



# OPERATIONS UPDATE

DECEMBER 8, 2021

PHIL WASHINGTON, CHIEF EXECUTIVE OFFICER  
STEVE JAQUITH, CHIEF OPERATING OFFICER  
DENVER INTERNATIONAL AIRPORT



# SCHEDULE OF DEN UPDATES



- Operations Update – Today
- Capital Improvement Program – Q1 2022
- Finance – Q2 2022
- Sustainability – Q3 2022
- Concessions – Q4 2022
- General DEN Update – End of Q4 2022

# WHAT IS VISION 100?



## 100 MILLION ANNUAL PASSENGERS

**SUSTAINABILITY • EQUITY, DIVERSITY, INCLUSION • STAKEHOLDERS • CUSTOMER EXPERIENCE**

### PILLAR 1



**POWERING  
OUR PEOPLE**

### PILLAR 2



**GROWING OUR  
INFRASTRUCTURE**

### PILLAR 3



**MAINTAINING  
WHAT WE HAVE**

### PILLAR 4



**EXPANDING OUR  
GLOBAL CONNECTIONS**

# SAFETY



- Strong relationships with DPD/DFD – meet monthly to discuss challenges and opportunities
- Invested in additional tools for first responders
- COVID testing and vaccination for employees including booster shots
- Frequent communications with Denver Department of Public Health and Environment
- Crisis Intervention Response Unit – aids with behavioral health calls



# DEN OPERATIONS BY THE NUMBERS



**1,777**

average flights per day (July 1 – Dec. 2)

**193,095**

average number of passengers per day (July 1 – Sept. 30)

