

DENVER INTERNATIONAL AIRPORT

DEN ConRAC & Industry Forum

Partnering to Deliver DEN's Future

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Housekeeping



Restrooms

Located near the escalator, just past the glass double doors.



Airport Environment

This is an active working airport. Please remain within designated event areas and always keep belongings with you.



Alarms

In the event of an alarm, DEN staff (purple/black t-shirts) will direct you to the nearest safe exit.



Emergency Exits

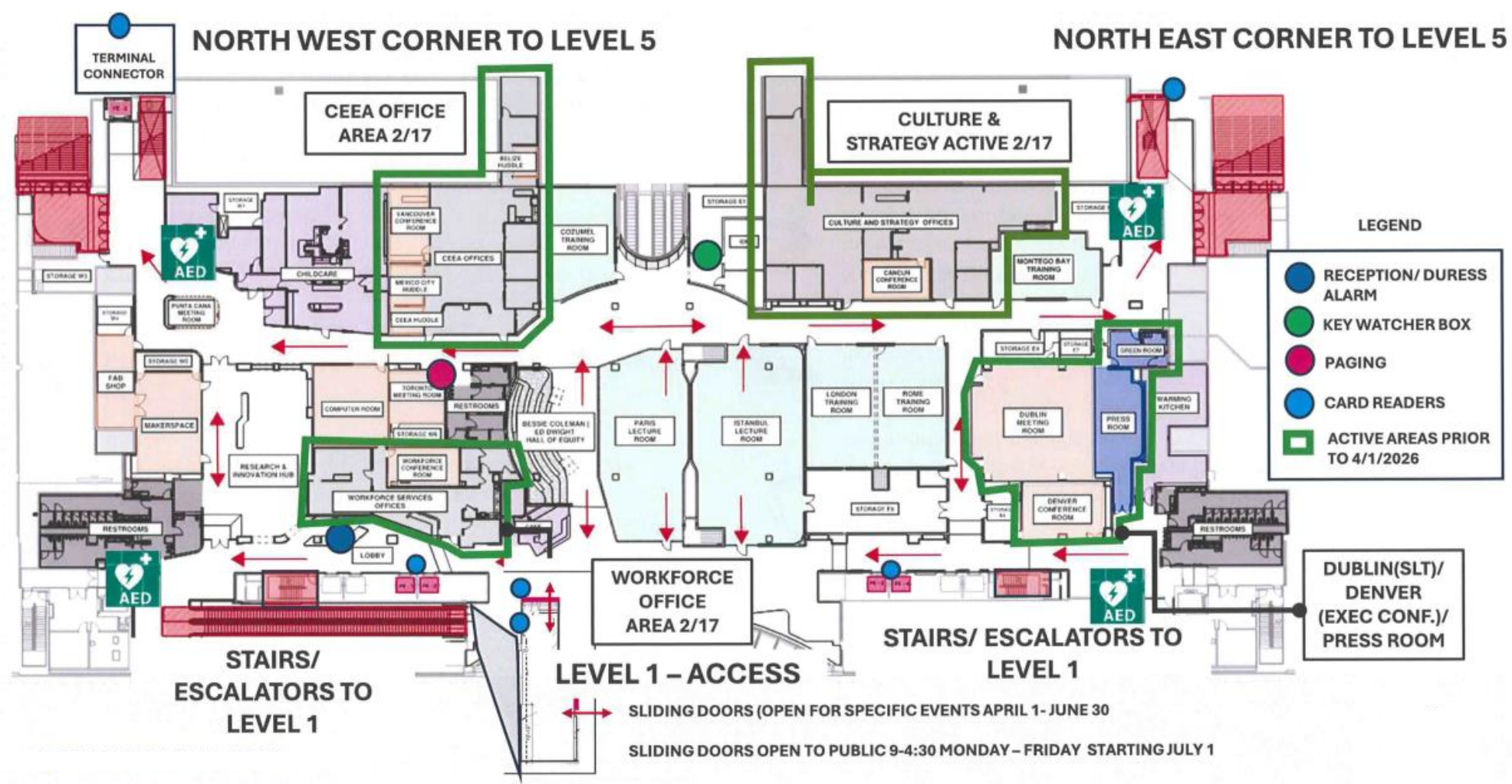
Nearest exits are through the doors and on either side behind you.



