through General Notice emails indicating a smaller impact on particular work zones.

Areas that you may anticipate additional work and notifications are:

- Garage Parking Vestibules
 - o New ceiling, flooring and overall appearance
- Terminal
 - o Baggage Claim
 - Ongoing improvements through six total phases
 - o Baggage Claim Curb Front
 - Improved lighting and wayfinding
 - o Ticketing
 - Carpet replacement
 - o Welcome Point and Garage Connector
 - New ceiling and flooring
- Concourse A
 - o Carpet replacement
- Concourse B and FIS
 - o Carpet, paint, and lighting elements

Once again, we thank you in advance for your patience and support for our customers and Airport Community employees during this incredible period of growth and revitalization as we *embrace what's next* for CVG.