**200+**

nonstop destinations

**7 million**

square feet

**52,000+**

parking spaces in 16 lots



**650**

CCD operations  
employees

**53**

contracts employing  
an additional

**1,300+**

employees



## PASSENGERS

**69 million**

2019

**33.7 million**

2020

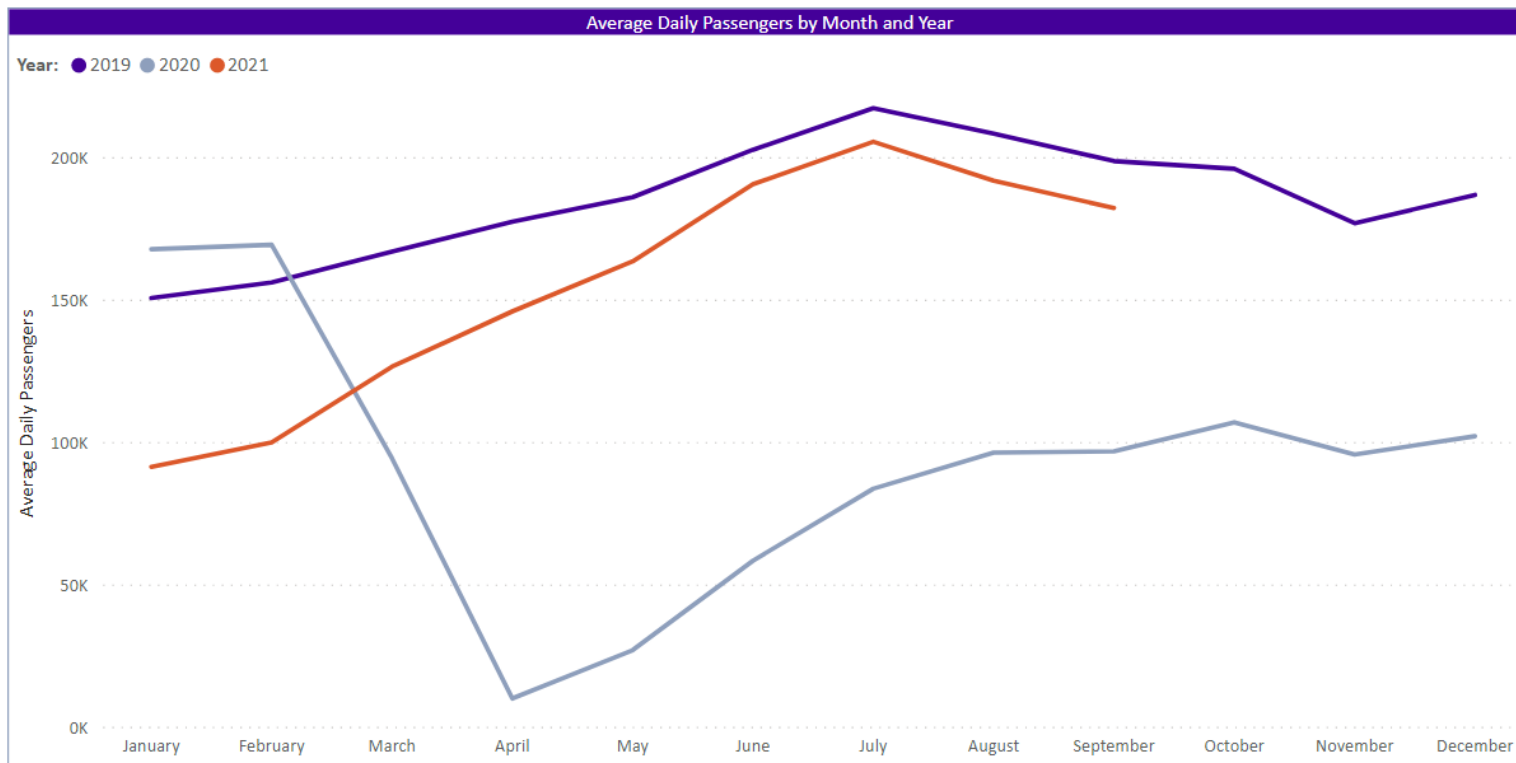
**55.2 million**

2021

**72.8 million**

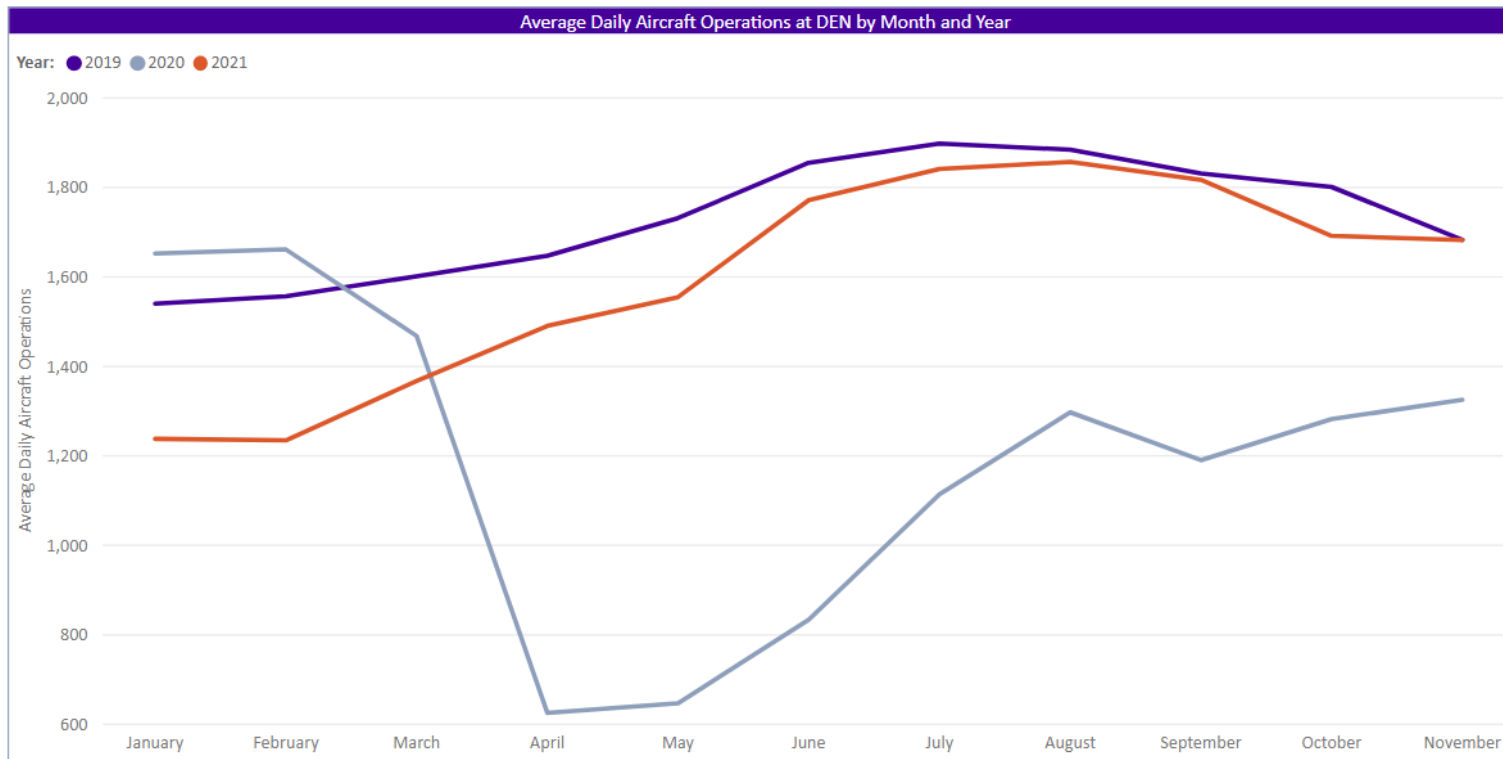
2022

