



Confidential Position Specification



**CINCINNATI/NORTHERN KENTUCKY
INTERNATIONAL AIRPORT**

**CVG Airport
Chief Executive Officer**

2024

CONFIDENTIAL POSITION SPECIFICATION

Position	Chief Executive Officer
Company	CVG Airport Authority
Location	Cincinnati/Northern Kentucky Area
Reporting Relationship	<p>Reports to: Board of Directors (Kenton County Airport Board)</p> <p>Oversees:</p> <ul style="list-style-type: none"> ▪ Chief Operating Officer <ul style="list-style-type: none"> ○ Vice President, Public Safety, Security & Compliance ○ Vice President, Maintenance & Asset Management ○ Vice President, Planning & Development ▪ Chief Financial Officer <ul style="list-style-type: none"> ○ Controller ○ Director, Financial Strategy ○ Director, Capital Accounting ▪ Chief Innovation Officer <ul style="list-style-type: none"> ○ Vice President, Customer Experience ○ Director, Strategic Innovation ○ Director, Information Technology ▪ Chief Legal Officer ▪ Vice President, Commercial Management ▪ Vice President, Air Service Development ▪ Vice President, Business Administration ▪ Vice President, Human Resources ▪ Vice President, Public Affairs ▪ Vice President, ESG Initiatives ▪ Director, Internal Audit ▪ Sr. Executive Assistant/Board Liaison
Website	www.cvgairport.com

ORGANIZATIONAL BACKGROUND

Overview

The Cincinnati/Northern Kentucky International Airport (CVG) is the largest passenger airport in Kentucky, one of the largest serving Ohio and Indiana, and is the sixth busiest cargo airport in North America. The Kenton County Airport Board sets the policies under which the airport operates to ensure that CVG is well-positioned for the future and remains an economic catalyst for the entire Cincinnati/Northern Kentucky region. The CVG Airport Authority team is responsible for implementing the policies of the Board, operating the day-to-day business of the airport and ensuring an environment that appreciates individuality and diversity of the more than 470 people who work for the Airport Authority.

CVG offers non-stop passenger service to over 50 destinations in North America, Europe and the Caribbean. Over the last several years, CVG has experienced considerable success. Prior to the onset of the COVID-19 pandemic, in 2019, the airport served more than 9.1 million passengers. In 2023, the CVG served more than 8.7 million passengers.

The airport is the only dual-cargo hub airport in North America, serving as the second-largest location in the world for DHL Express, its global superhub for the Americas, and the largest single-site operation for Amazon, home to its primary hub for Amazon Air. The airport is the largest station in Atlas Air's global network and serves many other cargo-focused carriers, including ABX Air, Kalitta Air, and others. CVG is the fastest-growing cargo airport in North America and 12th largest in the world, based on cargo tonnage.

New Heights is CVG's strategic plan through 2025. The Airport Authority is committed to leading the airport to new heights as an essential part of the Cincinnati/Northern Kentucky region's overall growth and success. Prominent among the plan's goals are efforts to expand the airport's economic development success beyond its own campus, leading the region to prosperity through increased aviation-related development due to its major role in global cargo and e-commerce, as well as the impact passenger air service has on regional tourism and population growth efforts.

In the decade spanning 2011 and 2021, CVG was named by London-based Skytrax as the Best Regional Airport in North America eight times; in 2022, Skytrax recognized CVG as the Best Airport in North America for Staff Service. CVG employs approximately 470 staff comprised as follows: (i) its police force (52 officers), (ii) own fire department (52 firefighters), (iii) approximately 175 professional and administrative staff (business administration, procurement, internal audit, innovation, commercial management, finance, human resources, legal, communications/marketing, and planning and development departments), and the balance in front line operations (field and facilities maintenance, custodial, vehicle maintenance). None of the staff are unionized. Almost half of the front line staff has a tenure of five years or less due to a series of retirements.

In early 2024, CVG was one of eight airports in the world to be inducted into the ACI World Director General's Roll of Excellence, a recognition given to airports that have won multiple Airport Service Quality (ASQ) awards within a five-year period. These recognitions reflect CVG's great people—both direct employees of the Airport Authority, as well as the 16,000+ badge holders working across the campus—who are deeply committed to CVG's efforts to become the airport of choice to work for, fly from, and do business with. In all that it does, CVG fosters a culture of teamwork, innovation, and continuous improvement.

Whereas the airport sits fully in the State of Kentucky, its catchment area covers three states – Kentucky, Ohio, and Indiana, with the majority of origin-destination passengers actually coming from the Cincinnati, Ohio area. Given this, CVG must attend to the needs of several key

geographic communities.

CVG is an economic driver for the Cincinnati region. In 2022, CVG was shown to have a \$9.3 billion annual economic impact (2023\$), supporting more than 49,000 direct and indirect jobs within the Cincinnati MSA. This represents a \$6 billion increase in this figure since 2012, according to studies conducted by the University of Cincinnati Economics Center.

CVG is also active in developing the Aviation Corridor project, a developing regional strategy to highlight and market the rich aviation and logistics sectors in Southwest Ohio and Kentucky, leveraging the assets and strengths of companies such as GE Aerospace, DHL, Amazon, and UPS as well as the burgeoning Advanced Air Mobility industry in Dayton, Ohio.

Concessions

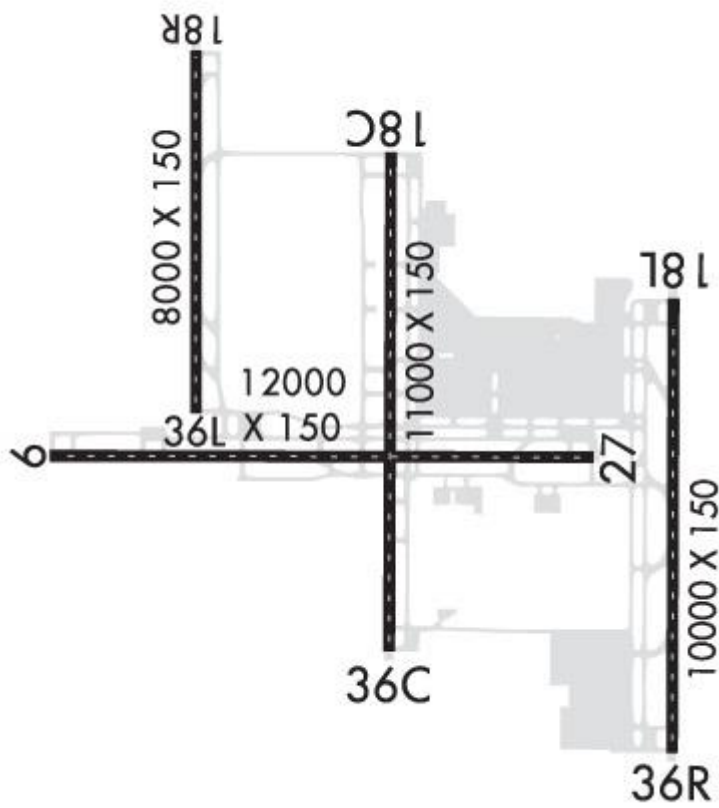
CVG enjoys a robust concession program across its Terminal and concourses that features a strong blend of local and national food and beverage and retail brands. The airport continues to expand and build on its success in this area with seven locations slated for upgrades in 2024-2025.

Airport Infrastructure

The airport is located in unincorporated Boone County, Kentucky, and the Airport Authority's corporate office is located at 77 Comair Boulevard, Erlanger, KY 41018. The airport spans an area of 7,700 acres (3,100 ha).

CVG features four runways:

- 9/27 12,000 ft. x 150 ft.
- 36R/18L 10,000 feet x 150 ft.
- 36C/18C 11,000 ft. x 150 ft.
- 36L/18R 8,000 ft. x 150 ft.



