



Master Plan Phase 2 Workshop

April 18, 2017



Hillsborough County Aviation Authority
Tampa International, Peter O. Knight,
Plant City and Tampa Executive Airports

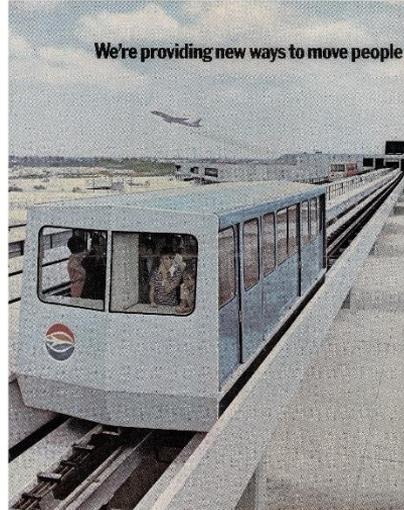
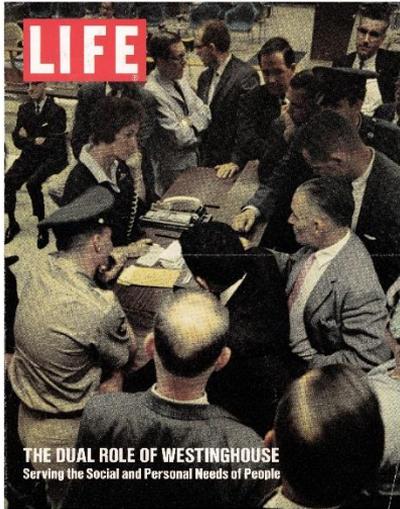


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Tampa Airport: A Legacy of Innovation and Convenience

Tampa Airport: A legacy of Innovation and Convenience

The world's first airport people mover



Tampa Airport: A legacy of Innovation and Convenience

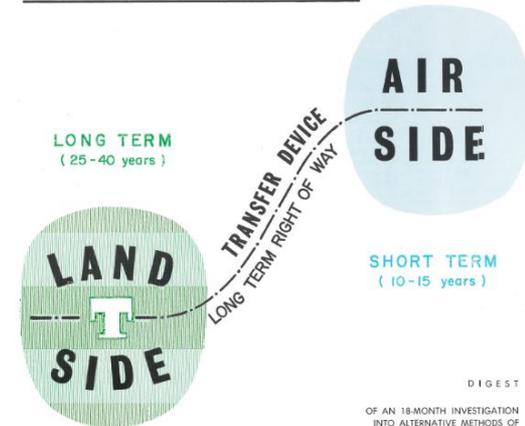
1963 – Study of Existing Terminals

In 1963 the Aviation Authority Board initiated an 18 month study to investigate alternative methods for terminal design

Conclusions:

- Designers created terminal facilities that compromised passenger convenience
- Walking distances were excessive
- Passenger processing was inefficient and time consuming
- Terminals facilities were inconvenient and confusing

BASIC CONCEPT – LANDSIDE / AIRSIDE SEPARATION



DIGEST
OF AN 18-MONTH INVESTIGATION
INTO ALTERNATIVE METHODS OF
AIRLINE AIRPORT TERMINAL DESIGN POSSIBILITIES
prepared for
HILLSBOROUGH COUNTY AVIATION AUTHORITY
(TAMPA, FLORIDA)
by LEIGH FISHER ASSOCIATES, INC.
Airport Consultants
San Francisco, California
October 1963

Tampa Airport: A legacy of Innovation and Convenience

1963 – Guiding Principles Established

The following guiding principles were established as a test against terminal design alternatives:

- **Human values:** Place highest priority on passenger physical and psychological comfort
- **Airline / Airport considerations:** Right size facility planning which takes all current and future operations into account
- **Airport financial considerations:** Design terminals to maximize revenues



Human Values: “Elements relating to psychological comfort may be considered to include waiting times, speed and ease of check in, ease of locating flight departure room, and any other factor which contributes to the psychological comfort or discomfort of the passenger”

Tampa Airport: A legacy of Innovation and Convenience

Master Plan Phase 1

Rental Car Center:

- Travel time from bag claim to vehicle: 10 – 15 min
- One level customer service lobby with all available brands and room for expansion
- Baggage check in facilities with direct connection to future transit

SkyConnect:

- 4 minute trip time from Main Terminal to Rental Car Facility
- Eliminated 2.7M annual vehicle trips from roadways
- Designed to accommodate future expansion

Main Terminal Expansion and Concessions Redevelopment:

- Increase circulation to meet 20 year demand and maintain high level of service
- Expand concessions to meet demand and increase revenues



Tampa Airport: A legacy of Innovation and Convenience

Master Plan Phase 2

Main Terminal Curb Expansion:

- New “express lanes” to meet 20 year curb demand and maintain a high level of service
- Convenient connection to and from the Main Terminal for travelers that are not checking bags

Gateway Development Area:

- Office building and hotel with convenient access to SkyConnect and future transit
- Convenient service station with direct access from Spruce Street
- Enables commercial development

Roadway Expansion:

- Expand roadways to meet 20 year demand and maintain a high level of service



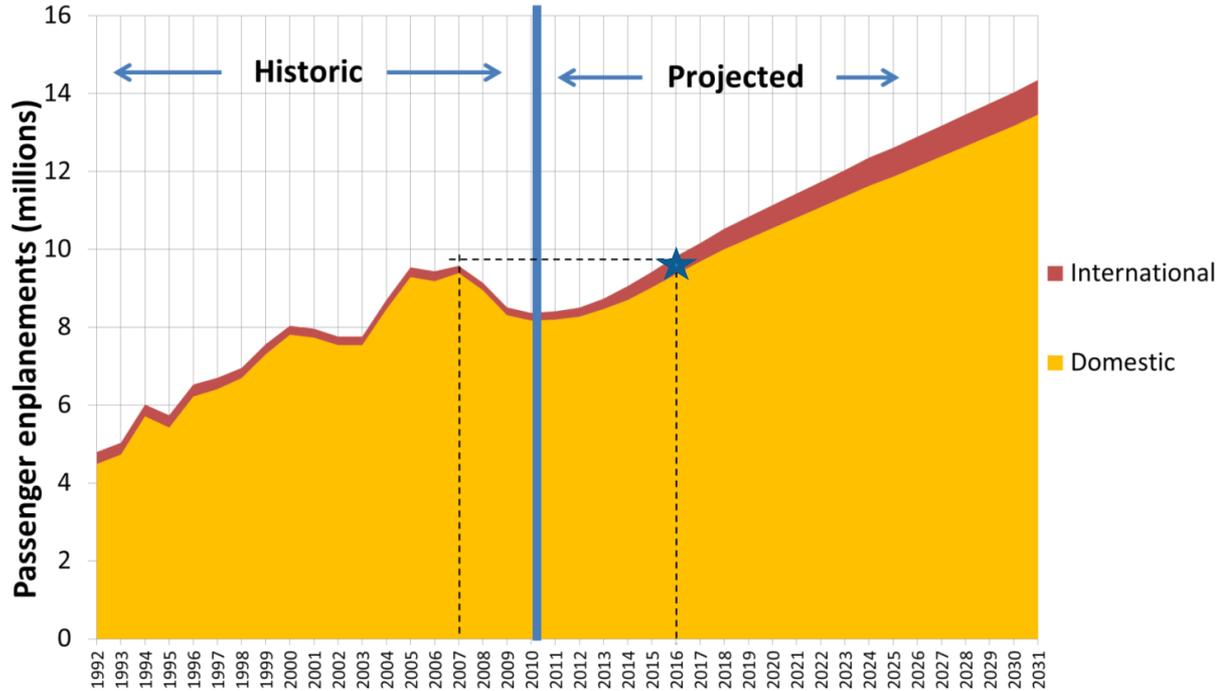


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2012 Master Plan

20-Year Passenger Forecast

The FAA-approved forecast calls for doubling passengers



2012 Master Plan Update findings

- Main Terminal: Nearing maximum capacity
- Rental Cars: At capacity with no ability to expand
- Curbside: Nearing maximum capacity
- Roadways: Nearing maximum capacity
- Long Term Parking: At maximum capacity
- International Facilities: Nearing capacity
- Security Screening: Nearing capacity
- Gates: Additional capacity needed

Board of Directors approved the Master Plan on April 4, 2013 and phase one was launched



Phase 1:
Decongestion
2013-2018



Phase 2: Enabling
2018-2023



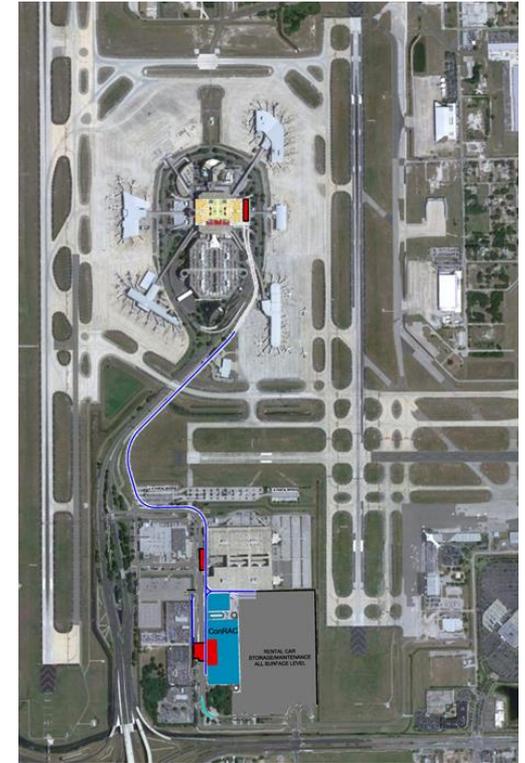
Phase 3:
Expansion
2023-2028

Phase I: Decongestion

2013-2018

\$971 million

- Consolidated Rental Car Center
- Automated People Mover
- Taxiway J Reconstruction
- Transfer Level Expansion and Concessions Redevelopment



Phase II: Enabling

2018-2023

\$452 million

- Relocate Air Traffic Control Tower
- Relocate HCAA Service Building Offices
- Relocate Hotel
- Demolish Red Side Garage and prepare site for terminal complex expansion



Phase III: Expansion

2023-2028

\$1.2 billion

- North expansion of Main Terminal with consolidated checkpoint
- New Airside D and Expanded Airside C
- New CBP/FIS and new curbside roadways in Main Terminal
- George Bean Parkway improvements





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2016 Master Plan Refresh

2012 Master Plan Update

Airport management initiated a master plan review in early 2016 – year long process

- Validated Forecast
- Validated Plan
- Calculated Cost Escalation
- Evaluated Phase II and III projects considering cost, convenience and core principles:
 - FAA Tower
 - Consolidated Check Point
 - Marriott Hotel
- Studied and modeled curbside roadways
- Developed new phasing

BUSINESS NEWS

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TIA officials taking time to re-evaluate master plan



Tampa International Airport CEO Joe Lopano and marketing director Chris Minner visit the food court under construction at the airport. JAY CONNER/STAFF

By Yvette C. Hammett | Tribune Staff
Published: April 9, 2016
Updated: April 10, 2016 at 10:48 AM

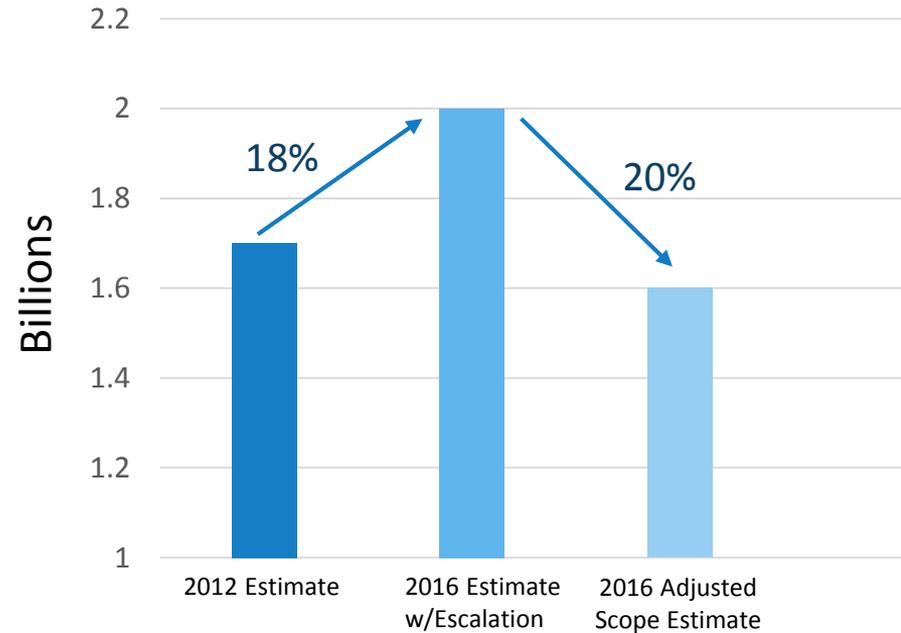
TAMPA — With passenger growth in 2015 exceeding projections, Tampa International Airport officials are re-evaluating plans for future upgrades.