# DAILY PASSENGER TRAFFIC 2019-2021

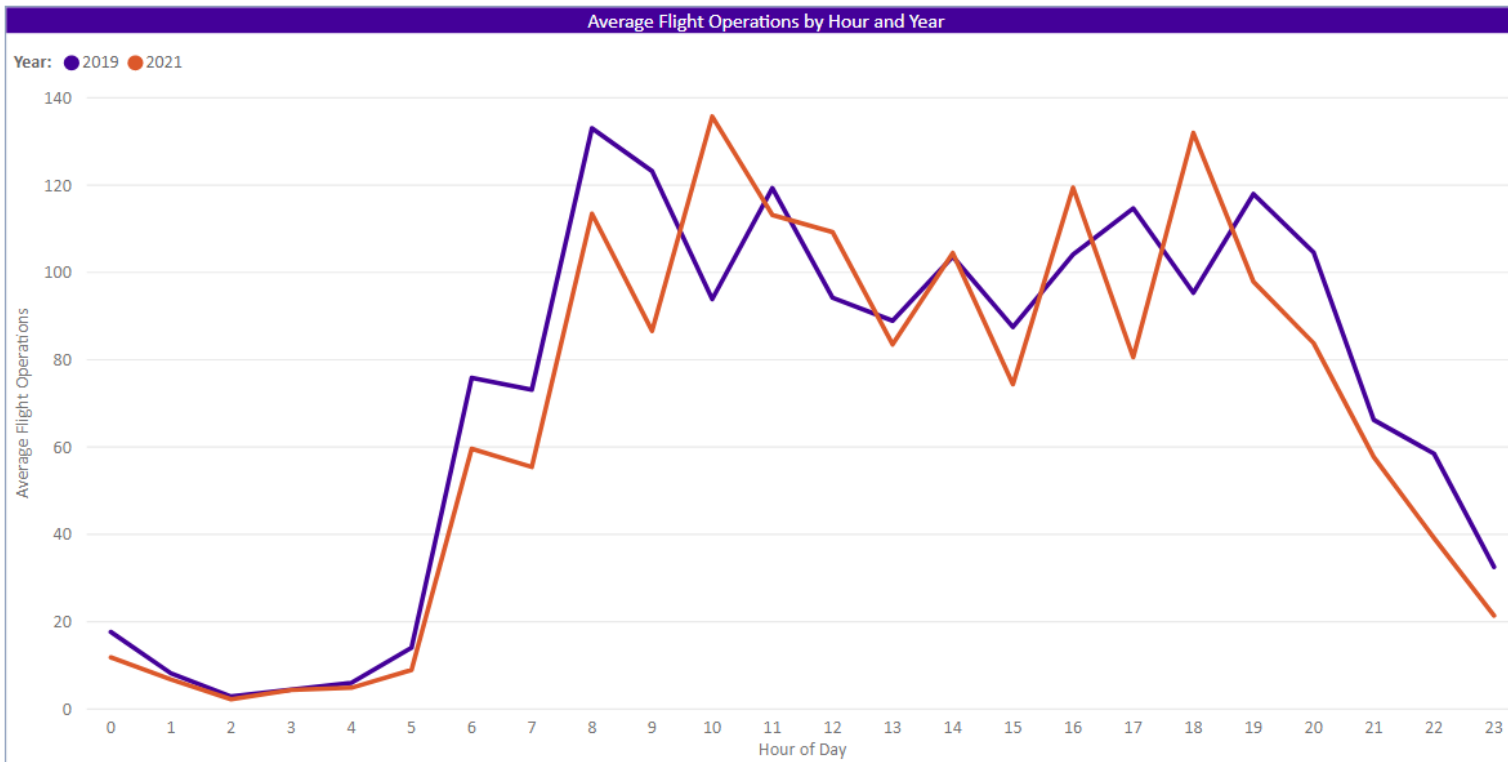




# DAILY AIRCRAFT OPERATIONS – 2019-2021



# AVG HOURLY OPERATIONS – 2019-2021





## Staffing

- CDL driver shortage
- TSA
- Trade positions
- Labor challenges

## Facilities

- Airport is 26-years old
- Seeing wear and tear throughout the facility from conveyances to restrooms to HVAC and electrical systems