CVG's passenger facilities include one Terminal and two concourses with a total of 51 gates.

- Concourse A - 23 gates
- Concourse B - 28 gates

Both concourses are islands that are only accessible by an underground moving walkway and people mover. All international arrivals without pre-clearance are handled in Concourse B.

A 360-degree airport tour is available at www.cvgairport.com/terminal-information/airport-tour.

Looking ahead, CVG estimates to invest approximately \$1 billion in a new capital program with elements including a terminal modernization program, a new baggage handling system, and certain airfield improvements. Two additional capital programs, North Cargo Village and Hangar Row, discussed below, are underway.

Passenger Air Service

CVG boasts excellent connectivity to key domestic markets and selected international destinations. Passenger airlines and tour operators serving the airport include the following, with their destinations served provided in Appendix A.

- Air Canada
- Alaska Airlines
- Allegiant Air
- American Airlines
- Apple Vacations
- Breeze Airways

- British Airways
- Delta Air Lines
- Frontier Airlines
- Southwest Airlines
- Sun Country Airlines
- Sunwing Airlines (Vacation Express)
- United Airlines
- Viva Aerobus

The top 10 domestic destinations from CVG in from January 2023 through December 2023 were as follows.

<u>Rank</u>	<u>City/Airport</u>	<u>Passengers</u>	<u>Carriers</u>
1	Orlando, Florida (MCO)	249,600	Delta, Frontier, Southwest
2	Denver, Colorado (DEN)	191,800	Delta, Frontier, Allegiant, United, Southwest
3	Las Vegas, Nevada (LAS)	153,000	Delta, Frontier, Allegiant
4	Tampa, Florida (TPA)	145,000	Delta, Frontier, Southwest
5	Fort Myers, Florida (RSW)	118,000	Delta, Frontier
6	Atlanta, Georgia (ATL)	116,000	Delta, Frontier
7	Dallas, Texas (DFW)	112,000	American, Frontier
8	Newark, New Jersey (EWR)	110,000	Delta, United, Allegiant
9	New York, New York (LGA)	107,800	Delta, American, Frontier
10	Boston, Massachusetts (BOS)	106,500	Delta, Frontier

The airlines with the largest market share from January 2023 through December 2023 based on total passengers were as follows.

<u>Rank</u>	<u>Airline</u>	<u>Passengers</u>	<u>Share</u>
1	Delta Air Lines	3,093,029	35%
2	American Airlines	1,666,535	19%
3	Frontier Airlines	1,162,726	13%
4	Allegiant Air	1,029,441	12%
5	United Airlines	907,511	10%
6	Southwest Airlines	548,074	6%
	Other	330,923	5%

Overall, CVG handled 8,738,239 passengers in 2023, an increase over 2022 and nearly fully recovered from the pre-COVID peak in 2019. CVG expects to meet/exceed its 2019 peak passenger volume in 2024.

<u>Year</u>	<u>Passengers</u>
2023	8,738,239
2022	7,573,416
2021	6,282,253
2020	3,615,139
2019	9,103,554

Cargo Air Service

CVG is the sixth busiest cargo airport in North America and 12th largest in the world based on cargo tonnage.

The airport has attracted air cargo service from many carriers, including the following, with details on their destinations served in Appendix B.

<u>Carrier</u>	<u>2023 Tonnage</u>
Atlas (DHL / Amazon)	519,581
Air Transport International (DHL / Amazon / General)	427,512
ABX (DHL / General)	227,523
Kalitta (DHL / General)	202,674
CargoJet Airways-DHL Carrier	135,229
Polar Air Cargo-DHL	112,219
DHL Air Limited (UK)-DHL	106,828
AeroLogic-DHL Carrier	85,193
Sun Country-Amazon	71,828
Air Commerce-DHL	54,182

Notably, CVG is the only North American airport that serves as a cargo hub for two major companies.

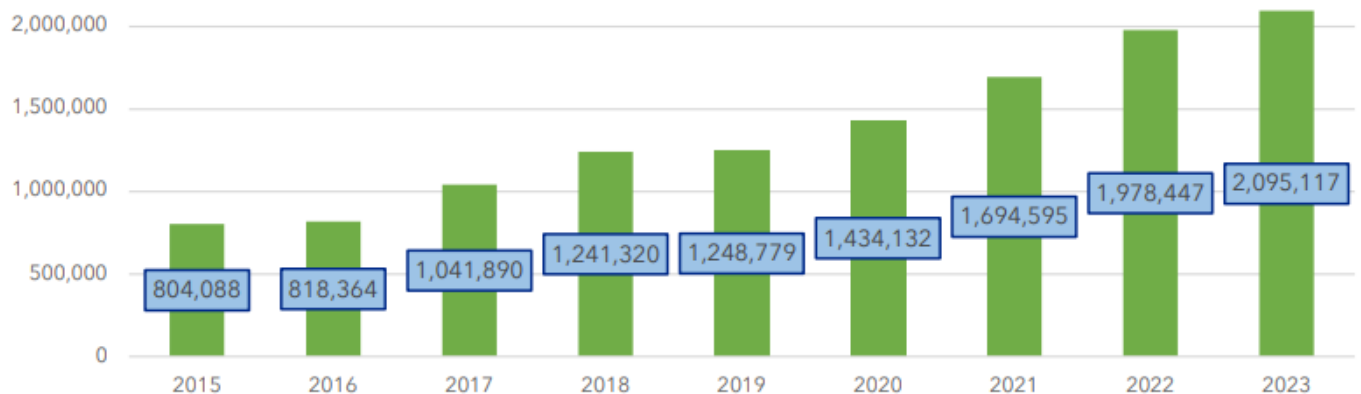
- DHL:** CVG is the second largest of DHL Express' three global hubs (the other two being Leipzig/Halle and Hong Kong) with numerous flights each day to destinations across North America, Europe, Middle East, Asia, and the Pacific. Since opening its current hub facility, DHL has invested more than \$500 million in its CVG operation, employs about 5,000 people, and is preparing to invest an additional \$200 million in a new maintenance hangar and other hub facility improvements.



- Amazon Air:** In 2017, Amazon announced that its air cargo operation, Amazon Air, had selected CVG as its primary hub; the initial hub development consisted of an investment of \$1.5 billion on the airport's campus. The company used DHL's hub facilities prior to the opening of its facility in August 2021. The hub is Amazon's principal shipping hub and was constructed on 1,129 acres of land at the airport with approvals to build a 3,000,000 sq.ft. sort facility and ramp to accommodate parking positions for over 85 aircraft.



CVG Annual Cargo Tonnage Trend



The South side of the CVG campus is dedicated to the DHL and Amazon cargo hubs and essentially represents “a second airport within the airport” featuring a large number of widebody and narrowbody flights operating in both daytime and nighttime hub operations.

CVG has identified a new initiative to continue its growth in freight: the CVG Cargo Village. This project allows the airport to continue to diversify cargo operations at CVG by creating the facilities to grow general air cargo freight activity. The new facilities will enhance CVG’s already robust cargo operations by allowing third party logistics providers to use the facilities for imports and exports throughout the world.

Additionally, the infrastructure at CVG can handle the largest aircraft operating in the world. With new facilities from this project, new cargo customers and freight forwarders will be able to utilize this asset to its full potential.

Last year, CVG leveraged \$33.5 million in federal investments to rehabilitate old pavement to support aircraft parking and cross dock capabilities at planned new developments for current and future cargo partners.

Details on the Cargo Village property, adjacent to the ramp, is comprised of 15 acres and will support: Six aircraft ramp positions

- 80,000 sq.ft. facility and 8,000 sq.ft. mezzanine office
- 24 truck docks and 76 parking stalls
- 237,300 sq.ft. for ground storage equipment staging, storage, or maintenance

CVG Cargo Village, which will spur additional annual economic impact between \$1.6 million and \$2.4 million by attracting 40 – 60 FTE jobs with wages and handling a conservative estimate of 17,000-24,000 tons of inbound cargo. The airport received nearly \$4 million to assist with the project. The first tenant has been identified.