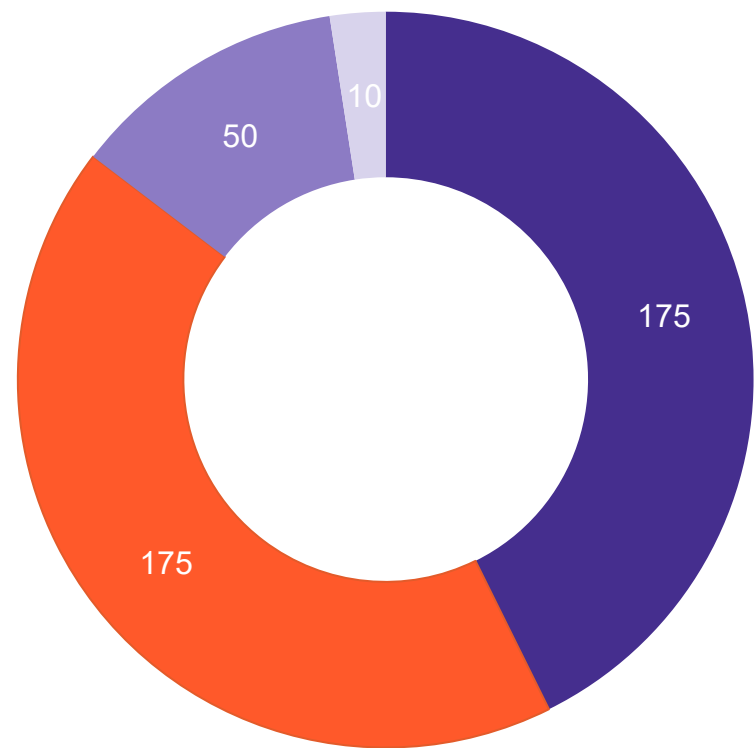
Please see event staff (purple/black t-shirts) with any questions.

- *Airport Operations: 303-342-4211*

CEEA Office Space Activation & Evacuation Routes



Strong Industry Interest



■ Large Business / Prime ■ Small Business
■ Government / Industry Orgs ■ DEN Employees

400

Unique Registrants

175

Large Business / Prime

175

Small Business

50

Gov't / Industry Orgs

Strong market interest exists across aviation, transportation, construction, development, and MWBE communities.

WELCOME

Phillip A.

Washington

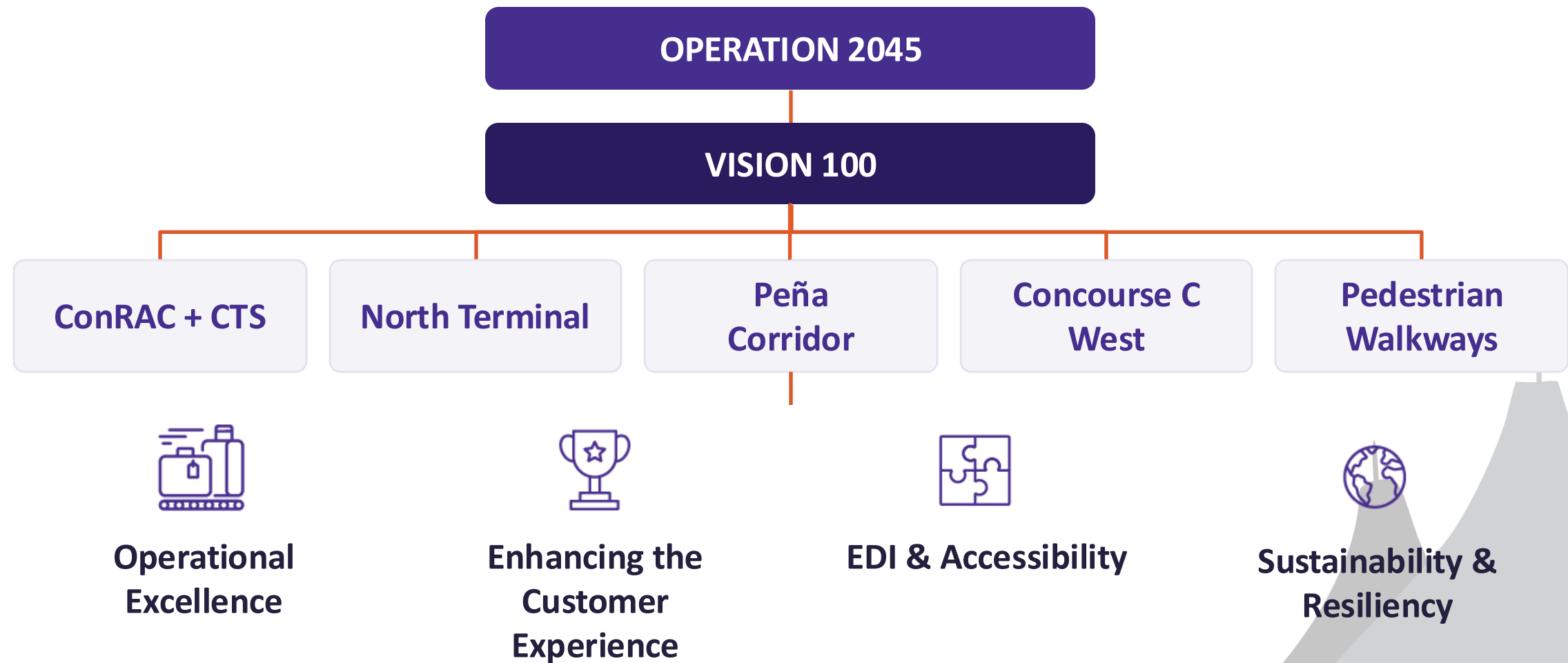
Chief Executive Officer
Denver International Airport

Partnering to Deliver DEN's Future

- DEN is executing the largest capital program in its history, guided by Vision 100 and Operation 2045.
- Delivering this scale of investment requires deep, early partnership with industry.
- Today is about transparency: sharing our plans early so the market can prepare, team, and compete effectively.
- Every project in this program is an opportunity to grow Denver's economy and strengthen our region's workforce.