The \$1 billion initial phase of the airport's master plan appears to be on target for a smooth landing over the next year, so it's time to determine if the plan to move forward is solid, airport CEO Joe Lopano said.

That re-evaluation will take place over the next four months with the help of two consulting firms: one considering physical renovations and expansion; the other looking at whether the airport is targeting the right geographic regions to attract new nonstop flights to Tampa.

Master Plan Refresh Conclusions

- Phase 2 is still an enabling phase in anticipation of Phase 3
- 2012 passenger forecast is on target
- Passenger growth is stimulated by larger aircraft
- Curbs remain stressed with additional lanes needed sooner to meet demand
- Gates still not needed until Phase 3
- Adjusted phasing and scope achieves significant cost savings and less complexity



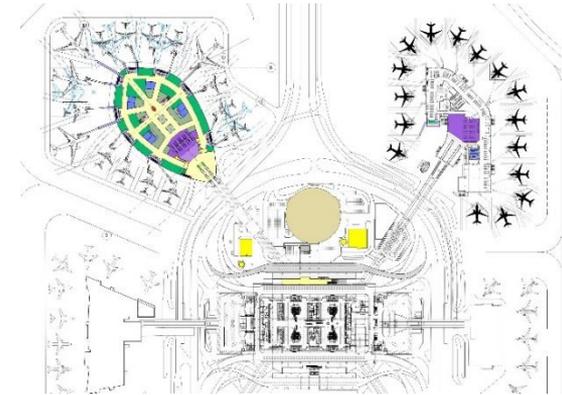
Master Plan Refresh

Airside D

- 2012 update:
 - 16 gates with 10 swing gates
 - Main Terminal north expansion for consolidated security screening checkpoint for Airside C and D and centralized FIS
 - Airside C modifications
 - Required relocation of the Hotel and ATCT
- 2016 refresh:
 - 16 swing gates
 - Three level facility with security screening checkpoint, international processing and checked baggage screening
 - Does not require Main Terminal north expansion, Airside C expansion, relocation of the hotel or ATCT
 - Less impact to customers during construction



Previous Plan



New Plan

Phase I: Decongestion

2013-2018

\$971 million

- Consolidated Rental Car Center
- Automated People Mover
- Taxiway J Reconstruction
- South Terminal Support Area Roadway Expansion
- Transfer Level Expansion and Concessions Redevelopment

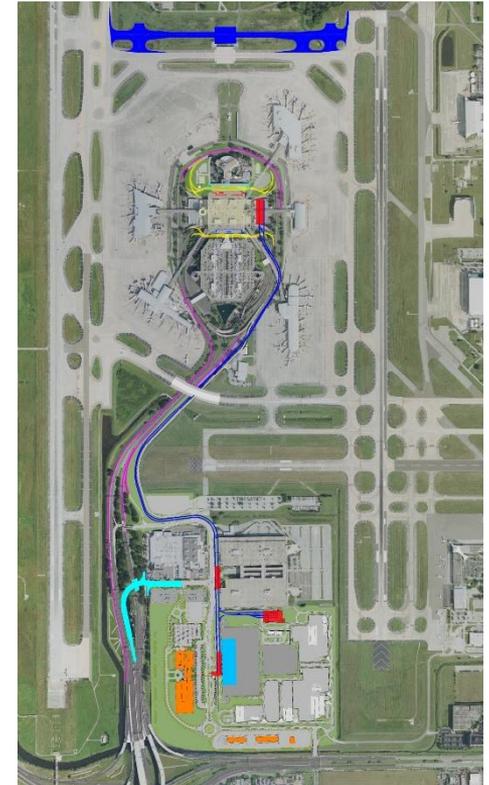


Phase II Refresh: Enabling

2018-2023

\$543 million

- Demolish Red Side Garage and prepare site for curb expansion
- Relocate Authority offices to the Gateway Development Area
- Central Energy Plant and Related Work
- Main Terminal curb expansion
- Roadway expansion
- Taxiway A

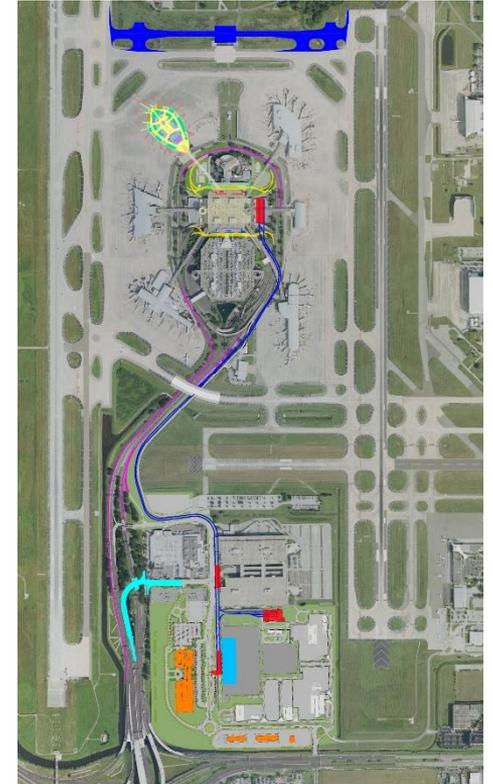


Phase III Refresh: Expansion

2023-2026

\$798 million

- New 16 gate Airside D with shuttle, passenger screening checkpoint, CBP/FIS and checked baggage screening facilities



Adjusted Master Plan phasing

Phase 2	2012 Update	2016 Refresh	Notes
Demolish red side garage	Yes	Yes	
Office Building	Yes	Yes	
Widen George Bean Parkway	Yes	Yes	Previously in Phase 2 and 3
Central Energy Plant	Yes	Yes	
Demolish airport admin bldg	Yes	Yes	
Curbside expansions	Yes	Yes	Previously in Phase 3
Taxiway A (formerly Taxiway M)	Yes	Yes	Previously in Phase 3
Consolidated checkpoint	Yes	No	
Demolish hotel	Yes	No	
Relocate ATC	Yes	No	
Phase 3			
Airside D	Yes	Yes	
Internat'l processing in Airside D	No	Yes	
Airside C expansion	Yes	No	

