



# DENVER INTERNATIONAL AIRPORT CHILD CARE FEASIBILITY STUDY

APRIL 10, 2024

PHIL WASHINGTON  
CHIEF EXECUTIVE OFFICER

ANDREA ALBO  
DEPUTY CHIEF OF STAFF

STEPHANIE BURKE  
DIRECTOR, CENTER OF EQUITY AND EXCELLENCE IN AVIATION

# DEN BY THE NUMBERS



**25**

Airlines

**200+**

Nonstop destinations

**25+**

International destinations serving

**16**

Countries



Roughly  
**1,200 companies**

working at DEN

Approximately

**40,000+ employees**



Colorado's largest economic engine

**\$36.4 billion annually**

2/12/24

**3RD-BUSIEST** AIRPORT IN NORTH AMERICA | **5TH-BUSIEST** AIRPORT IN THE WORLD (ACI YTD OCT. 2023)

PASSENGERS

**69 million**

2019

**33.7 million**

2020

**58.8 million**

2021

**69.3 million**

2022

**77.8 million**

2023



## 100 MILLION ANNUAL PASSENGERS

- SUSTAINABILITY & RESILIENCY • EQUITY, DIVERSITY, INCLUSION & ACCESSIBILITY
- OPERATIONAL EXCELLENCE • ENHANCING THE CUSTOMER EXPERIENCE

### PILLAR 1



#### EMPOWERING OUR PEOPLE

- Develop Workforce Leadership Strategy
- Establish Center of Equity and Excellence in Aviation
- Enable Employee Innovation

### PILLAR 2



#### GROWING OUR INFRASTRUCTURE

- Complete Major Infrastructure Projects
- Update Master Plan
- Develop Infrastructure Plan for DEN Real Estate

### PILLAR 3



#### MAINTAINING WHAT WE HAVE

- Upgrade and Improve the Existing Facility
- Update Strategic Asset Management Plan
- Implement Customer-Focused Initiatives
- Develop Greenhouse Gas Emissions Reduction Plan

### PILLAR 4



#### EXPANDING OUR GLOBAL CONNECTIONS

- Identify Air Cargo Opportunities
- Expand to Disconnected Destinations (e.g. Africa)
- Grow our Domestic Network

# REQUESTED COUNCIL ACTION



- Approve a contract with Executives Partnering to Invest in Children (EPIC) to conduct a feasibility study of childcare needs at DEN.
  - Amount of \$800,000 for a term of three years with two one-year extension options.
    - This procurement qualified for the Professional Preference exception under Memorandum No. 8B.
    - EPIC is currently working with CEEA and this will provide an essential continuity of service.
    - EPIC is a Colorado-based non-profit organization with unique touchpoints and position in the nexus between the early childhood industry, public sector, philanthropy, and private sector.

## > Our Mission

As the business community's nonpartisan voice for early childhood, EPIC leads efforts to build infrastructure and advance policies that support the workforce of today while developing the workforce of tomorrow.



### Leadership & Education

Increasing the business community's awareness of the importance of early care and education and engagement efforts



### Child Care Infrastructure

Engaging employers in solutions that meet the infrastructure, capital, and workforce needs for sustainability and the provision of child care and early education services



### Workforce

Helping employers attract and retain the best workforce, while supporting environments that enable families and children to thrive



### Policy

Shaping and advancing policies that support EPIC's strategic priorities and programs

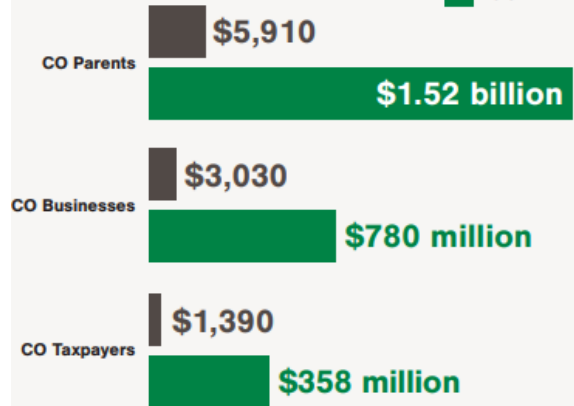
# THE CHILD CARE SHORTAGE: AN ANNUAL \$2.7B ECONOMIC COST

## The economic impacts of insufficient child care on parents, employers, and taxpayers in Colorado

Insufficient care for children under the age of 3 costs individuals, businesses, and the state billions of dollars each year

Annual aggregate economic burden each year a child is under age three:

■ Individual average  
■ Total



To put it another way, this is an **opportunity cost of 24,000 jobs** or **equivalent of 8% reduction of DEN's annual economic impact of \$36B.**

Parents	Businesses	Taxpayers
<ul style="list-style-type: none"> <li>• Lost earnings now from lower productivity and less work experience</li> <li>• Extra costs of job search</li> <li>• Lost earnings in the future from less work experience and fewer skills</li> </ul>	<ul style="list-style-type: none"> <li>• Lost revenue now from lower productivity</li> <li>• Extra costs to hire new staff and cover absenteeism</li> <li>• Lost revenue in the future from less workforce capital</li> </ul>	<ul style="list-style-type: none"> <li>• Lost tax revenue now from lower incomes</li> <li>• Lost sales and consumption tax revenue</li> <li>• Lost tax revenue in the future due to slower economic growth</li> </ul>

Parents with children under 3 to turn down job opportunities and leave positions without stable child care support.

## Diminished career pathways

As a result of child care problems, have you ever:



## Work disruptions

As a result of child care problems, have you ever:



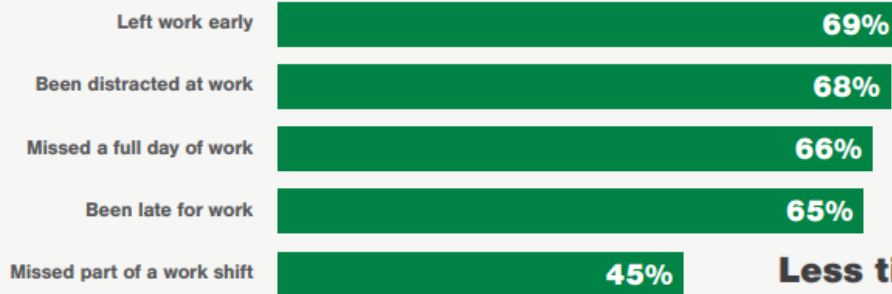
# CHILD CARE IS CRITICAL TO ENGAGING TALENT



Parents with children under 3 experience have challenges with attendance and engagement when child care is not stable.

## Lower effort and productivity at work

Due to child care problems, over the past three months, have you:



## Less time at work

As a result of child care problems, have you ever:

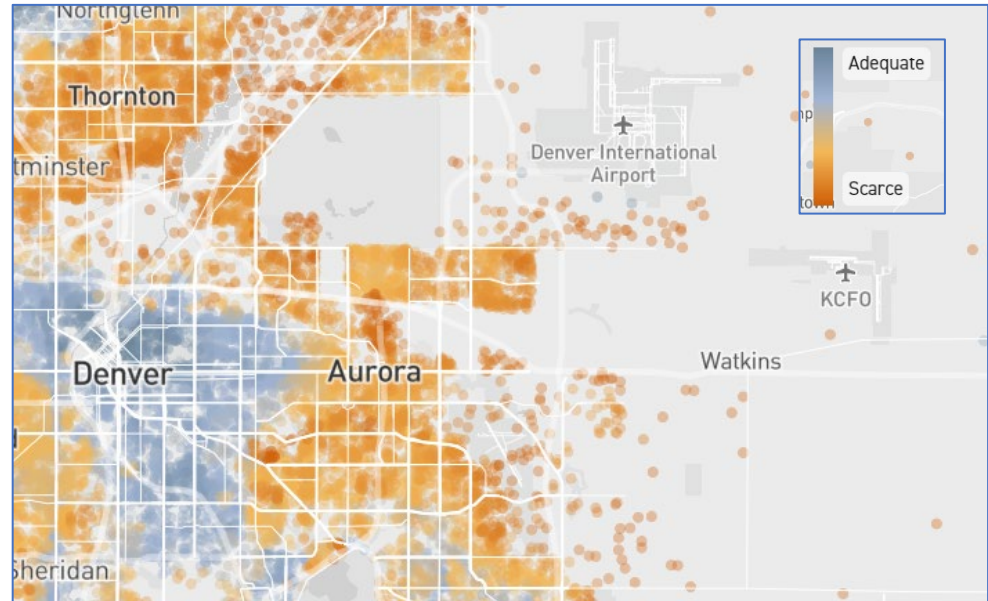




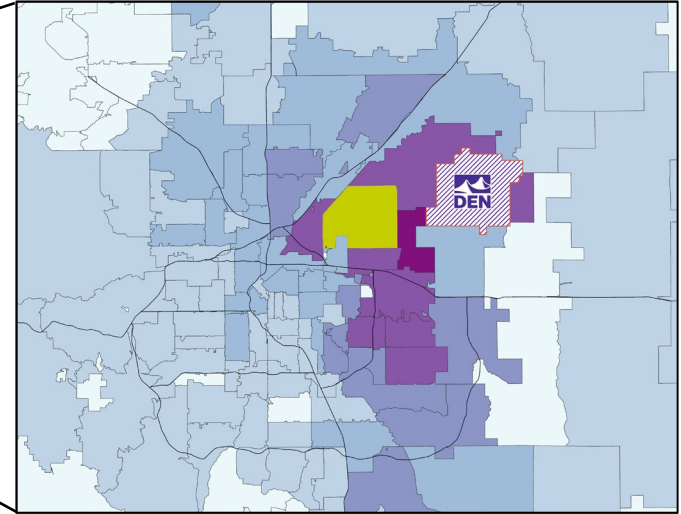
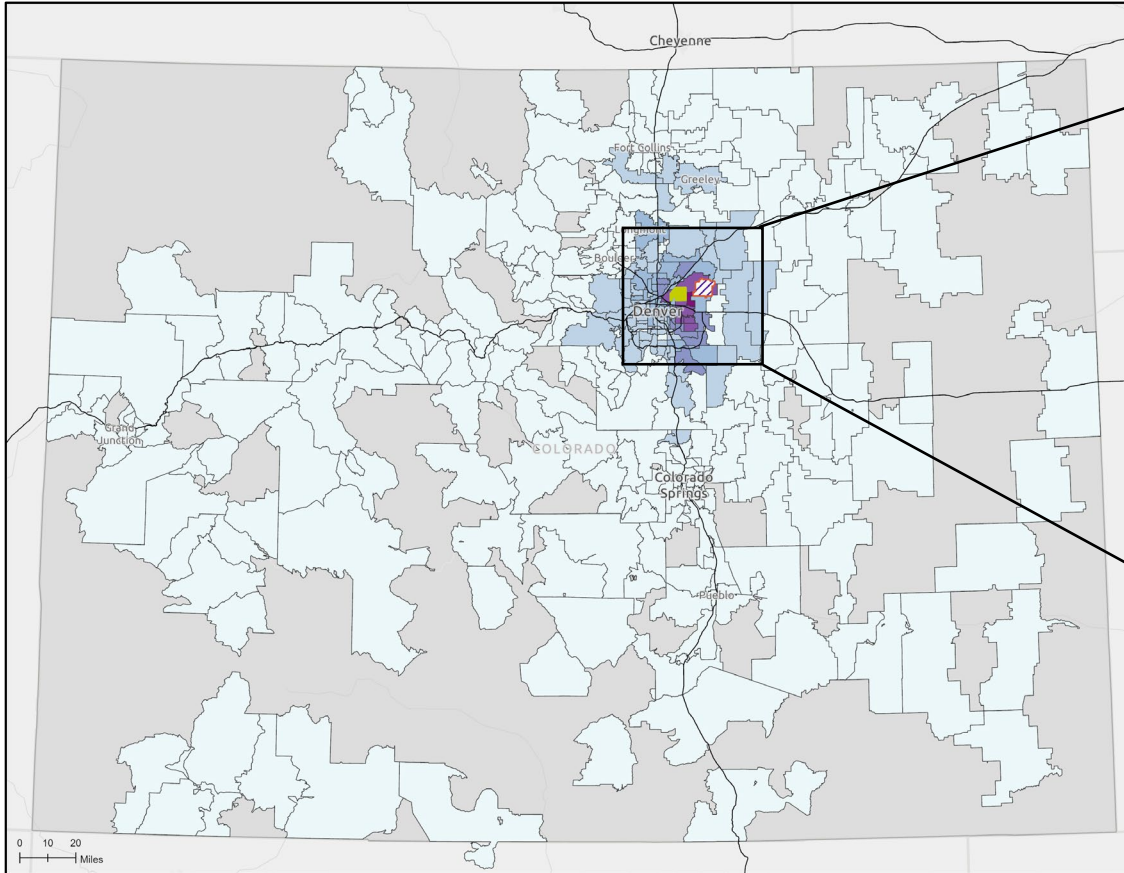
# THE ECONOMIC IMPERATIVE OF CHILD CARE



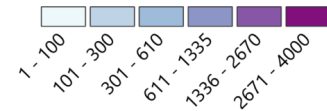
- 46% of Coloradans live in a childcare desert.
- About half of the Denver-Aurora-Lakewood metropolitan ZIP codes are child care deserts, which are home to more than 1.1 million people.
- There are 175,900 children under the age of 5 in Colorado child care deserts, more than half of whom live in the Denver metro area.
- Learning from other U.S. Airports - Preliminary research