Building the Airport of the Future

Operation 2045 + Vision 100



Intended Outcomes



Transparency

Provide early visibility into upcoming DEN projects and how they will be delivered.



Competition

Set the market up for a well-informed, competitive procurement process.



Innovation

Create space for industry to bring forward new ideas, technologies, and delivery approaches.



MWBE Participation

Foster strong, diverse teaming aligned with DEN's small business and workforce goals.



Early Engagement

Create an opportunity to connect and begin building partnerships ahead of procurement.

Today's Agenda

—	Welcoming Remarks & Purpose	Phil Washington & Jim Starling
15 min	Concourse C West Expansion	Delivery Approach • Q&A
10 min	North Terminal Expansion	Procurement Schedule • Q&A
15 min	Peña NEPA & Design	Procurement Timeline • Q&A
15 min	Pedestrian Access Transit Hall	Program Overview • Q&A
45 min	The ConRAC Program	Delivery Approach • Procurement Process • Q&A
5 min	Business Development Opportunities	Featured Opportunities
1 hr	“Meet and Greet” Session	Connect prime contractors & partners aligned with DEN's MWBE goals

CAPITAL PROGRAM

Concourse C West Expansion

Capacity to keep pace with passenger growth

Why the Project Matters



Despite recently completing 39 new gates and the A-East ground load expansion, additional gate capacity is required to meet future demand.



Concourse C West is the only remaining expansion available across DEN's three current concourses.



The scope will include a 400,000+ SF facility supporting up to 11 new gates positions at DEN.



Proposed Procurement Strategy

Construction Management / General Contractor (CM/GC) Delivery

- Proposed Design Strategy: Small Business Enterprise (SBE) Defined Selection Pool Program
- Available to certified SBEs and certified SBEs who form a joint venture with a non-certified firm

Proposed Schedule

TENTATIVE SCHEDULE & SUBJECT TO CHANGE AT DEN'S DISCRETION.



Industry Opportunities for Input



Design



Construction



Modular Construction

Under Consideration

Strong SBE and MWBE participation and teaming opportunities throughout.



Concourse C West Expansion

Questions & Feedback

CAPITAL PROGRAM

North Terminal Expansion

Long-term terminal capacity aligned to Operation 2045

Why the Project Matters



Adds terminal capacity in support of DEN's long-term growth plan, Operation 2045.



Program also plans connectivity to future East and West walkable concourse.

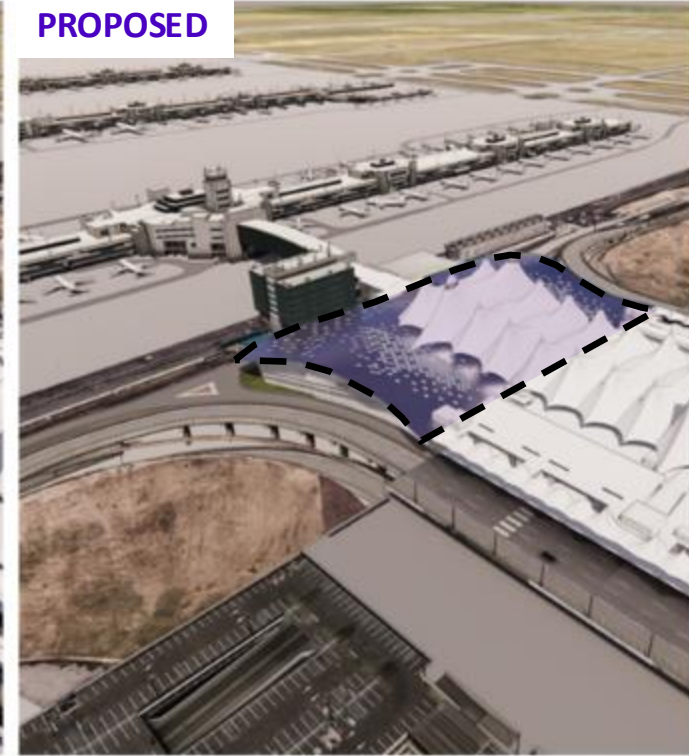


Scope includes additional ticketing facilities, security checkpoints, international baggage claim, CBP processing, and airline offices.

EXISTING



PROPOSED



Note: North Terminal Expansion rendering is a conceptual visualization and may be subject to change.

