



The following is a summary of best practices that have been designed and implemented at Denver International Airport (DEN) in support of operationalizing equity, diversity, inclusion, and accessibility (EDIA) efforts.

Equity Language in Procurement

As a part of living our values of EDIA, language is included in all solicitations issued by the airport to support the EDIA goals of the City and County of Denver, Denver International Airport (DEN), the Equity in Infrastructure Pledge (EIP) commitment, as well as added language to encourage M/WBE firms as primes on projects. By adding EDIA language, DEN is demonstrating values in action to set and manage expectations of anyone who chooses to do business with the airport. The language is as follows:

“Proposers shall describe what they have done to engage with historically underutilized multicultural businesses in their ongoing operations. The engagement should be an innovative, comprehensive, open, and transparent approach that makes a significant impact through the promotion of equity, diversity, and inclusion to improve opportunities that ensure fair and just access to jobs, housing, education, mobility options, and healthier communities. This engagement may include, but is not limited to, utilization of historically underutilized multicultural businesses, mentor / protégé programs, prompt payment, workforce expansion, joint ventures, technical assistance, access to capital platforms and community outreach.”

Minority/Women Business Enterprise (M/WBE) As Prime - Proposal Language

DEN plays a unique role as a gateway to the world for the region, our passengers, our communities, and our partners. As such, DEN has a generation of operators, concessionaires, designers, builders, planners, and small businesses that are stronger and more successful because of this work. DEN has also helped build new businesses that have flourished and grown into mature industry leaders. As part of its new Vision 100 plan, DEN intends to expand this legacy by looking to the community that has succeeded in the past at DEN to bring the next generation forward.

In its review of this contract opportunity, DEN believes that the scope of work and firms in the industry lends itself to unique partnership opportunities, and therefore, *highly encourages* firms that have historically proposed as prime contractors to serve as subcontractors to M/WBE firms in their contract with DEN. A focus of this partnership should be for the contracting partners to build a meaningful relationship that is not merely transactional to meet a numerical goal. The objective is to afford the M/WBE firm the opportunity to learn from the large contractor, grow its financial capacity, build its generational wealth and its portfolio, and increase its capability to perform new commercially useful functions on future contracts.

Equity in Infrastructure Language in Grant Applications

In pursuing grant funding opportunities, DEN provides the following language as a commitment to the EIP pledge by offering a commitment to the funder as well as any stakeholder, that DEN will activate the EDIA pledge as part of the funding execution. The following language is included in grant applications to reinforce and support of the pledge and the airport support of EDIA:



“DEN commits to expand prime contractor opportunities for minority businesses in Underserved Communities to create generational wealth with these procurements, in accordance with the Administration’s Executive Order 13985 (Advancing Racial Equity) and its Justice 40 provision.”

Contracts Unbundling to facilitate Historically Underutilized Business Participation

DEN forecasts contracts that are expiring or require a competitive solicitation process for renewal and includes an unbundling review. The procurement division and the contract sponsoring division review the opportunity to consider potential unbundling opportunities that could be bifurcated as separate solicitations with the goal of provided additional opportunities to bidders, rather than one large contract award to one vendor. Specifically, the contract unbundling process aims to provide additional opportunities for small and historically underutilized businesses.

Center of Equity and Excellence in Aviation

The [Center of Equity and Excellence in Aviation \(CEEA\)](#), a first-of-its-kind in the aviation industry, will support Denver in becoming the place that businesses across the United States come to find aviation talent. CEEA is an integral piece to implementing DEN's Vision 100 strategic plan, which will prepare the airport’s workforce for 100 million annual passengers in the coming years. CEEA will be constructed on level 4 of the Hotel and Transit Center as part of the [Great Hall Completion](#). As CEEA programs continue to implement, the goal is to be trailblazers in the aviation industry by embedding EDIA in all we do, to include community connections. By challenging assumptions and asking for feedback from stakeholders, the practice evaluates whether EDIA is present. The CEEA overarching goals aim to:

- Serve as an accelerator for economic and workforce development.
- Grow access for underserved communities to build equity into prosperity opportunities.
- Support small minority and women-owned small businesses to increase generational wealth.
- Prepare current and future employees for a career pathway in aviation industry. as well as create more opportunities for minority-, women- and veteran-owned businesses to do business at DEN.
- Advance aviation research and innovation that drives best practices with a global impact

Business Development Training Academy

The [Business Development Training Academy](#) has developed a nine-week program that is an extension of the Center of Equity and Excellence in Aviation (CEEA). The BDTA will help certified firms have a systematic approach to entering DEN as a subcontractor in the areas of Construction, Professional Services, Goods & Services and Concessions. The Commerce Hub managed the design and structure process along with internal and external stakeholders. This is a genuine community effort to bring an equitable perspective to ensure that historically underutilized businesses’ needs were heard and addressed. A concessionaire specific program is being developed and will launch in 2024.