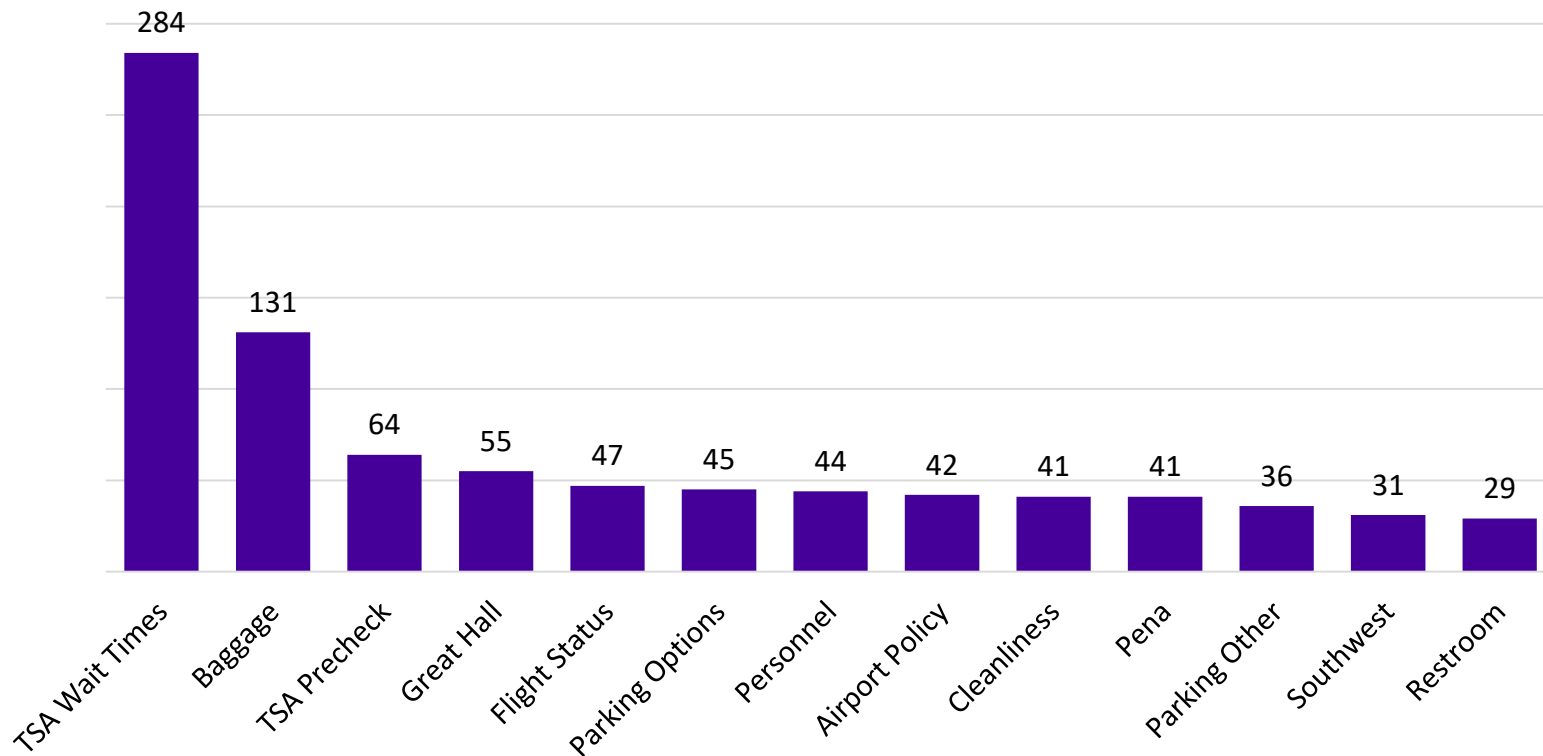
## Growth

- Largest hub for Southwest and Frontier
- Operating over original capacity of 50 million annual passengers
- Future airline plans will be significant

## Recovery

- One of the fastest recovering hubs
- Compressed departure banks
- Reduced budget
- Supply chain
- Passenger behavior has changed