New Heights - The CVG of Tomorrow

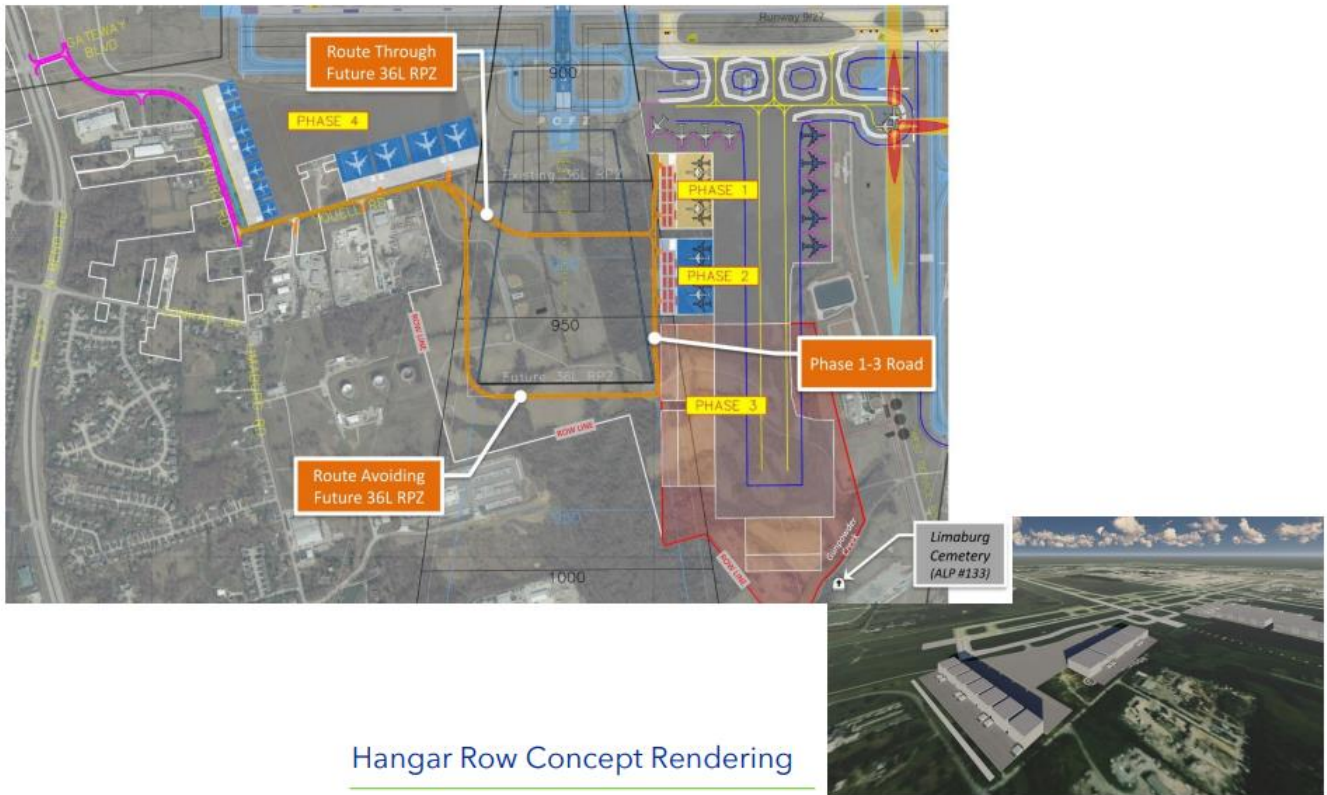
CVG's strategic plan, New Heights, spans 2021 to 2025 and sets the airport's mission and vision, which aim to redefine and elevate the role of an airport and to become the catalyst that transforms the region, respectively. The plan includes objectives and success-defining measures as follows.

- Fuel performance via operational excellence: Implement a Sustainability Management Plan by 2026.
- Ensure financial sustainability: Maintain an airline CPE less than peer airports
- Grow air service: Construct Hangar Row.
- Leverage ventures, partnerships and collaborations: Implement a regional aviation development plan.
- Create a customer-centric CVG brand and experience: Achieve a superior ASQ ranking to peer airports.

A key initiative comprised within New Heights is Hangar Row which features the development of hangars for aircraft or component/avionics maintenance, repair & overhaul. The vision is to develop 350 acres of airside real estate, with the goal to create a one-stop-shop on airport property with the development of additional aircraft repair and maintenance operations to capitalize on air cargo-related growth at CVG from DHL, Amazon, FEAM and others. CVG has an ambitious plan to build out the aviation ecosystem on campus for additional job creating-projects. The Authority recently received \$20 million in state grant funds to begin site preparation for the development.

Site Overview: Gateway to Phases 1-4

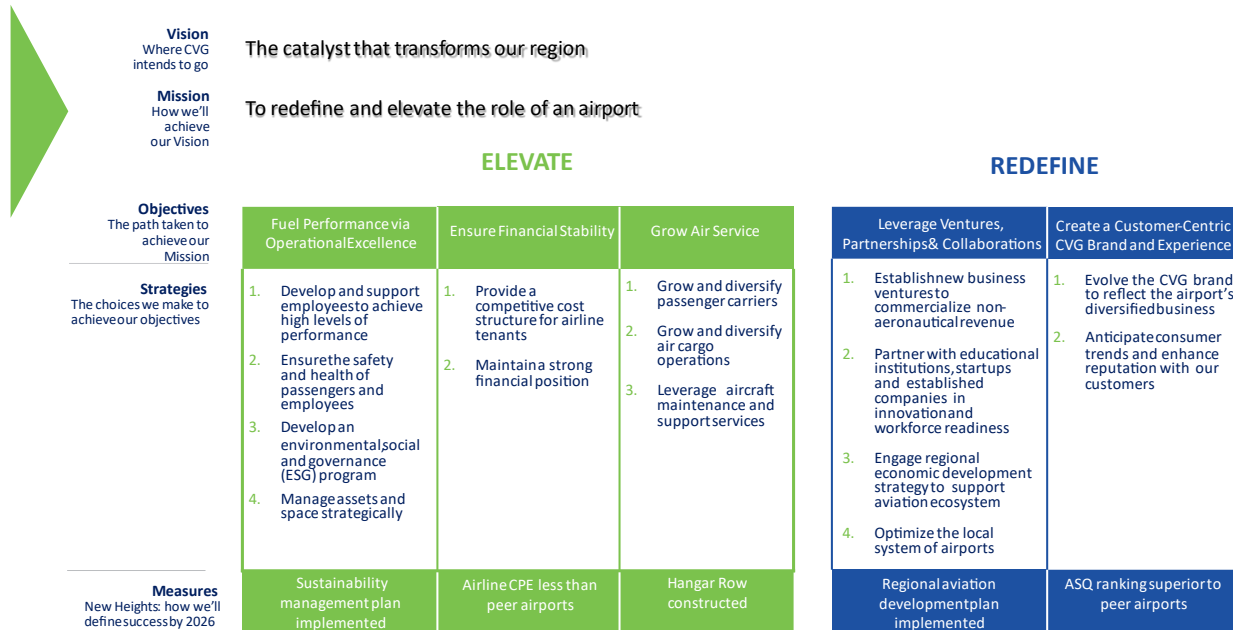
Showing connection and route to avoid Runway 36L RPZ



Hangar Row Concept Rendering

Notably, the airport's work in regional aviation economic development involves optimizing the regional system of airports. To this end, in 2021, the CVG Airport Authority entered into an agreement with Miami University to serve as contract operator of the Miami University Airport (OXD) in Oxford, Ohio. CVG is equally exploring expanding through acquisition to include other smaller airports in the region.