Proposed Procurement Strategy

Construction Management / General Contractor (CM/GC) Delivery

- Currently developing the Program Definition Document (PDD)
- Finalizing the NTE Program Management Team contract in Q3 2026
- Design and Construction procurement expected to initiate in 2027

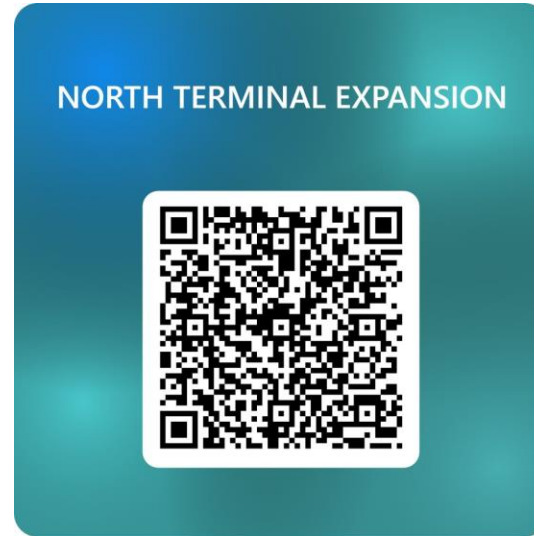
Proposed Schedule

TENTATIVE SCHEDULE & SUBJECT TO CHANGE AT DEN'S DISCRETION.

Q3 2026
PM team
contract finalized

2027
Initiate Design
procurement

2027
Initiate Construction
procurement



North Terminal Expansion

Questions & Feedback

CAPITAL PROGRAM

Peña NEPA & Design

Shaping the future of DEN's primary gateway corridor

Why the Project Matters



Peña Boulevard is over 30 years old and no longer meets today's traffic demands or design standards.



Growth at DEN and nearby communities has increased congestion, reduced travel reliability, and created safety and maintenance challenges.



DEN is planned to grow from 82 million passengers in 2025 to more than 120 million annual passengers by 2045.

Project Area and Overview

The Peña NEPA & Design Project is evaluating improvements to Peña Boulevard and other transportation options serving Denver International Airport (DEN).

PROJECT AREA

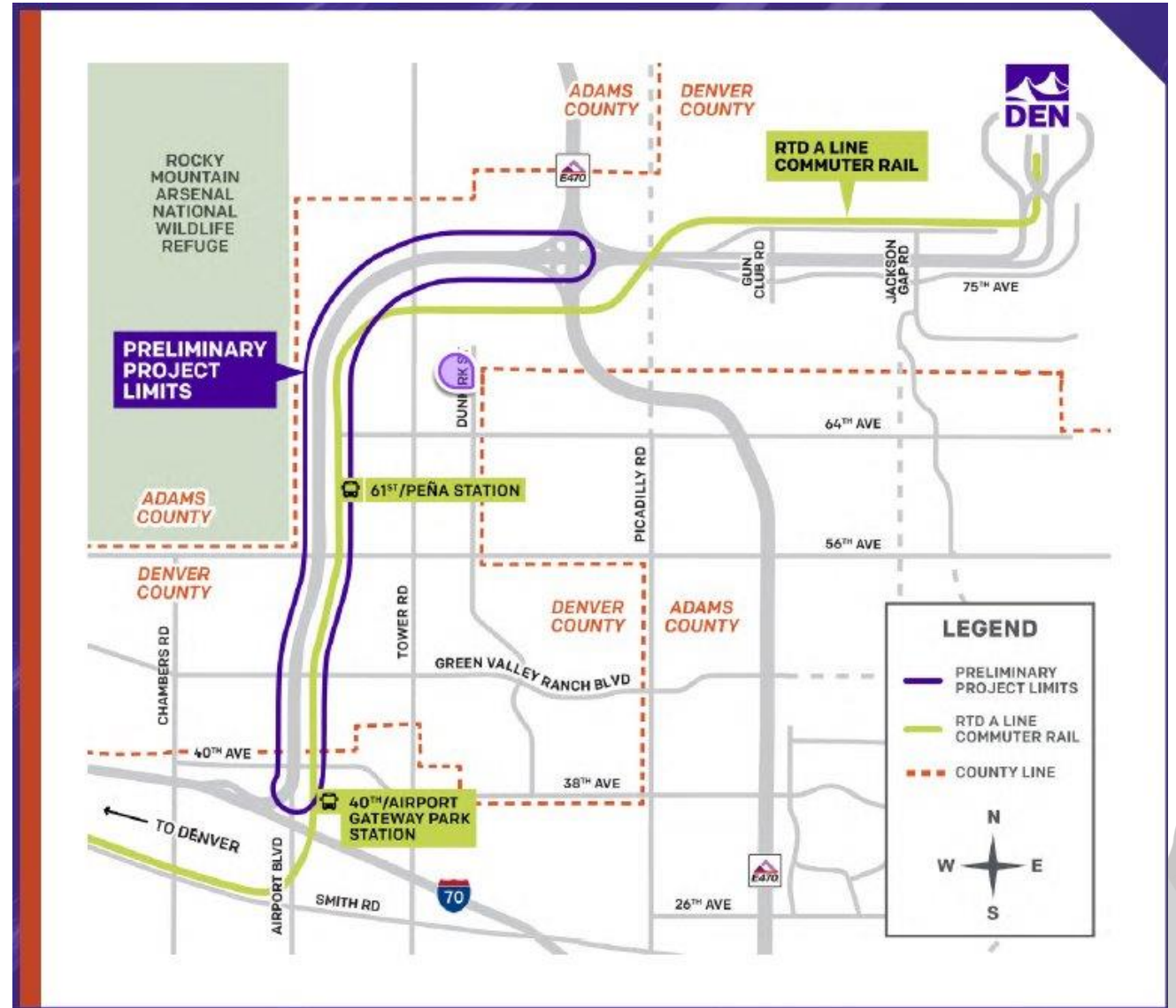
Roadway improvements are focused on Peña Boulevard between I-70 and E-470. Transit evaluation includes the RTD A Line serving DEN.