## Top Passenger Complaints Sept – Oct. 2021



# RECOVERY & PLANNING

*“There is no precedent in living memory for the challenge that COVID-19 now poses to communities and world leaders.” -*

Ban Ki-Moon, Former Secretary-General of the United Nations



- Addressed long security lines in the early fall with multi-pronged response:
  - Added two security lanes to DEN's system
  - Reorganized the checkpoints to increase efficiency and predictability
  - Worked with TSA leadership to increase staffing
  - Reinstalled wait-time monitors on Flydenver.com





- Continued airfield operational excellence
  - Perfect result on annual FAA Certification Inspection in 2021
  - For the 2nd year in a row, won the Balchen/Post award in the large commercial airport category for outstanding snow and ice removal
- Best in class fleet maintenance
  - Ranked #1 for the Green Fleet Awards for the 7<sup>th</sup> year in a row
  - 11<sup>th</sup> best Government Fleet and top-ranking airport



- Opened the center of the Terminal which allows passengers to easily traverse from north to south
- Improved wayfinding on Peña Blvd. and within the Terminal
- Ambassadors and purple shirt program returned to help passengers navigate the terminal
- Opened Pikes Peaks through Jan. 6
  - Closed East Economy Lot to travelers and moved Landside employee parking to East Economy Lot
  - Allowed us to utilize shuttles from Landside lot at Pikes Peak



- Water fountains and water bottle filling stations
  - Installed 26 new drinking fountain/water bottle filling stations on concourses, doubling water bottle filler capacity
  - 34 of 160 public facing water fountains remain out of service (waiting on materials)
    - Replacements will continue into Q1 and Q2 of 2022





- Indoor air quality
  - Actively monitoring HVAC systems for improved temperature control across DEN
  - Upgraded air filters in air handling units
  - Cleaned all ceiling tiles and diffusing vents on the concourses



- Gate hold seating
  - Seats out of service decreased from 12% to 9% on over 27,000 seats across the facility
    - Sourcing additional vendors to speed up repair of remaining 2,500
  - Seat charging at 2,200 locations - 450 repaired with 42 waiting on materials
  - Charging station stanchions are being piloted at Gate A37



- Flooring:
  - Repairing damaged terrazzo flooring
  - Replaced carpets in international arrivals/customs