Phase 2 Projects – Cost Estimates

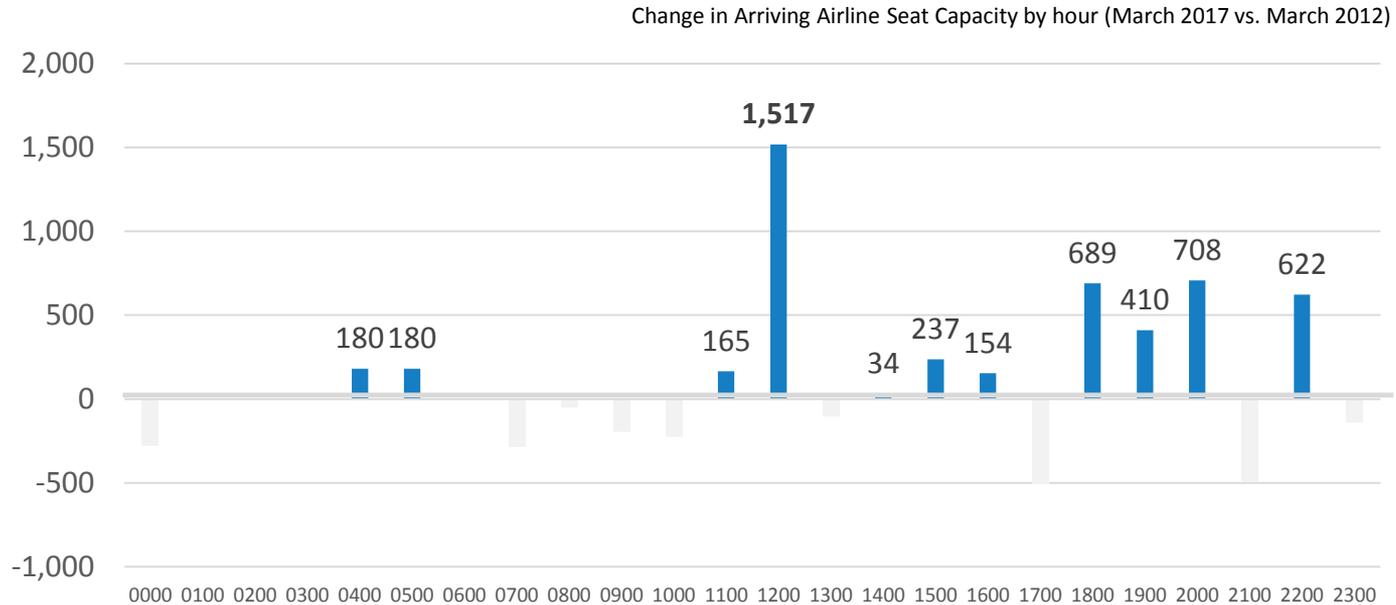
Master Plan Phase II Projects	Total Project Cost
• Demolish Red Side Garage	\$ 10,631,000
• Gateway Development Area	\$ 121,769,000
• Parkway Expansion	\$ 23,836,000
• Gateway Development Area - Exit Lane South of Post Office	\$ 25,985,000
• Taxiway A	\$ 57,840,000
• Central Energy Plant	\$ 90,477,000
• Demolish Airport Administration Building	\$ 5,334,000
• Blue Side Curb Expansion	\$ 74,040,000
• Red Side Curb Expansion	\$ 119,789,000
• Loading Dock Building	\$ 9,515,000
• FAA Parking Lot	\$ 4,570,000
Total Phase II	\$ 543,786,000

Other Potential Near-Term Capacity Projects	Total Project Cost
• Airside C Restroom Expansion	\$ 15,000,000
• Airside A SSCP Expansion	\$ 24,444,000
• Airside F RON Parking	\$ 24,333,000
• Airside F Expansion	\$ 30,346,000
• Airline / Airside Rebalancing	\$ 29,662,000
Total Other Potential Near Term Capacity	\$ 123,785,000
Grand Total	\$ 667,571,000



TPA's peak hour demand is up 85%

Airline seat capacity has grown more during the noon hour since 2012.



Source: DIIO Airline Schedule Database (March 2017 vs. March 2012)

Curbside Expansion Requirements

2012 Master Plan vs 2016 Refresh

- 2012 plan (phase 3):
 - International arrival curb: Four lanes
 - All other curb locations: Two lanes
 - Not preferred due to pedestrian crossings
- 2016 Refresh (phase 2):
 - Increase traffic levels and congestion since 2012 due to the following changes:
 - No dwell time allowed at the curb
 - More flights and larger aircraft at peak periods
 - TNC vehicles
 - Four lane curb expansion required at all locations with vertical circulation and direct connection to the Main Terminal

Location	Curbside Expansion Requirements 2012 MP (2026)	Curbside Expansion Requirements 2016 MP Refresh (2023)
Blue Arrivals	2	4
Blue Departures	2	4
Red Arrivals	4	4
Red Departures	2	4
TOTAL	10	16