New Heights Program

DEN recently introduced a year-long [New Heights pilot program](#) that offers employment and work experience to individuals exiting the justice system or who are already living in transitional housing. In supporting individuals in this marginalized population, DEN provides a work experience that is meant to lead to build



relevant work skills, and lead to long-term employment at a living wage. New Heights is perfectly aligned with our guiding principle that supports equity, diversity, inclusion, and accessibility (EDIA) and leverages DEN as the largest economic engine to provide a new opportunity to build success.

DEN partners with the Colorado Department of Corrections (CDOC), and has engaged Bayaud Enterprises as the pilot program operator to work with the Center of Equity and Excellence in Aviation (CEEA) and DEN's Maintenance division to serve as many as 40 individuals over a year to work in rotating maintenance crews.

Work assignments for participants will vary based on DEN's maintenance needs, including seasonal priorities. Duties will include landside functions outside secure areas, such as landscaping, minor road repairs, snow removal and garbage cleanup. The participants will have access to the landside maintenance facility for breaks and meals and are paid a prevailing wage of \$23.75 per hour while also having access to a holistic wrap around services approach managed by Bayaud based in individual needs up to 60 days post-employment placement.

Commerce Hub Business Outreach

The [DEN Commerce Hub](#) offers multiple opportunities to engage with the public and share opportunities that range from networking to technical assistance of how to do business at the airport. Opportunities include:

- Navigating the ACDBE Program – workshop designed to support concessionaires in maintaining their certification.
- Meet the Primes – outreach intended to bring together firms working as construction and concession primes at the airport and help connect them with local, small, and historically underutilized firms.
- Taking Flight at DEN – presentation covering the multiple opportunities currently listed on the airport forecast and an opportunity to meet with members from the airport contract procurement division, General Services Purchasing (city-wide agency) and the Disadvantaged Small Business Office.

Community Panelist Program

The DEN [Commerce Hub Community Panelist Program](#) recruits community members to serve as panelists for DEN procurement evaluation panels. DEN is committed to a fair and impartial procurement process and to helping small businesses succeed. As a volunteer member of a procurement evaluation panel, volunteers support the airport in selecting the most qualified, responsive, and responsible proposal while also gaining insight into the DEN procurement process and an understanding of elements that make a proposal successful.

Small Business Enterprise Defined Opportunities

The [Small Business Enterprise \(SBE\)](#) certification allows Denver area small businesses to compete for construction-related and a wide range of goods and services being procured. The program is race and gender neutral. Procurement opportunities are designated as SBE defined to support specific opportunities for certified small businesses.

Race and Social Justice Academy Training

The [Mayor's Office of Social Equity and Innovation \(OSEI\)](#) provides ongoing training for City and County of Denver employees to learn foundational concepts, language, and how to activate equity, diversity, and inclusion (EDI) principles within the workplace. Following the Government Alliance on Race Equity (GARE), the practice follows a model that includes how to normalize EDI conversations, organize systemic change, and



operationalize the execution of dismantling inequitable systems and rebuilding to include EDI into policy and practice.

Citywide Language Access Executive Order 150 implementation

Denver’s Mayor Michael B. Hancock developed [Executive Order \(EO\) 150](#) as a means to ensure that EDIA is present in language access for Denver’s growing diverse community and region. The EO requires city departments and agencies to develop a framework and policy for assessing applicability and translating vital documents into languages other than English, subject to FAA and other federal regulations. The EO will be effective January 2024.

Office of Human Resources: Talent Acquisition Strategies and Employee Performance Management

DEN focuses on recruitment and retention practices using a data-driven approach to understand how hiring impacts the overall demographics of airport employees. Established expectations for interview panels to include diverse representation, Human Resources review of candidate pools to assess representation and include EDIA questions in interview process, particularly for management and senior level positions. Focus efforts include evaluating pay equity, upskilling, improved inclusive recruitment practices.

Performance Management:

DEN has designed goals for every city employee that are present in their annual performance reviews and are incorporated into the airport’s performance management model. Important to embedding EDIA principles in the culture of DEN is creating understanding of these principle along with expectations for employees to incorporate them in their daily work performance. The following are two examples of this work.

- Implement a Vision 100 performance goal into all levels of employee annual reviews, which includes employing EDIA as a performance expectation. Goal language is represented for individual contributor roles, supervisory positions, and senior leadership to ensure expectations are relevant to varying roles and match the level of impact and influence opportunities that can be achieved.
- Encourage DEN team members to engage in the city’s Race and Social Justice Academy, creating a shared understanding of systemic racism among employees. New employees complete the academy within first year of employment. Completion is required in order to achieve a top tier performance rating.