Strategies for 2021 and Beyond



In support of the above strategies, in 2023, CVG embarked upon a multi-year capital improvement program called Elevate CVG. To create a more modern terminal, expand capacity, and develop more efficient passenger facilities, it is anticipated that hundreds of millions of dollars will be invested into the airport's physical infrastructure over the next five years. As CVG's air service profile continues to expand and customers demand new amenities and technology, a comprehensive approach is required to maintain superior airside infrastructure, as well as top-notch landside facilities.

Airline Use and Lease Agreement

CVG's Board entered into a Use and Lease Agreement (ULA) with its signatory carriers effective January 1, 2023, which established an industry-standard Airport ULA that includes airport use and facility lease provisions in a single agreement. The 2023 ULA was negotiated in detail with the signatory carriers and provides a rate making methodology that balances the need for the Board to meet its financial obligations and retain adequate reserves and discretionary cash balances while continuing to provide a competitive cost structure to facilitate air service growth. Further, the 2023 ULA establishes by formula a landing fee rate, a terminal rental rate, a terminal ramp area rate, a loading bridge rate, joint use fees for the use of the Baggage Handling System (BHS) and the security checkpoint and sharing of net remaining revenues in the terminal cost center.

Financials

In 2023, CVG generated estimated revenues of \$203.7 million. Airline revenues represent amounts charged to airlines for use of the airfield and terminal facilities as calculated in accordance with the 2023 ULA. All rates and charges are calculated based on the amount of operating expenses, capital expenditures, debt service, amortization, and reserve funding allocated to the various airline cost centers less applicable revenue offsets. The 2023 estimated actual and 2024 budget airline revenues also include the application of \$24.5 million and \$13.0 million, respectively, in federal COVID relief funds to reimburse operating expenses and manage costs in airline and Board cost centers. Key non-airline sources of revenue, such as parking and ground transportation, rental car,

and terminal concession revenues, are variable revenues and depend on the volume of passenger activity at CVG.

In 2024, passenger traffic is anticipated to return to 100.0% of 2019 levels, increasing 4.6% year-over-year. Air cargo performance continues to be strong at CVG. Air cargo tonnage handled at CVG increased 16.4% year-over-year through June 2023. Other airport users dependent on CVG's cargo and passenger growth continue to make investments, including FEAM Aero's \$40.2 million, 150,000 sq. ft. aircraft maintenance facility opening in spring 2024, which is its second MRO facility at CVG. Also in 2024, Epic Academy will open a 32,000 sq. ft. aviation maintenance school on CVG's campus, and plans to construct a \$20 million, multi-tenant general air freight facility at CVG are progressing.

Rating agencies continue to recognize the financial strength of the airport sector and CVG in particular. CVG's outstanding Series 2016 and Series 2019 General Airport Revenue Bonds (GARBs) maintain an A+ rating Stable Outlook with Fitch and an A1 rating Stable Outlook with Moody's. CVG's outstanding Series 2019 Customer Facility Charge (CFC) Revenue Bonds maintain an A- rating Stable Outlook with Fitch and an A3 Stable Outlook with Moody's. This issue supported the development of CVG's consolidated rental car facility, which opened to the public in fall 2021. More information can be found at www.cvgairport.com/investorrelations.

The Board has set the following financial goals and objectives for CVG:

- Ensure payment of the Board's financial obligations (Operating Expenses, Debt Service, and Required Transfers)
- Generate adequate net revenues to meet liquidity targets and provide pay-go funds for the Capital Improvement Program
- Mitigate financial risk through prudent budgeting and associated financial performance (Operating Expenditures and Capital Expenditures)
 - Flexibility to manage potential financial risks associated with the macroeconomic environment
 - Conservative aviation activity and financial projections
- Maintain a competitive airline cost structure to facilitate air service growth

Debt service funding reflects the annual funding of principal and interest payments on the Board's GARB debt, as well as the subordinate debt service payments paid from net operating revenues.

Governance & Leadership

CVG features very strong, highly experienced and diverse leadership under the leadership of President & Chief Executive Officer Candace McGraw.

The Kenton County Airport Board is an independent airport board governed by the provisions of Kentucky Revised Statutes Chapter 183, Section 132. The Board has a single employee, the Airport Authority's CEO, who, in turn, oversees all hiring and operations of the Airport Authority. The Board includes 13 members appointed as follows:

- 8 by Kenton County, Kentucky
- 2 by Boone County, Kentucky
- 1 by Grant County, Kentucky
- 1 by Campbell County, Kentucky
- 1 by the Governor of Kentucky

The current Board chair is Lisa Sauer. Information about other members of the Board, as well as key members of CVG's leadership team, can be found at

www.cvgairport.com/business/about/leadership.

The Board of Directors is an impressive, committed, engaged, and diverse group of community representatives that has partnered highly effectively with the CEO and leadership team on driving the success of CVG.

* * *

A brief history of CVG is provided in Appendix C, and more information on CVG Airport is available at www.cvgairport.com. A brief overview of the Cincinnati/Northern Kentucky region is provided in Appendix D.

CHIEF EXECUTIVE OFFICER - KEY RESPONSIBILITIES

Consistent with the pending retirement of the incumbent, Ms. Candace McGraw, the Kenton County Airport Board is now embarking on a national search to recruit a new Chief Executive Officer (CEO). CVG is seeking a driven, dynamic, results-oriented leader who will employ strategic and tactical leadership to ensure that CVG remain a strong economic engine for the region, while providing safe and efficient facilities and superior services and amenities to passengers.

The CEO develops and oversees the implementation of CVG's strategic plan – New Heights – and is responsible for the strategic vision, objectives, initiatives and plans of the Airport Authority, as well as annual goals/objectives and tactical plans. In so doing, he/she establishes standards for and directs subordinate executives and other key positions.

Under general direction of the Board, the CEO is responsible for planning, organizing, directing, and controlling all functions and activities of the airport. He/she directs the overall management of the airport to achieve the short- and long-range strategic planning goals and objectives, policies, budgets, and operating plans in accordance with directives developed in concert with the Board.

The CEO also oversees the strategic direction and ongoing operations of Greater Cincinnati Foreign Trade Zone 46 and Northern Kentucky Foreign Trade Zone 47, supporting regional economic impact within and beyond the aviation industry.

The successful candidate will be expected to develop and maintain strong collaborative working relationships with elected officials; local, state and federal agencies; the U.S. House of Representatives and the U.S. Senate; U.S. Department of Transportation, Federal Aviation Administration, Transportation Security Administration, and Customs and Border Protection; airlines; business leaders; civic and community organizations; public constituencies; the press and other stakeholders who are dedicated to ensuring that the airport remains a strong economic engine for the region.

The position reports to the Board and provides leadership to the highly talented leadership team within the Airport Authority.

The CEO role is based at CVG's corporate office on the airport campus; the successful candidate is expected to relocate to the Northern Kentucky area within a reasonable time period.