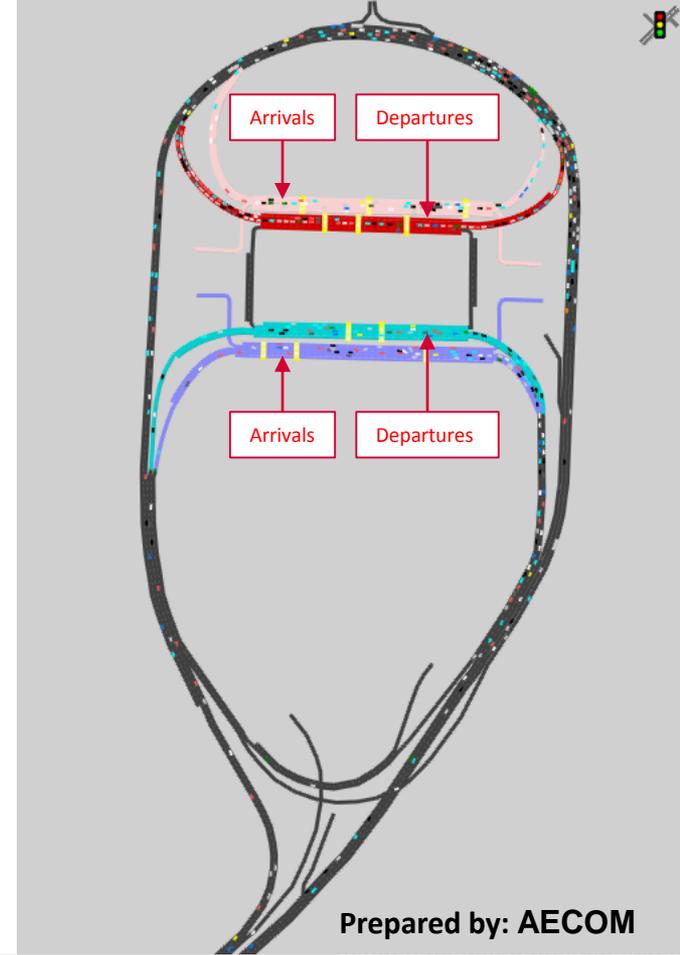
Curbside Analysis - 2023

Existing Curb and Roadways – No Expansion

2023 Growth projection - 24 million annual passengers

Levels of Service	
Location	2023
Blue Arrivals	E
Blue Departures	D
Red Arrivals	E
Red Departures	D

A - Drivers experience no interference; B – Relatively free flow
C - Double and Triple lane parking; D - Restricted movement
E - Significant delays; F - Unable to access curb



Prepared by: **AECOM**

Curbside Analysis - 2023

Curb and Roadway Expansion Complete

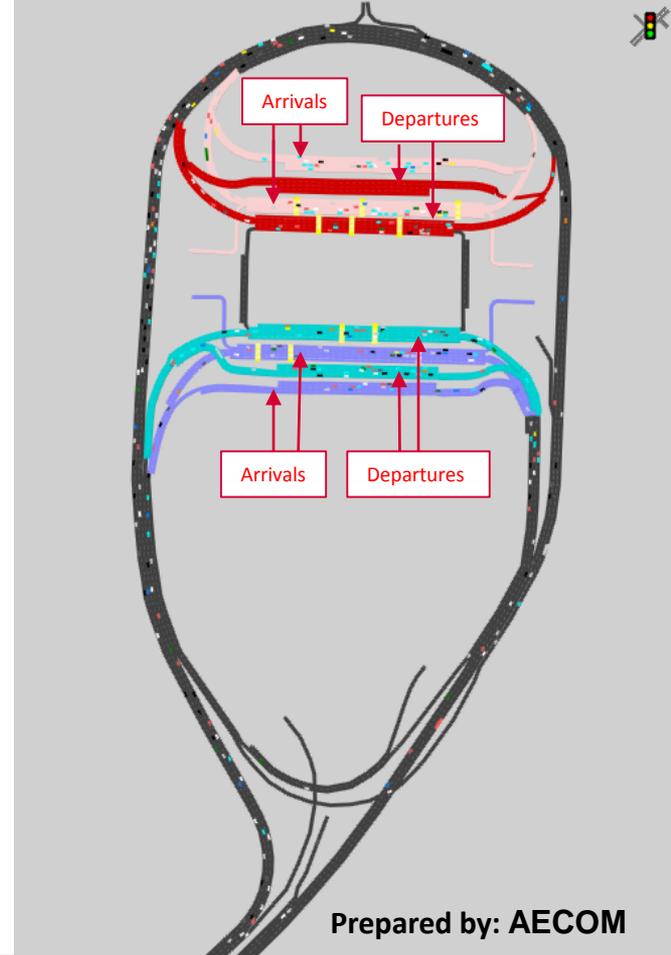
2023 Growth projection - 24 million annual passengers

Levels of Service	
Location	2023
Blue Arrivals	C
Blue Departures	A
Red Arrivals	B
Red Departures	A