PROJECT SCOPE

Transportation planning, environmental review, and preliminary design.

PROJECT LEADERSHIP

Led by DEN, with oversight from CDOT and the Federal Highway Administration.

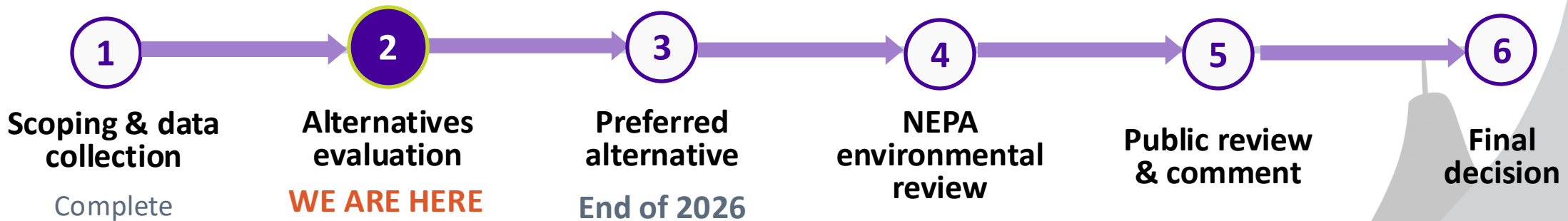


Decision-Making and NEPA Review

A federally required environmental review guides the path to a final decision, with public involvement required throughout the NEPA process.

NEPA reviews transportation, environmental, community, and economic effects before federal approval. A preferred alternative is expected by the end of 2026.

FHWA is the lead federal agency; Peña Boulevard (I-70 to E-470) is part of the National Highway System.



Improvement Concepts Advancing for Public Feedback

No preferred alternative has been selected; these are the ideas advancing to detailed evaluation.

Roadway	Transit Service	Transit Access & Cost	Safety and Operations
Add Managed Lanes (1–2 Each Direction)	DEN Transit Center Improvements	Improvements at RTD Parking Lots (40th/61st)	Safety & Geometric Improvements
Add Collector / Distributor Road	New Bus/Shuttle Service	Bike and ped Fill gaps in existing Peña corridor bicycle and pedestrian network	Accel/Decel & Auxiliary Lanes
	More frequent evening and late-night A Line service	Free or Reduced Transit Fares	ITS & Operations Improvements
			Improved Signage & Wayfinding
			Ramp Metering

July Online Open House

Online



JULY 13 - JULY 31, 2026

Self-guided open house
Interactive exercises



 **PEÑA NEPA & DESIGN**

WELCOME BIENVENIDOS

Public Open House | Jornada de Puertas Abiertas

TODAY'S AGENDA

- ✓ Learn where we are in the alternatives and design process.
- ✓ Hear what the public shared from across the region — challenges, opportunities, and ideas for improvement.
- ✓ Review what the analysis is showing.
- ✓ Share what matters to you.

AGENDA DE HOY

- ✓ Descubra en qué etapa nos encontramos del proceso de alternativas y diseño.
- ✓ Escuche lo que el público compartió desde toda la región — desafíos, oportunidades e ideas para la mejora.
- ✓ Revise lo que muestra el análisis.
- ✓ Comparte lo que te importa.



Proposed Procurement Strategy

Advancing Environmental Clearance & Design Concurrently

- Evaluating alternate delivery methods, including timing of a future RFQ release
- Maintaining flexibility while the Preferred Alternative is finalized (targeted end of 2026)
- Positioning the project for quick implementation once cleared

Proposed Schedule

TENTATIVE SCHEDULE & SUBJECT TO CHANGE AT DEN'S DISCRETION.

Late 2026

Preferred
Alternative
selected



2027

Environmental
clearance work

2028

Anticipated
NEPA approval

Potential Industry Opportunities



Alternate Delivery Support



Construction

Strong MWBE participation and teaming opportunities.

PEÑA NEPA & DESIGN



Peña NEPA & Design

Questions & Feedback

CAPITAL PROGRAM

PATH

Pedestrian Access Transit Hall

Connecting concourses for a better passenger experience

Why the Project Matters

- Enables future walkable connectivity between concourses, reducing reliance on the automated train system.
- Supports Operation 2045's long-term vision for a more resilient, flexible airside circulation network.
- Coordinated with the North Terminal Expansion program for shared connectivity planning.