Major responsibilities include, but are not limited to:

- Serving as **Chief Executive Officer and the sole hire of the Kenton County Airport Board** (KCAB or "the Board"). Providing **regular and timely reporting** to the Board and its members;
- Ensuring that CVG **operates safely and efficiently**, complying with all federal, state and local regulations, policies and contractual obligations, while applying modern best practices in airport

management. Ensuring the ongoing safety and security of airport facilities and of all passengers, guests and employees who use airport facilities;

- Working with the Board to realize and, over time, evolve **CVG's vision and mission**;
- Executing CVG's **corporate strategy – New Heights** – inclusive of all embedded initiatives and objectives across five strategic themes. Providing regular updates to the Board relative to the achievement of key elements of the plan. Over time, refining/adjusting the corporate strategy;
- Directly preparing the **annual budget** based on organizational goals and growth objectives. Meeting or exceeding specific and negotiated **financial, commercial, and operating performance objectives**;
- Guiding and directing **activities in support of policies, goals and objectives, budgets, and operating plans and determining allocation of duties and resources**;
- Providing **advice, guidance, direction, and authorization to execute major plans and programs** consistent with directives established in concert with the Board. Reviewing organizational activities to determine progress and status in attaining objectives and revising objectives and plans;
- Establishing, implementing, and maintaining an **effective system of communications** throughout the region and within the organization. Developing and implementing **short-term and long-range plans for maintaining and enhancing the status and image of the airport**, including marketing, public information, and government relations plans;
- Establishing and maintaining **relationships with airport stakeholders**, including airport industry partners, key members of the community, federal and state officials, and international strategic partners;
- Cultivating, managing, and maintaining good relationships and mutually beneficial partnerships with various **key constituent groups**, including airlines, travelers, the business community, various levels of government, the tourism industry, regulators, various local community groups, civic leaders, and the general public. Representing the airport to airport industry groups, such as Airports Council International – North America/World and the American Association of Airport Executives;
- Driving and overseeing the **development of domestic and international passenger and cargo air service** through strategically-focused approaches and innovative marketing efforts to achieve the airport's objectives for businesses, passengers, airlines, air cargo service, and airport tenants;
- Pursuing ongoing **commercial development**, maximizing revenue and profitability from real estate, facilities, retail, car rental, parking, advertising and other related assets and services;
- Negotiating and overseeing important **commercial arrangements** with air carriers, concessionaires and suppliers, and ensuring they are mutually beneficial, economically. Responsible for all aspects of **contract management and negotiation**, ensuring the Board's interests are represented in any business activities regarding the agreement;
- Ensuring that CVG takes all necessary and appropriate actions to **keep the costs of operation at appropriate levels**, in order to ensure the ongoing cost-competitiveness of the airport to attract and properly serve the highly cost-conscious airline community;
- Overseeing ongoing **capital improvement projects** ensuring that these projects are executed on-time and on-budget, with minimal disruption to day-to-day operations and ensuring that they are properly financed in the most cost-efficient manner;

- Working with the Chief Financial Officer to **obtain financing** to fund the capital requirements and other financial obligations of the airport and to **maintain a strong credit rating** for the organization;
- Executing the region's **Foreign Trade Zone programs** to meet contractual obligations. Developing the Greater Cincinnati Foreign Trade Zone 46 and Northern Kentucky Foreign Trade Zone 47 program metrics to sustain a pipeline of innovative services and programs;
- Ensuring **inclusive and equitable participation in CVG's procurement and commercial activities** by businesses like Small Business Enterprises, Local Business Enterprises, Minority-owned Business Enterprises, and Women-Owned Business Enterprises;
- Working with local constituents and stakeholders to ensure that the airport serves as a key part of the overall **Cincinnati/Northern Kentucky experience** in all respects, including integrating CVG into a broader regional transportation network within the region.
- Setting and making progress on **sustainability goals and initiatives**;
- Responding to appropriate **inquiries** from government officials, the media and the public concerning airport activities;
- Providing **inspired leadership to all CVG employees**. Promoting and maintaining strong employee morale and ensuring equity, inclusion and diversity among employees. Establishing high expectations for all employees with regard to honesty, inclusion, integrity, openness, loyalty, teamwork and responsibility;
- Providing **guidance and training for direct reports and staff across CVG**, ensuring a high-quality work product is provided, and goals are met;
- **Attracting staff to the top leadership team, and other organizational levels**, particularly in light of some anticipated retirements in key positions;
- Setting, applying, and managing **organizational policies and procedures** aligning with best practices;
- Providing command and oversight of **airport emergencies, heightened security situations and irregular weather operations**; and
- Performing **other duties of a similar nature and level as assigned** by the Board.

YEAR ONE CRITICAL SUCCESS FACTORS

The following success factors represent those deemed most critical to be accomplished in the first year of employment.

- Establish strong, **trust-based working relationships with the Board and its members and key internal and external stakeholders**.
- Establish himself/herself as the **clear leader of CVG Airport**, building strong relationships with the leadership team.
- Build **early and trust-based relationships with major airline and non-airline tenants and partners**. Secure deals with developer/operators across cargo and other facilities.
- Identify and address the **most compelling issues and opportunities facing the organization**.
- **Meet Board-set annual objectives** across multiple areas: financial, operational, air service, and other.

- Continue **focusing on the growth of Air Service**. Maintain and increase more direct destinations to CVG in the region.
- Ensure **operational excellence**. Enhance and guide the terminal improvement program.
- Integrate into the **greater Cincinnati/Northern Kentucky community**.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The ideal candidate should bring most, if not all, of the following:

- Experience as a **general manager with overall cross-functional responsibility** for the development and management of an enterprise or complex organization, ideally with experience as a Chief Executive Officer and, if not, as a divisional or business unit general manager. Consideration will also be given to executives who have yet to serve in senior general management roles but are considered CEO-ready;
- **A highly regarded and experienced airport executive** with knowledge and experience of airport industry best practices, standards, and regulations. Consideration will also be given to strong candidates from adjacent and relevant sectors such as airlines, other aviation sectors, and transportation and logistics;
- Experience as the overall leader of a **medium or large hub airport or as a direct report to the overall leader of a large airport hub**;
- **A thorough knowledge of airport finance, revenue generation, administration, operation, maintenance, planning, development, and utilization of civil airport properties, services, and facilities**;
- **A strong track record in securing funding from multiple sources** – local, regional, state and federal;
- A strong background in, and focus on, **regional economic development**;
- A successful track record in **domestic and international air service development**;
- Experience working in an **airport context with multiple hub carriers**;
- Experience in **both the passenger and cargo sectors** in aviation;
- **Demonstrated track record of establishing and maintaining solid, respectful and trusting relationships with all key stakeholders**, including boards, appointed governmental officials, airlines, concessionaires, on-airport service providers, business and community leaders, special interest groups, and other stakeholder groups;
- Experience in **facilities development and capital program management of scale**, with a track record of on-budget, on-time delivery. Ideally, experience in baggage handling systems;
- Demonstrated **strong project management skills** in the context of direct management responsibility for large-scale initiatives involving significant dollar amounts and implications, a large staff and many diverse stakeholder groups;
- A demonstrated **high degree of innovation**, which can effectively ‘create the future’ for CVG;
- A **strong community outreach orientation** with experience representing his or her organization at very senior levels to a wide variety of audiences, including the community and the public at-large (but does not overly engage in external activities at the detriment of focusing on the core CVG agenda);
- Proven **leadership skills with a strong track record of internal talent development**;

- Experience in **public administration** and ideally a satisfactory blend of both private and public sector experience and of working at the **public-private sector interface**;
- A capable ambassador, experienced and comfortable working in **highly visible representational positions** that have put him or her “in the spotlight” and “under the microscope.” Skill in dealing with the media on a regular basis;
- A **global executive and thinker** with both the interest and willingness to participate on the international stage relative to the airport industry, following in the footsteps of the work in this regard by the current CEO;
- An individual with a “**career runway**” of at least **7 years**, and ideally 10 years; and
- **Willingness and ability to relocate to the greater Northern Kentucky area** and to effectively integrate himself/herself into the community.