A - Drivers experience no interference; B – Relatively free flow

C - Double and Triple lane parking; D - Restricted movement

E - Significant delays; F - Unable to access curb

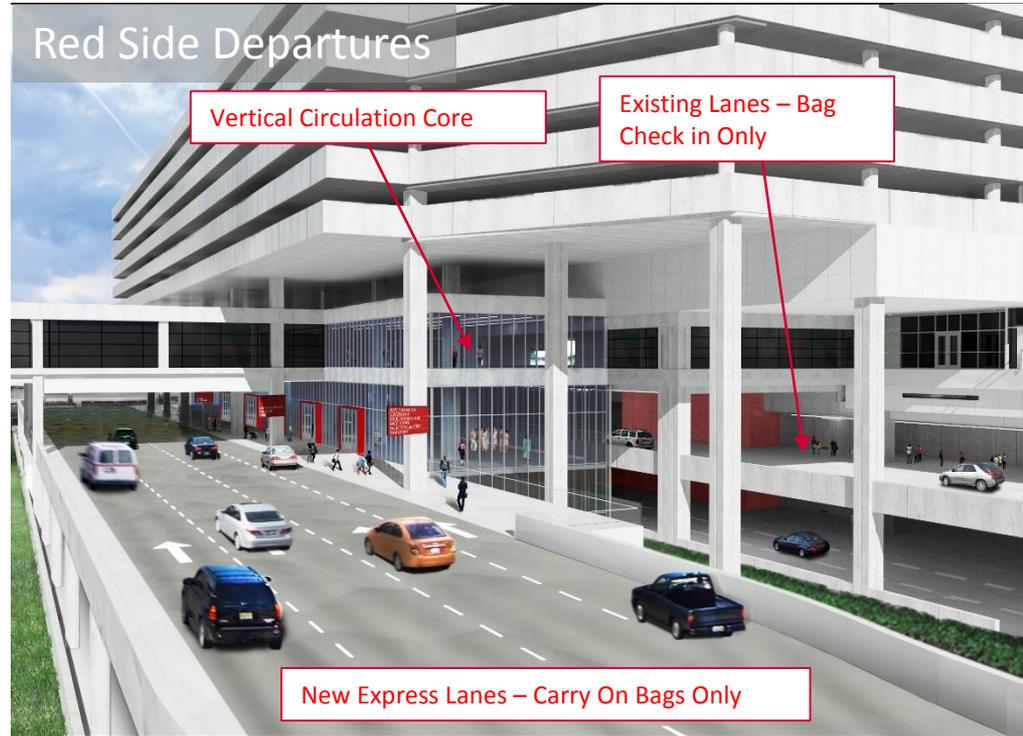


Prepared by: **AECOM**

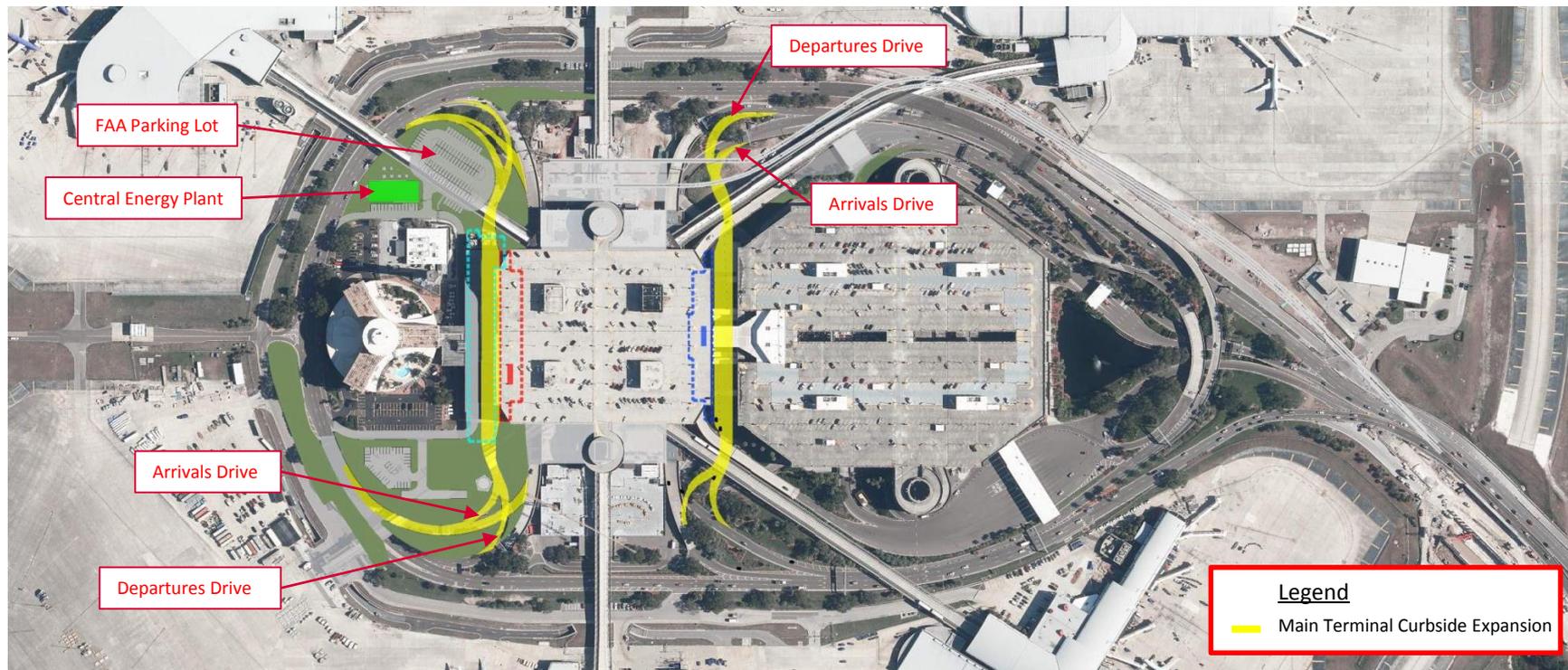
Curbside Expansion - \$194 million

Features

- Four lane expansion at all locations with vertical circulation and connection to the Main Terminal
- Express curbs for travelers with carry on bags
- Pedestrian crossing at existing inner lanes prohibited
- Meets level of service requirements for the twenty year period and beyond