# DEN'S EMPLOYEE POPULATION



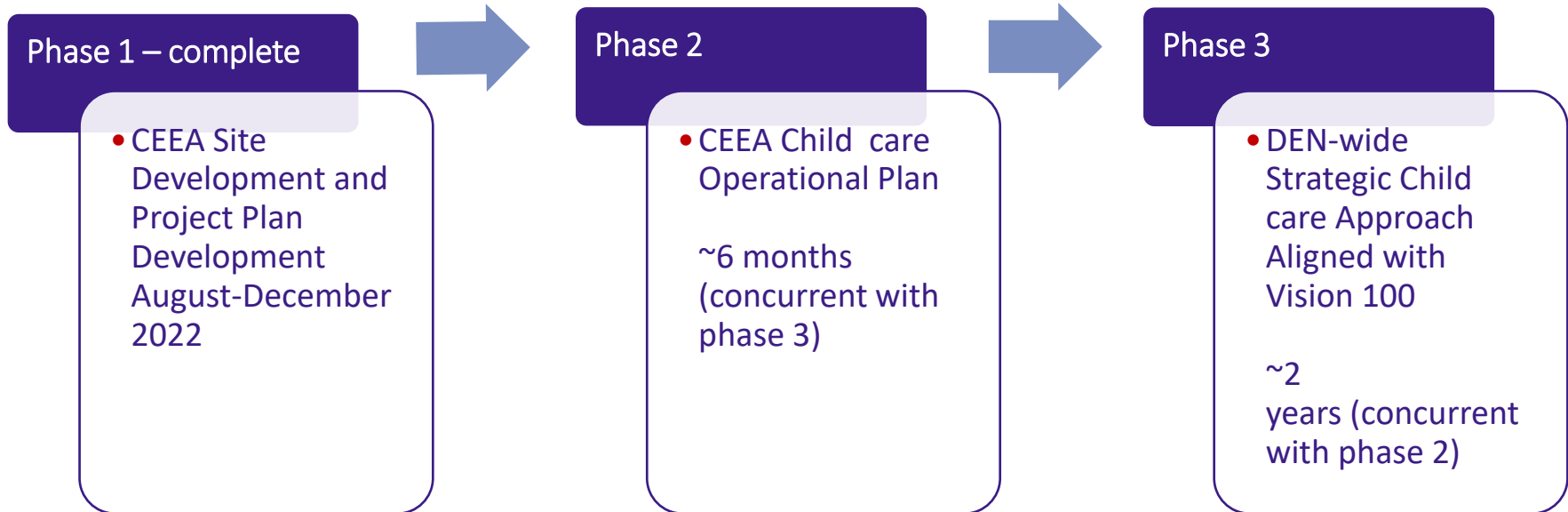
**Badged Employee Count by Zip Code**



- Rocky Mountain Arsenal National Wildlife Refuge
- DEN Boundary

*Data as of January 2024*

- EPIC has been formally engaged in project work with DEN since August 2022. EPIC's scope of work has involved the core elements of Phase 1 below, and now we are proposing to contract for the two additional phases of work which will be delivered concurrently.



- CEEA is currently under construction and is set to open in late 2025 – early 2026.
- Phase 2 of this work will focus on building an operational plan for the CEEA child care center which includes:
  - Internal needs survey and analysis to identify current needs
  - Conduct financial modeling aligned to facility decisions
  - Determine operational approach

- To determine the needs for expanded onsite childcare for DEN employees, an approach across up to 8 modules will be taken. These modules enable a phased approach whereby task orders will be approved to move to the next phase of work
- This includes:
  - Gaining a clear understanding of the opportunities and challenges that this work seeks to address.
  - Information-gathering and decision-making related to specific employer-based child care solutions.
  - Facility exploration and financial modeling to assess prospective resource commitments
  - Supporting operator selection for a prospective center and transitioning from the exploratory phase of work to a partnership with an operator to carry this work forward.

- Macro level assessment and review with intention on exercising our equity, diversity, inclusion, and accessibility values
- Bringing opportunity to historically marginalized communities, including women, is a priority for DEN and the growth of its workforce
- Stable child care empowers individuals who face barriers to employment
- EPIC is acutely attuned to the desire and need to explore solutions that support workers at all wage levels and with a breadth of needs including consideration for DEN's 24/7/365 operation

# CONCLUSION



- DEN seeks approval for this contract with EPIC for \$800,000
- This contract will provide an operational plan for the CEEA Childcare Center and create a plan for child care solutions for DEN employees.





# QUESTIONS?