EDUCATION AND QUALIFICATIONS

- Minimum of an **undergraduate degree**. Graduate degree and advanced executive leadership courses are highly desirable.
- To the extent the individual has airport industry experience, **thorough knowledge of laws, rules, and regulations relating to civil airport operations**, including those of the Federal Aviation Administration – F.A.R. Part 139.
- Ideally, but not necessarily, certification as an **Accredited Airport Executive (A.A.E.)** and/or **International Airport Professional (IAP)** is preferred.
- **Eligible to work in the United States.**

IDEAL PERSONAL PROFILE

- **Integrity and honesty** beyond reproach.
- A sense of **passion**, inspiring others to follow.
- A strong combination of IQ and EQ. Someone that is **highly intelligent** but equally an active and ongoing learner with an open mind.
- A **strong, visible and charismatic leader of people** with the skills required to motivate and “move” people in new directions. A bold leader by example and the ability to cultivate these attributes in others.
- A **strong delegator** who makes effective use of his or her team and does not micromanage. A leader who **gives people the responsibility and authority to get their jobs done.**
- **Visionary and forward-thinking**, with a track record of identifying the “next” opportunities for the airport, with an understanding that the candidate will inherit the current policies of the organization.
- An ability to balance his or her visionary orientation with **solid execution and delivery skills; results-focused.** Someone with a demonstrated track record of getting things done, demonstrating strong discipline and breaking through bureaucracy.
- Strong **business and financial acumen and insight.** An individual who thinks and acts like a businessperson.
- **Excellent verbal and written communication skills** as demonstrated by the ability to articulate an idea, as well as the ability to listen to others; a level of comfort interacting with employees at all levels.

- **Collaborative and team-oriented.** An individual oriented toward and effective at partnering and building relationships with key stakeholders.
- A **genuine listener** who is careful to hear what others say and ensures that their concerns are heard.
- **Accessible**; someone who maintains an open-door policy.
- Humble. A person with a **servant leadership** approach who gives credit to others, inside and outside the organization, where it is due.
- An effective **arbitrator and consensus builder**, capable of appreciating the differing and sometimes competing interests in a situation and of bringing them together around a common and acceptable solution.
- **Highly numerate**, with a strong capacity for interpretation of figures and trends.
- An effective **manager of multiple issues while managing conflicting interests**, demonstrating courage under pressure and acting decisively, but not unilaterally, to build consensus from division and department leaders on sensitive issues.
- A **tough-minded**, independent thinker yet also oriented toward working with others in a highly cooperative manner, demonstrating an appreciation and consideration of the interests of others.
- **Politically savvy and astute but apolitical.** Someone who brings an apolitical orientation but with good political sensitivity, astuteness and acumen who can handle himself or herself well with politicians and political bodies.
- An individual with “**gravitas**” and senior executive-level stature to command respect and attention in the role, both internally and externally. A demonstrated professional with executive presence to stand on behalf of an organization as its leader.
- Comfort working within a **fast-paced, high-pressure, unstructured and fast-changing environment.**
- **Calm, cool and collected**; unfazed by crisis or challenge.

APPENDIX A

PASSENGER AIRLINES SERVING CVG AND THEIR DESTINATIONS

Airlines	Destinations
Air Canada	Toronto–Pearson
Alaska Airlines	Seattle/Tacoma
Allegiant Air	Austin, Charleston (SC), Denver, Destin/Fort Walton Beach, Fort Lauderdale, Jacksonville (FL), Key West, Las Vegas, Los Angeles, Myrtle Beach, Newark, New Orleans, Orlando/Sanford, Phoenix/Mesa, Punta Gorda (FL), Sarasota, Savannah, St. Petersburg/Clearwater, West Palm Beach Seasonal: Norfolk, Providence
American Airlines	Charlotte, Dallas/Fort Worth, Phoenix–Sky Harbor, Miami, Philadelphia, Boston, Raleigh/Durham, Washington (DCA), New York (JFK / LGA), Chicago Seasonal: Cancún
Breeze Airways	Charleston (SC), San Diego (begins May 2, 2024), San Francisco Seasonal: Hartford (begins May 2, 2024), Providence
British Airways	London–Heathrow
Delta Air Lines	Atlanta, Austin, Boston, Denver, Detroit, Fort Lauderdale, Fort Myers, Las Vegas, Los Angeles, Minneapolis/St. Paul, Newark, New York (LGA / JFK) Orlando, Paris–Charles de Gaulle, Raleigh/Durham, Salt Lake City, Seattle/Tacoma, Tampa, Washington (DCA) Seasonal: Cancún
Frontier Airlines	Atlanta, Boston (begins May 22, 2024), Cancún, Charlotte (begins May 16, 2024), Dallas/Fort Worth, Denver, Fort Lauderdale (resumes May 16, 2024), Fort Myers, Houston–Intercontinental (resumes May 17, 2024), Las Vegas, Miami, Minneapolis/St. Paul (begins May 16, 2024), New York–LaGuardia (begins April 10, 2024), Orlando, Pensacola (begins May 21, 2024), Philadelphia, Phoenix–Sky Harbor, Portland (ME) (begins May 21, 2024), Tampa Seasonal: Raleigh/Durham

Airlines	Destinations
Southwest Airlines	Baltimore, Chicago–Midway, Denver, Orlando Seasonal: Fort Myers, Phoenix–Sky Harbor, Sarasota, Tampa
Sun Country Airlines	Seasonal: Minneapolis/St. Paul
United Airlines	Chicago–O'Hare, Denver, Houston–Intercontinental, Newark, Washington (IAD), Newark
Viva Aerobus	Seasonal: Cancún, San José del Cabo
Vacation Express & Apple Vacations	Cancun Seasonal: Cabo San Lucas, Punta Cana, Montego Bay

APPENDIX B

CARGO AIRLINES SERVING CVG AND THEIR DESTINATIONS

Airlines	Destinations
ABX Air	Miami
AeroLogic	Bahrain, Frankfurt, Seoul-Incheon, Leipzig/Halle
Amazon Air	Albuquerque, Allentown/Bethlehem, Austin, Boise, Chicago–O'Hare, Chicago–Rockford, Denver, Fort Worth/Alliance, Hartford, Houston–Intercontinental, Lakeland (FL), Los Angeles, Manchester (NH), Miami, Minneapolis/St. Paul, New York–JFK, Ontario, Phoenix–Sky Harbor, Portland (OR), San Francisco, Seattle/Tacoma, Stockton, St. Louis, Tampa
Ameriflight	Albany, Huntsville, Louisville, Wilkes-Barre/Scranton, Smyrna
Atlas Air	Anchorage, Austin, Baltimore, Boise, Chicago–O'Hare, Chicago–Rockford, Fort Worth/Alliance, Houston–Intercontinental, Kansas City, Lakeland, Laredo, Las Vegas, Los Angeles, Mexico City-AIFA, Manchester (NH), Miami, Miami–Opa Locka, Ontario, Portland, Richmond, Riverside/March Air Base, San Juan, Seoul–Incheon, Tokyo–Narita
CargoJet	Calgary, Edmonton, Guadalajara, Hamilton (ON), London–Heathrow, Mexico City-AIFA, Monterrey, Montréal–Mirabel, Nottingham, Vancouver, Winnipeg
Castle Aviation	Akron/Canton, Hamilton (ON), Indianapolis–South Greenwood
DHL Aviation	Albany, Anchorage, Atlanta, Austin, Bahrain, Baltimore, Bogotá, Boston, Brussels, Calgary, Cedar Rapids, Chicago–O'Hare, Dallas/Fort Worth, Denver, Detroit, East Midlands, Edmonton, El Paso, Greensboro, Guadalajara, Hamilton (ON), Harlingen, Harrisburg, Hartford, Hong Kong, Honolulu, Houston–Intercontinental, Kansas City, Laredo, Leipzig/Halle, London–Heathrow, Los Angeles, Louisville, Memphis, Mexico City-AIFA, Miami, Milan–Malpensa, Milwaukee, Minneapolis/St. Paul, Monterrey, Montréal–Mirabel, Moscow–Domodedovo (suspended), Moscow–Sheremetyevo (suspended), Nagoya–Centrair, Nashville, New Orleans, Newark, New York–JFK, Omaha, Orlando, Oscoda, Panama City–