Curbside Expansion – Overall Plan



Curbside Expansion Red Side – East View



Curbside Expansion Red Side – West View

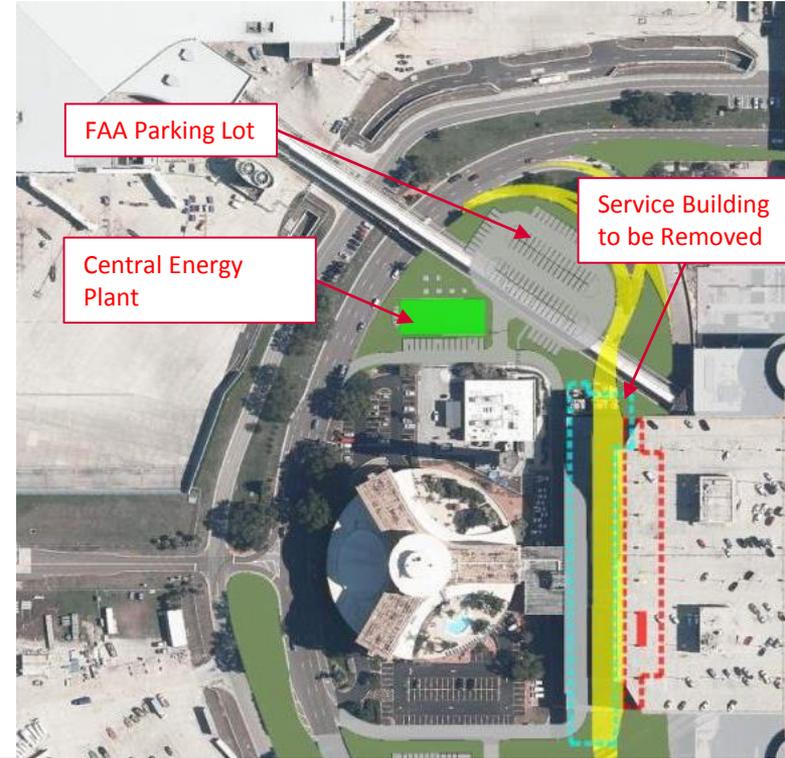


Curbside Expansion Blue Side – West View

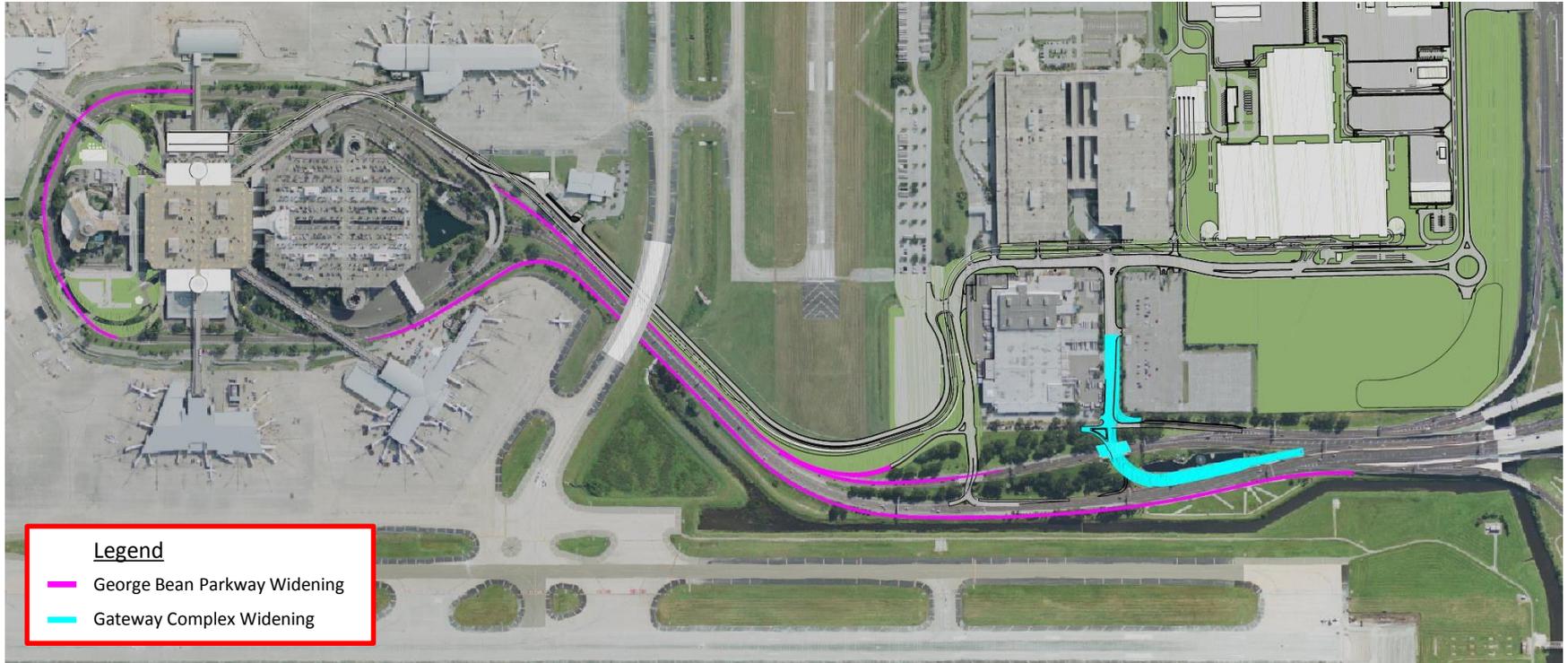


Central Energy Plant and Related Projects - \$110 million

- The existing Main Terminal energy plant must be relocated to accommodate the red side curb expansion
- Includes the following:
 - New three story energy plant: \$90.5M
 - FAA employee parking lot: \$4.5M
 - Main Terminal loading dock: \$9.5M
 - Demolish the administration building: \$5.3M
- Will accommodate required heating, cooling and power for the Main Terminal



Roadway Expansion - \$49.8 million



Gateway Development Area - \$121.7 million



Gateway Development Area – Plan

Aviation Authority projects:

- Site preparation for 17 +/- acres: \$13.5M
- Remote commercial curb: \$12.1M
 - 700 feet long / 5 lanes wide
- Atrium and Pedestrian Bridge: \$53.6M
- Build-out of Aviation Authority facilities and operations centers: \$42.5M

Developer projects:

- 240,000-square-foot, 8-story office building
- Convenience store/gas station: +/- 6,000 square feet
- Two hotels
- Other retail: +/- 20,000 square feet



Gateway Development Area – Hotel and Office



Gateway Development Area – Trail



Gateway Development Area – Retail Space



Gateway Development Area – Design Services Support

Amend Stantec Agreement

- The Board authorized a multi-year agreement with Stantec on May 2, 2013 to provide commercial real estate development consulting and design services:
 - Phased program to subdivide and develop areas around Tampa Airport
 - Services include land planning, preliminary and final design, permitting and construction phase services
 - Current not-to-exceed authorization: \$2.6 M
 - The 5-year agreement expires March 2018
- In support of the necessary design for the Gateway program, the Board will be asked to consider the following changes to Stantec’s agreement on May 4, 2017:
 - Increase the not to exceed authorization from \$2.6 M to \$18 M
 - Extend the contract term from March 2018 to March 2021



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2012 Master Plan Update - Phase 2 Plan of Finance

Draft Master Plan Phase 2 Funding Plan

Project	FDOT Grants	AIP Grants	PFC Pay-As-U-Go	PFC-Supported Bonds	Authority Revenue-Supported Bonds	Authority Funds Pay-As-U-Go	Total
Demolish Red Side Garage				\$6,408,673	\$4,222,327	-	\$10,631,000
Gateway Development Area					\$121,769,000		\$121,769,000
FAA Parking Lot					\$4,570,000		\$4,570,000
Central Energy Plant				\$32,828,000	\$57,649,000		\$90,477,000
Loading Dock Building					\$9,515,000		\$9,515,000
Blue Side Curb Expansion					\$74,040,000		\$74,040,000
Red Side Curb Expansion					\$57,956,000	\$61,833,000	\$119,789,000
Demo Administration Building				\$4,771,000	\$563,000		\$5,334,000
Crossfield Taxiway Bridge A (CIP)	\$3,587,000		\$54,253,000				\$57,840,000
Widen George Bean Parkway					\$23,836,000		\$23,836,000
Additional Exit Lane South of Post Office					\$25,985,000		\$25,985,000
Total - Master Plan Phase II Projects	\$3,587,000	\$0	\$54,253,000	\$44,007,673	\$380,105,327	\$61,833,000	\$543,786,000
Airside A SSCP Expansion					\$24,444,000		\$24,444,000
Airside F RON Parking					\$24,333,000		\$24,333,000
Airside C Restroom Expansion					\$15,000,000		\$15,000,000
Airside F Expansion	\$15,173,000			\$5,673,000	\$9,500,000		\$30,346,000
Airline / Airside Rebalancing	\$14,831,000				\$14,831,000		\$29,662,000
Other Potential Near-Term Capacity Projects	\$30,004,000	\$0	\$0	\$5,673,000	\$88,108,000	\$0	\$123,785,000
Grand Total	\$33,591,000	\$0	\$54,253,000	\$49,680,673	\$468,213,327	\$61,833,000	\$667,571,000