Proposed Procurement Strategy

Construction Management / General Contractor (CM/GC) Delivery

- Currently developing the Program Definition Document (PDD) - Complete Sept 2026
- Design procurement RFP – Oct 2026
 - Interviews - Nov 2026
 - Award Design Contract - Dec 2026
- CM/GC procurement RFP(s) - 2Q2027/3Q2027
 - Potential multiple CM/GC packages

Proposed Schedule

TENTATIVE SCHEDULE & SUBJECT TO CHANGE AT DEN’S/UNITED’S DISCRETION.



PEDESTRIAN WALKWAYS



Pedestrian Access Transit Hall

Questions & Feedback

The ConRAC Program

DEN's largest rental-car investment

Why DEN Is Advancing ConRAC



Future Growth

Support DEN's long-term passenger and rental car demand



Customer Experience

Consolidates and simplifies the rental car journey



Reduced Congestion

Reduces shuttle traffic from terminal curb areas



Sustainability

Enables an electrified, consolidated transportation system



Operational Efficiency

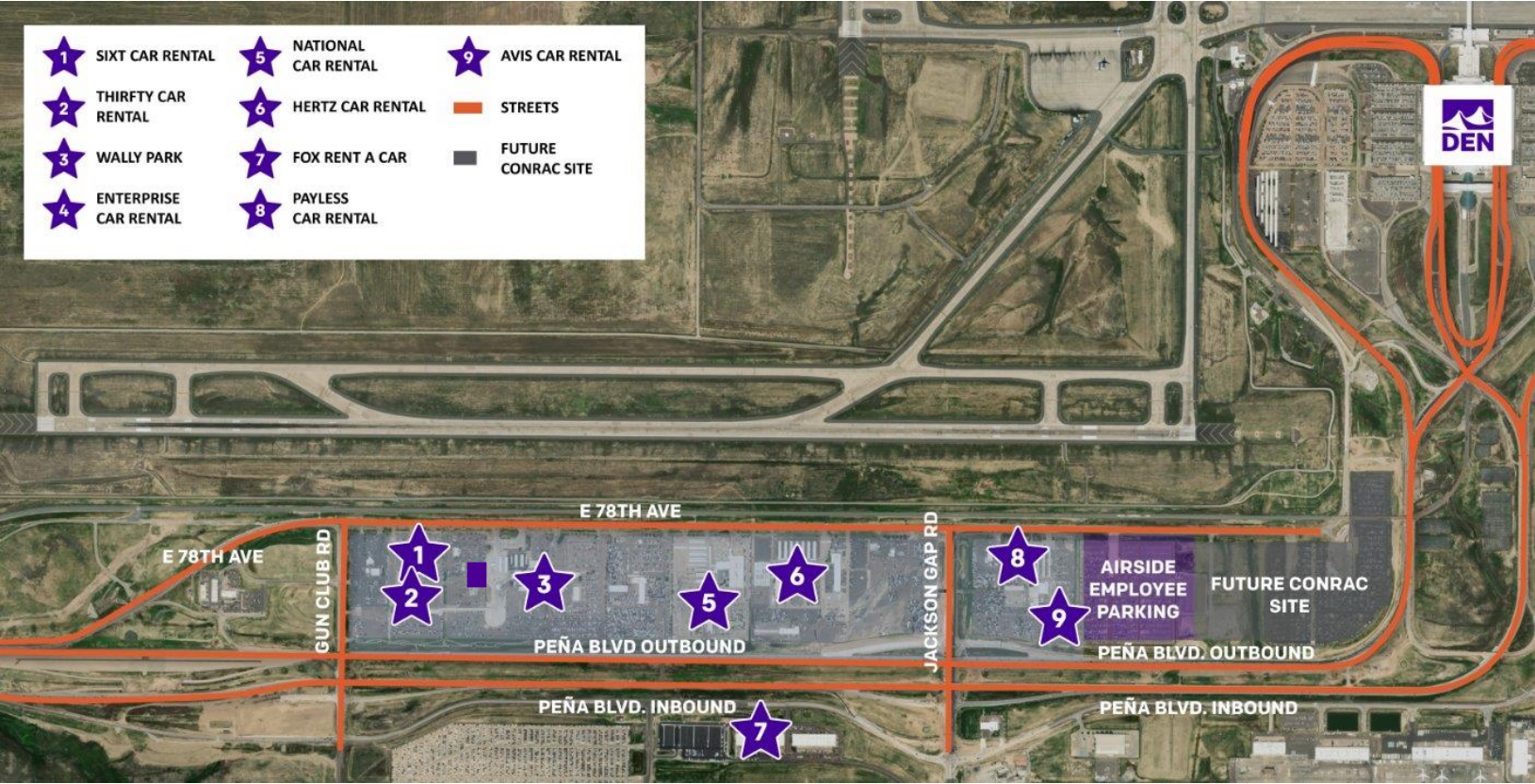
Single, purpose-built facility replacing dispersed operations



Operation 2045 Alignment

A cornerstone project in DEN's long-range capital roadmap

Proposed ConRAC Location



Planning concept — subject to change as design advances.