Airlines	Destinations
	Tocumen, Philadelphia–International, Philadelphia–Northeast, Phoenix–Sky Harbor, Querétaro, Reykjavík–Keflavík, Richmond, Rochester, Sacramento–Mather, Salt Lake City, San Antonio, San Diego, San Francisco, San José de Costa Rica, San Juan (PR), San Pedro Sula, Seattle/Tacoma, Seoul–Incheon, Shanghai–Pudong, Singapore, St. John's, St. Louis, Sydney, Tokyo–Narita, Tulsa, Vancouver, Wilkes–Barre/Scranton, Winnipeg
FedEx Express	Louisville, Memphis Seasonal: Detroit, Los Angeles, Pittsburgh
Silk Way West Airlines	Anchorage, Chicago–O'Hare, Luxembourg, Seoul-Incheon

APPENDIX C

HISTORY OF CVG

Beginnings

President Franklin D. Roosevelt's administration approved preliminary funds for site development of the Greater Cincinnati Airport on February 11, 1942. This was part of the United States Army Air Corps program to establish training facilities during World War II. At the time, air traffic in the area centered on Lunken Airport just southeast of central Cincinnati. Lunken opened in 1926 in the Ohio River Valley; it frequently experienced fog, and the 1937 flood submerged its runways and two-story terminal building. Federal officials wanted an airfield site that would not be prone to flooding, but Cincinnati officials hoped to build Lunken into the region's main airport.

Officials from Boone, Kenton, and Campbell counties in Kentucky lobbied Congress to build an airfield there. Boone County officials offered a suitable site on the provision that Kenton County paid the acquisition cost. In October 1942, Congress provided \$2 million to build four runways.

The field opened August 12, 1944, with the first B-17 bombers beginning practice runs on August 15. As the tide of the war had already turned, the Air Corps only used the field until it was declared surplus in 1945. However, this was not before the first regularly scheduled air freight shipment in the United States arrived in mid-September, signaling the future importance of the airport.

On October 27, 1946, a small wooden terminal building opened and the airport prepared for commercial service under the name **Greater Cincinnati Airport**. Boone County Airlines was the first airline to provide scheduled service from the airport and had its headquarters at the airport.

The first commercial flight, an American Airlines DC-3 from Cleveland, landed on January 10, 1947, at 9:53 am. A Delta Air Lines flight followed moments later. The April 1957 Official Airline Guide shows 97 weekday departures: 37 American, 26 Delta, 24 TWA, 8 Piedmont, and 2 Lake Central. As late as November 1959 the airport had four 5,500 ft (1,700 m) runways at 45-degree angles, the north-south runway eventually being extended into today's runway 18C/36C.

In the 1950s Cincinnati city leaders began pushing for expansion of a site in Blue Ash to both compete with the Greater Cincinnati Airport and replace Lunken as the city's primary airport. The city purchased Hugh Watson Field in 1955, turning it into Blue Ash Airport. The city's Blue Ash plans were hampered by community opposition, three failed Hamilton County bond measures, political infighting, and Cincinnati's decision not to participate in the federal airfield program.

Jet Age

On December 16, 1960, the jet age arrived in Cincinnati when a Delta Air Lines Convair 880 from Miami completed the first scheduled jet flight. The airport needed to expand and build more modern terminals and other facilities; the original Terminal A was expanded and renovated. The north-south runway was extended from 3,100 to 8,600 ft (940 to 2,620 m). In 1964, the board approved a \$12 million bond to expand the south concourse of Terminal A by 32,000 sq ft (3,000 m²) and provide nine gates for TWA, American, and Delta. A new east-west runway crossing the longer north-south runway was constructed in 1971 south of the older east-west runway.

In 1977, before the Airline Deregulation Act was passed, CVG, like many small airports, anticipated the loss of numerous flights; creating the opportunity for Patrick Sowers, Robert Tranter, and David and Raymond Mueller to establish Comair to fill the void. The airline began service to Akron/Canton, Cleveland, and Evansville. In 1981, Comair became a public company, added 30-seat turboprops to its fleet, and began to rapidly expand its destinations. In 1984, Comair became a Delta Connection carrier with Delta's establishment of a hub at CVG. That same year, Comair introduced its first international flights from Cincinnati to Toronto. In 1992, Comair moved into Concourse C, as Delta Air Lines gradually continued to acquire more of the airline's stock. In 1993, CVG Airport – Chief Executive Officer

Comair was the launch customer for the Canadair Regional Jet, of which it would later operate the largest fleet in the world. By 1999, Comair was the largest regional airline in the country worth over \$2 billion, transporting 6 million passengers yearly to 83 destinations on 101 aircraft. Later that year, Delta Air Lines acquired the remaining portion of Comair's stock, causing Comair to solely operate Delta Connection flights.

In 1988, two founders of Comair, Patrick Sowers and Robert Tranter launched a new scheduled airline from CVG named Enterprise Airlines, which served 16 cities at its peak. The airline spearheaded the regional jet revolution in a unique manner by operating 10-seat Cessna Citation business jets in scheduled services. The flights became popular with Cincinnati companies. The airline served destinations including Baltimore, Boston, Cedar Rapids, Columbus (OH), Green Bay, Greensboro, Greenville, Hartford, Memphis, Milwaukee, New York–JFK, and Wilmington (NC). The airline also became the first international feed carrier by feeding the British Airways Concorde at JFK. In 1991, the airline ceased operations because of high fuel prices and the suspension of the British Airways contract after the first Gulf War.

Delta Hub

In the mid-1980s, Delta opened a hub in Cincinnati and constructed Terminal C and D with 22 gates. During the decade, Delta ramped up both mainline and Comair operations and established Delta Connection. Delta's continued growth at CVG then prompted them to spend \$550 million to build their own terminal facility in the 1990s. The new terminal, known then as Terminal 3, opened in 1994 and would largely replace Terminal D. Terminal 3 consisted of three airside concourses, with most of Terminal D's gate space being repurposed into Terminal 3's Concourse A while Concourses B and C were new construction. Concourses A and B were parallel concourses connected to Terminal 3's main building by an underground walkway which also included a people mover (a similar layout to Delta's main hub at Hartsfield-Jackson Atlanta International Airport). Concourse C was only accessible by shuttle busses and was a ground-level facility for regional aircraft used by Delta Connection (operated by Comair). After the opening of Terminal 3, the former Terminals B and C were renamed Terminals 1 and 2 respectively, which continued to house non-Delta Air Lines.

Aircraft operations dramatically increased from around 300,000 to 500,000 yearly aircraft movements. In turn, passenger volumes doubled within a decade from 10 million to over 20 million. This expansion prompted the building of runway 18L/36R and the airport began making preparations to construct Concourse D while adding an expansion to Concourse A and B.

At its peak, CVG became Delta's second largest hub, handling over 600 flights daily in 2005. It was the fourth largest hub in the world for a single airline, based on departures, ranking only behind Atlanta, Chicago–O'Hare, and Dallas/Fort Worth. The hub served everything from a 64-mile flight to Dayton, to a daily nonstop to Honolulu and Anchorage, to transatlantic destinations including Amsterdam, Brussels, Frankfurt, London, Manchester, Munich, Paris, Rome, and Zürich. Additionally, Air France operated flights into CVG for several periods for over a decade before finally terminating the service in 2007.

When Delta went into bankruptcy in September 2005, a large reduction at CVG eliminated most early-morning and night flights. These initial cuts caused additional routes to become unprofitable, causing the frequency of low-volume routes to be further cut from 2006 to 2007. Planning for the new east–west runway stopped, along with all expansions to current terminals; Terminal 1 was closed due to lack of service. In 2008, Delta merged with Northwest Airlines and cut flight capacity from the Cincinnati hub by 22 percent with an additional 17 percent reduction in 2009. Concourse C, opened in 1994 at a cost of \$50 million, was permanently closed in 2008 and demolished in 2016. Further reductions in early 2010 caused Delta to close Concourse A in Terminal 3 on May 1, consolidating all operations into Concourse B. This resulted in the layoff of more than 800 employees.