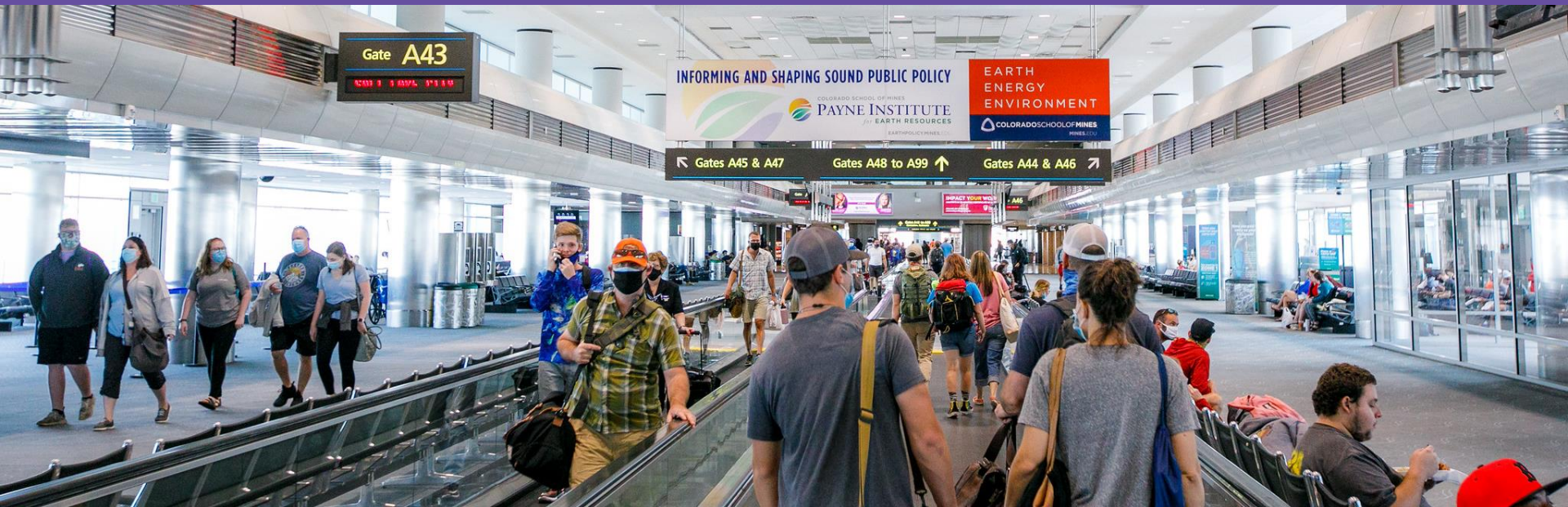


- Pikes Peak shuttle lot is open, but East Economy lot remains closed
- Working closely with ABM to increase CDL drivers
  - ABM offering positions for \$22 - \$23 per hour
  - Allowing drivers to accept tips without solicitation
  - Amending ABM contract to allow drivers without CDLs to drive smaller vehicles
  - Increasing number of part-time drivers
  - Agreed that benefits could be paid as wages
  - Working towards allowing ABM employees to certify for their CDL using the DEN CDL training program
- Adding 15 shuttles that were eliminated last year for cost savings
- Working with Lyft to augment services for the shuttle lots
- Allowing ABM employees to operate 4 DEN owned buses





- Approximately 320 total conveyances including elevators, escalators and walkways
  - All areas performing at or above 99%
- Moved preventative maintenance to nighttime to reduce impacts to passengers



# INITIAL RESULTS AND NEXT STEPS



*"Progress cannot be generated when we are satisfied with existing situations."*

-Taiichi Ohno, Father of Toyota Production System



- 425,000 people passed through TSA checkpoints from Nov. 22-28
  - Down 7% vs. the same week in 2019 but 5% ahead of the national average
- Average maximum TSA wait times were less than 20 minutes, which was below the average for the 20 busiest airports across the nation
  - PreCheck wait times were less than 5 minutes
- Although some parking lots filled up, Pikes Peak remained an option through the majority of the holiday week
  - Wait times for shuttles was very minimal if there was any wait at all



# THANKSGIVING CUSTOMER FEEDBACK



← Tweet



**Caleb Flake**  
@calebjflake

Props to [@DENAirport](#) and [@TSA](#) for speedy security lines today 🙌✈️  
This is a look at the TSApre-only security lines at noon 🍪 [#security](#) [#tsa](#) [#denver](#) [#DEN](#) [#DIA](#) [#smooth](#)



← Tweet



**StuckinATX**  
@StuckinATX

[@DENAirport](#) gets an A from me and the hubs, again. Super-staffed, super clean, super efficient. Couldn't even tell it was the day before Thanksgiving! Grateful for that.

9:49 PM · 11/24/21 · [Twitter Web App](#)



← Tweet



**Christy Biedron**  
@christytighe

[@NewBelgium\\_DIA](#) [@DENAirport](#) [@UnitedAirlines](#) thank you for fantastic service by all your employees today! Busiest travel day of the year and everyone was helpful and friendly.

8:47 AM · 11/26/21 · [Twitter for iPhone](#)



- Managing through the pandemic and being nimble with our plans
- DEN is committed to alternative ways to move passengers between the terminal and the concourses
  - Issued a Request for Information seeking ideas from our industry partners
  - Will conduct a cost-benefit analysis of solutions
- Expanding the South Security checkpoint to add additional lanes
  - Ensuring checkpoint capacity matches demand throughout construction
  - Finalizing and seeking approval for queue management contract



# CAPACITY AND REFRESH

- Opening 39 new gates, increasing capacity by 39%
  - Same size as Kansas City airport
- Starting concourse renewal work to upgrade hold rooms, signage, restrooms and flooring
  - Concourse B renewal is in design
- Opening all parking lots except valet– target March 2022
  - Goal is to reopen remote bag drop at Pikes Peak in early 2022



- Currently have 31 cars in the fleet
  - Up time 99.97%
- Replacing 16 trains cars that have exceeded 1.4 million miles and are 29 years old
- Increasing capacity by adding 10 additional cars to allow 8 four-car trains with 1 four-car train as a spare
- Allows for six-car trains in the future for increased capacity
- Due to supply chain issues, new train cars will now begin arriving in February 2023





# BAGGAGE SYSTEM

NEXT STEPS



- Multiple projects to improve operational efficiency
- Adds oversize bag capacity at two check-in pods – Q2 2022
- Adds space and capacity for TSA screening of bags – Q3 2022
- Enhances TSA screening technology – bids in Q1 2022



# DENVER INTERNATIONAL AIRPORT