Access

Direct connectivity to Peña Boulevard and the regional roadway network

Circulation

Dedicated rental car circulation, separated from terminal curb traffic

Expansion Capability

Site supports future growth in fleet size and service capacity

Program Scale

Current Program 2026 Metrics — Planning Concept, Subject to Change



89

Counter Positions



6,300

Ready / Return Spaces



181

Fuel & Vacuum Positions



4

Levels



33

Car Wash Tunnels



1,000

QTA Staging Spaces



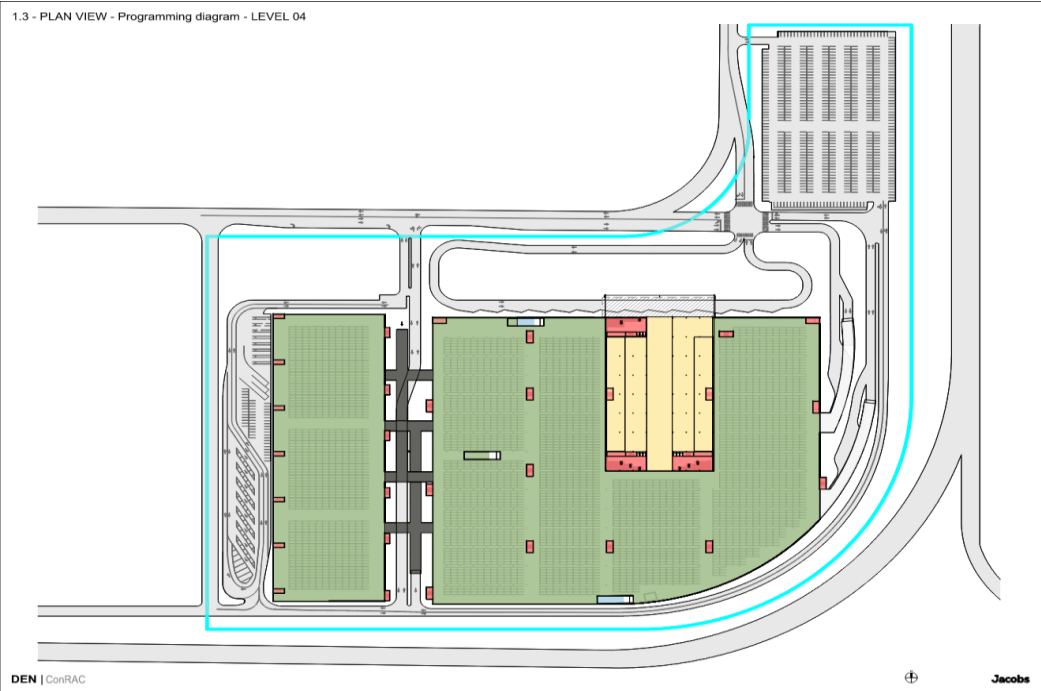
10,635

Idle Storage Spaces



4M

Square-Feet



ConRAC Vision

OPENING DAY



Consolidated Rental Car Operations



Sustainability & Resiliency



Enhanced Passenger Experience



FUTURE STATE



Consolidated Ground Transportation



Dedicated Guideway CTS Connection



Operational Excellence

Proposed Delivery Strategy

Progressive, Collaborative Delivery



Project Development Agreements (PDA)

Two qualified teams collaboratively advance design, risk allocation, schedule, and pricing before final award.



Design-Build-Operate-Maintain (DBOM)

A single entity delivers design, construction, and long-term operations and maintenance under one accountable contract.

Project Development Agreement (PDA) Strategy

Enabling collaborative development of design and contract terms

Approach: Two PDA Teams

- Highly qualified teams advance designs meeting DEN's specified criteria
- Collaborative development of DBOM agreement terms and risk allocation
- Each team submits a competitive, firm fixed-price DBOM proposal
- DEN selects the best-value proposal for final award

MAINTAINING COMPETITION

- Two independent PDA teams develop designs in parallel
- Competitive pricing preserved through to DBOM award
- DEN anticipates payments for PDA work performed by both teams

Design-Build-Operate-Maintain (DBOM) Strategy

Integrating Design, Delivery, and Long-Term Performance



Lifecycle Accountability

Single entity responsible for design, build, operations, and maintenance from concept through ongoing operations.



Operational Efficiency

Design decisions are aligned with long-term operational performance and reduced lifecycle costs.



Innovation

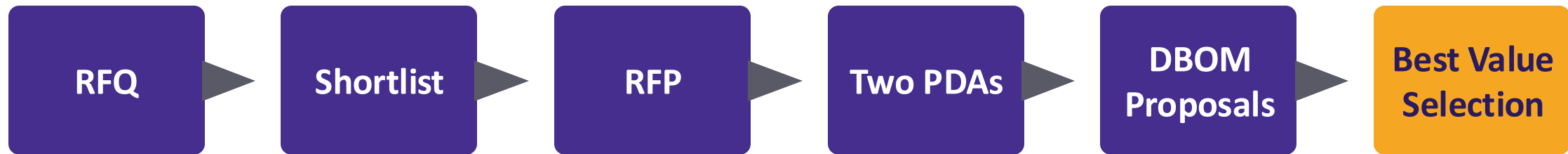
Performance-based structure incentivizes innovation in EV systems, fueling, automation, and maintenance.