By 2011, Delta was down to roughly 130 flights per day at CVG. After several years of cuts to its older fleet, which were cited as being cut due to high costs associated with rising oil prices, Delta's wholly-owned and CVG-based subsidiary, Comair, ceased all operations in September 2012, ending over three decades of operations. In 2017, the hub was downgraded to a focus city.

Recent History

Until 2015, CVG consistently ranked among the most expensive major airports in the United States. Delta operated over 75% of flights at CVG, a fact often cited as a reason for relatively high domestic ticket prices. Airline officials suggested that Delta was practicing [predatory pricing](#) to drive away discount airlines. From 1990 to 2003, ten discount airlines began service at CVG, but later pulled out, including [Vanguard Airlines](#), which pulled out of CVG twice. After Delta downsized its hub operations, low cost carriers began operations and have been sustained at the airport ever since.

Terminal 2 was closed in May 2012, and CVG re-opened and consolidated all non-Delta airlines to Concourse A in Terminal 3 at that time, which became the sole terminal. Renovation and expansion of the ticketing/check-in area and Concourse A took place that year to accommodate the move. Terminals 1 and 2, as well as Concourse C, were torn down in early 2017 to construct an overnight parking and deicing area. Both remaining concourses, the customs facility, baggage claim, and ticketing areas were renovated in late 2017 to mid-2018 under a \$4.5 million plan. In 2021, the airport opened a new rental car and ground transportation center adjacent and connected to the main terminal where Terminals 1 and 2 had stood.

APPENDIX D

ABOUT THE GREATER CINCINNATI/ NORTHERN KENTUCKY AREA

The Cincinnati/Northern Kentucky region stands out in the Midwest and across the U.S. as one of the best places to live, work, and play. Below are just some of the reasons locals and visitors love it.

- Average commute time — 24.5 minutes
- Top 25 “Most Affordable Cities to Live and Work” (BusinessStudent.com, 2019)
- Top 10 “Best Cities for Raising a Family” (Forbes, 2015)
- Top 100 “Best Places to Live in the U.S.” (Livability.com, June 2023)
- #1 America’s Next Great Food Cities (Food & Wine, 2022)
- Top 25 “Foodie City in the United States” (WalletHub, 2021)
- 100/100 score from the Human Rights Campaign’s Municipal Equality Index (2023)
- #10 City in the U.S. Where Immigrants are Moving and Thriving (Axios, 2022)
- 11th among the 20 most arts-vibrant large communities in the country (SMU Data Arts 2022)
- #1 Zoo in the Nation – Cincinnati Zoo & Botanical Garden (USA Today, 2021 & 2022)
- #6 Best Park System in the U.S. (Trust for Public Land Parkscore, 2023)

Whether residents enjoy vibrant urban nightlife, walking to a coffee shop along tree-lined streets, or are looking for a suburban backyard, the region has a neighborhood for everyone.

Across Cincinnati and Northern Kentucky, glorious old buildings have found new life as restaurants, taprooms, and entertainment spaces. Cincinnati’s craft beer boom supports more than 20 breweries throughout the region, brewing lagers, heavily hopped styles, seasonal, and barrel-aged varieties. Northern Kentucky is home to The B-Line, a collection of bourbon distilleries, restaurants, and experiences that provide a gateway to the Kentucky Bourbon Trail.

Having emerged from the pandemic, there is a renaissance happening with many reopened and new restaurants and concepts available to enjoy. There is a lively restaurant and bar scene along Vine Street in the OTR (Over-the-Rhine) neighborhood of Cincinnati, as well as in MainStrasse in the urban core of Covington in Northern Kentucky.

Cincinnatians enjoy a wide range of special events all year long, such as the chance to commune with butterflies at the Krohn Conservatory, party at the world's second-largest Oktoberfest, or run in the Flying Pig Marathon each May. Add in the Cincinnati Reds, Cincinnati Bengals, FC Cincinnati, and the Cincinnati Open tennis tournament, and the region is undeniably a big-time sports town.

From classical to cutting edge, the region is also home to an impressive arts scene—visual art collections, spectacular theater, world-class orchestras, a ballet, and BLINK™ the nation’s largest light, art and projection mapping experience—which help ensure you can always find something to do that entertains and inspires. So, whether it's catching a major-league game or reconnecting with a romantic weekend of art and theater, there's always more to explore and more memories to be made across Cincinnati and Northern Kentucky.

For additional information, please visit these links which expand upon the rich and diverse community within the region.

[C Yourself In Cincy | Cincinnati Experience](#)

[Request the Official Cincy Region Visitors Guide | Visit Cincy](#)

BUILD YOUR BUSINESS FOR LESS


Both the Cincinnati region and Ohio are strong choices for growing companies and provide a competitive advantage in worker supply and cost, geographic location, and business environment.


THE CINCINNATI REGION


2.3 million population


1.2 million workers


\$70.3K median household income


\$173 billion gross regional product 2022


\$29.3 billion annual exports 2022


450+ foreign firms

(Living-wages for our region for 1 adult working, another adult and child, is \$70,201 **)

28th largest GRP out of 400 metros

19th largest exporting MSA

**Livingwage.MIT.edu: Inclusive of Childcare, Medical, Transportation, etc.

Fortune 500 & 1000 companies headquartered in the Cincinnati region




STATE OF OHIO


11.8 million population


5.9 million workers


\$61.9K median household income


\$800.3 billion gross state product


\$56.4 billion annual exports


4,290+ foreign firms

7th largest employer out of 50 states

Disposable income ranks 10th out of 50 states

7th largest state economy

9th largest exporter to foreign countries

Additional Fortune 500 companies headquartered in Ohio



Sources: LIGHTCAST 2024.1 Bureau of Economic Analysis, Census Bureau, BLS, IBIS

INFRASTRUCTURE THAT SIMPLIFIES SHIPPING

Our location - at the heart of Southwest Ohio, Northern Kentucky, and Southeast Indiana - puts manufacturers and suppliers at the epicenter of most major U.S. markets, making it attractive and inexpensive to ship by road, rail, pipeline, air, or water.






Road accessibility

With the I-75, I-74, and I-71 highway corridors running through the Cincinnati region, companies can leverage one of the biggest infrastructure assets in the United States. Specifically, I-75 gives companies access and more choices among potential suppliers, partners, and shipping routes stretching from Canada to Florida. This network of highways also passes through 14 major interstate junctions, six states, and typically accommodates three or more lanes of traffic in each direction.

DHL global super-hub and Amazon Air's central air cargo hub

The Cincinnati/Northern Kentucky International Airport (CVG) is home to the only DHL global super-hub in North America, one of three in the world. DHL found Cincinnati to be ideally located because of its proximity to major markets within the United States. Expanding on the success DHL experienced in the region, the company has recently made major capital investments to continue increasing capacity at the airport including a \$2 million, 305k square foot expansion in 2023. In 2021, Amazon Air opened its \$1.5 billion, 600-acre air cargo hub at CVG. Amazon's CVG hub serves as the companies "central nerve" and lynchpin to Amazon's efforts to develop a comprehensive array of domestic delivery services across the United States.

Quick facts

-  CVG is home to America's only DHL global super-hub and Amazon Air's primary air cargo hub
-  2 million international shipments at CVG's DHL global super-hub
-  100+ DHL service centers & five international gateways accessible from CVG
-  1-day drive from most major metros using I-71, I-74, I-75, I-275, and I-471
-  The second largest U.S. inland port by total tonnage is composed of 225+ miles of the Ohio and Licking Rivers, accessible from the Cincinnati region
-  Norfolk Southern Class 1 railroad supports international trade taking freight to Southeastern seaports
-  CSX Class 1 railroad connects companies to New York & Baltimore
-  Foreign Trade Zones 46 and 47