Long-Term Performance

Streamlines coordination across interfaces and stakeholders for consistent, high-quality outcomes.

Proposed Procurement Process



RFQ qualifies teams • RFP selects two PDA teams • PDA phase advances design & DBOM terms • DEN makes best-value selection

Proposed Schedule

TENTATIVE SCHEDULE & SUBJECT TO CHANGE AT DEN'S DISCRETION.



MWBE Participation Is a Core Project Objective



Capacity Building



Workforce
Development



Community Impact



Long-Term Business
Growth

PDA GOAL

8%

DBOM GOAL

%TBD

“DEN seeks meaningful participation, not simply compliance.”

CTS Vision

Consolidated Transportation System

LONG-TERM SOLUTION



Dedicated Guideway CTS

Proposed as a close follow on to the ConRAC facility, with the timeline still to be determined. Procured and delivered as a separate contract; delivery method and technology under evaluation.



Reliable & Operational Excellence



Customer Experience

DAY ONE & REDUNDANCY SOLUTION



Electric Shuttle Fleet

Interim consolidated electric bus operation connecting ConRAC to the terminal.



Sustainability & Resiliency



Capacity & Accessibility

Why Industry Engagement Matters

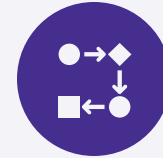
DEN is seeking teams that bring:



Innovation



**Technical
Excellence**



**Operational
Expertise**



**Industry
Experience**



**MWBE
Participation**



**Workforce
Development**

FORM YOUR TEAMS NOW!



The ConRAC Program

Questions & Feedback

Summary of Major Capital Project Opportunities

Opportunity	Procurement Expected
• Concourse C West Expansion	Late 2026
• North Terminal Expansion	2027
• Peña NEPA & Design	2028
• Pedestrian Access Transit Hall	Late 2026
• ConRAC	Late 2026

GROW WITH DEN

Business Development Opportunities

Ways to connect, prepare, and compete across DEN's capital program

Do Business With DEN

Four ways to support your business journey



Outreach Events

Taking Flight at DEN, Meet the Primes, and the annual Procurement Tradeshow



Training & Certification

ACDBE, BDTA, and certification classes for small businesses



Community Panelist Program

Serve as a volunteer procurement evaluation panelist and shape future opportunities



Stay Connected

Business Connect newsletter, opportunities webpage, event archives, and business directories

DEN Procurement Tradeshow

REGISTRATION NOW OPEN

August 20, 2026

Hotel Transit Center — 4th Floor / CEEA Space



One of the best opportunities to meet DEN contractors and learn about upcoming work across the capital program.

Meet the Primes

Virtual outreach connecting prime firms with local, small, and historically underutilized businesses — 3rd Thursday, every other month.

Feb 19	Concessions Prime Operators	High Flying Foods, Hudson and Dufry, WH Smith North America
Apr 16	Rental Car Company	Enterprise Mobility
Jun 18	General Contractors	Hensel Phelps, Gilmore, WCG, Swinerton, PCL, Turner, Select Building Group
Oct 15	Construction Specialty Trade	ISEC, Inc., Denver Pumps
Dec 17	Architecture, Engineering & Professional Services	HDR, HNTB, Garver, Jacobs, AtkinsRéalis, Mead & Hunt, Kimley Horn, RS&H, Parsons

Featured Opportunities

Design, Engineering & Construction

- AOB Restack CM/GC
- Terminal Parking Structure Accessibility Improvements Phs 2
- TUNL Hydronic Piping Resiliency

Special Projects

- Baggage Handling Systems (BHS) Upgrades – Design Build

Sustainability

- Sustainability & Environmental Consulting On-Call

Operations

- DEN Security Services - Regulatory Services
- Enterprise Analytics & Measurement Services
- LMS Implementation for FAA Part 139 Training
- On-Call Utility Condition Assessment

Real Estate

- Infrastructure Financing and Master Development Partners for Commercial Development Districts
- Clean Technology Campus Market Study

Maintenance

- Fire Extinguisher Service Contract
- HVAC Coil Cleaning, Air Filter Replacement & PM
- On-Call Electrical Services
- On-Call Building Services
- On-Call Plumbing Services

QUESTIONS & FEEDBACK

CONCOURSE C WEST EXPANSION



Concourse C West
Expansion

NORTH TERMINAL EXPANSION



North Terminal
Expansion

PEÑA NEPA & DESIGN



Peña NEPA &
Design

PEDESTRIAN WALKWAYS



PATH

DEN CONRAC



ConRAC

BUILDING PARTNERSHIPS FOR DEN'S FUTURE

“Meet & Greet” Session

We encourage teams to connect, collaborate, and begin building the partnerships that will help deliver DEN's next generation of infrastructure.