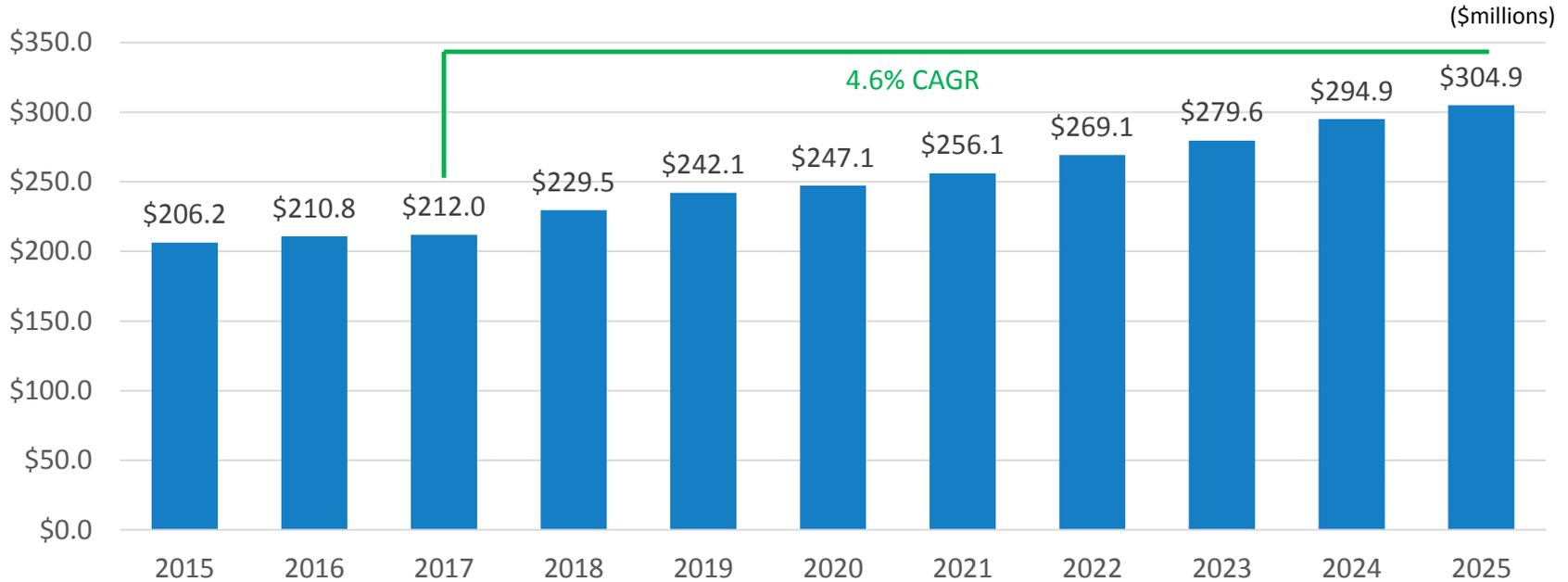
Financial Projections

The financial plan for Phase 2 will result in continued strong ongoing financial performance for the Authority

- Primary Assumptions (2017-2025)
 - Bottom-up revenue forecasts
 - Revenue projections include incremental revenues from only known revenue sources
 - 4.6% projected annual growth rate vs 4.7% average annual growth rate 2012-2016
 - Combination of bottom-up and top-down expense forecasts
 - 5.6% projected annual increase in O&M vs. 5.5% average annual growth 2012-2016
 - 2.1% average annual passenger traffic growth vs 3.0% average annual growth 2012-2016
 - All debt for Phase 2 will be issued in the October 2018 timeframe
 - No interest rate assumptions made regarding the refunding of \$150 million of existing 2008 bonds
 - Projected annual ongoing capital project funding levels capped at \$35 million versus an annual average of \$24.7 million 2012-2016

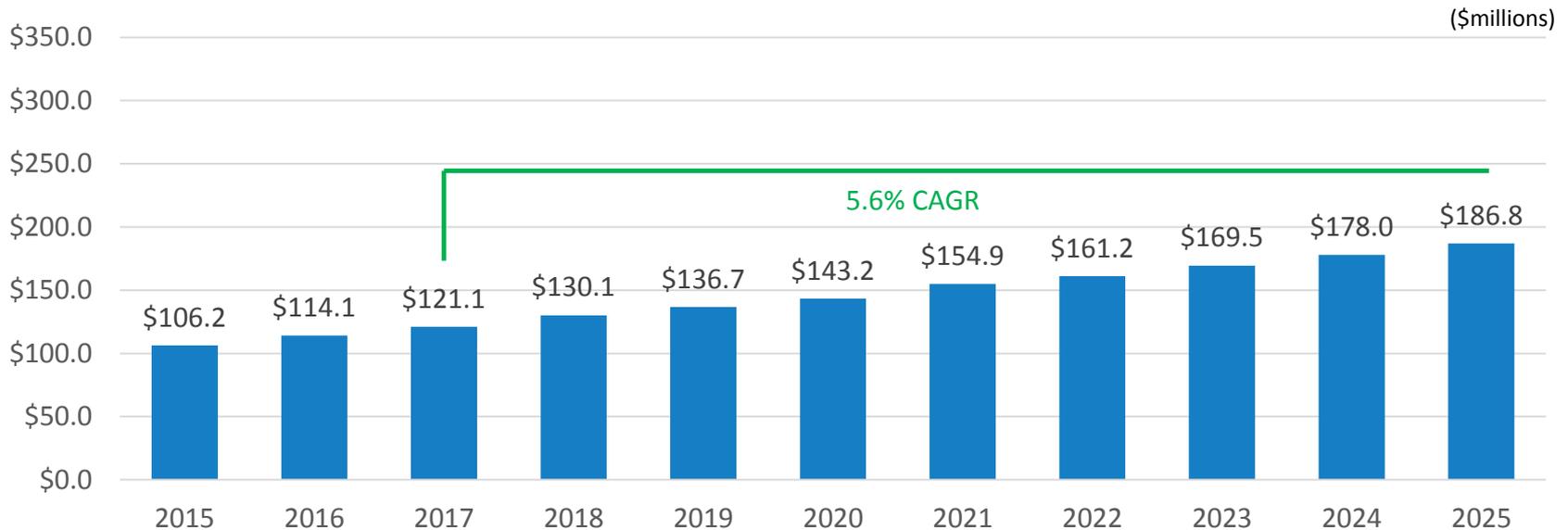
Operating Revenues

Authority operating revenues are projected to increase by 43.8% between 2017 and 2025, with growth primarily related to increased passenger traffic and concessions spend



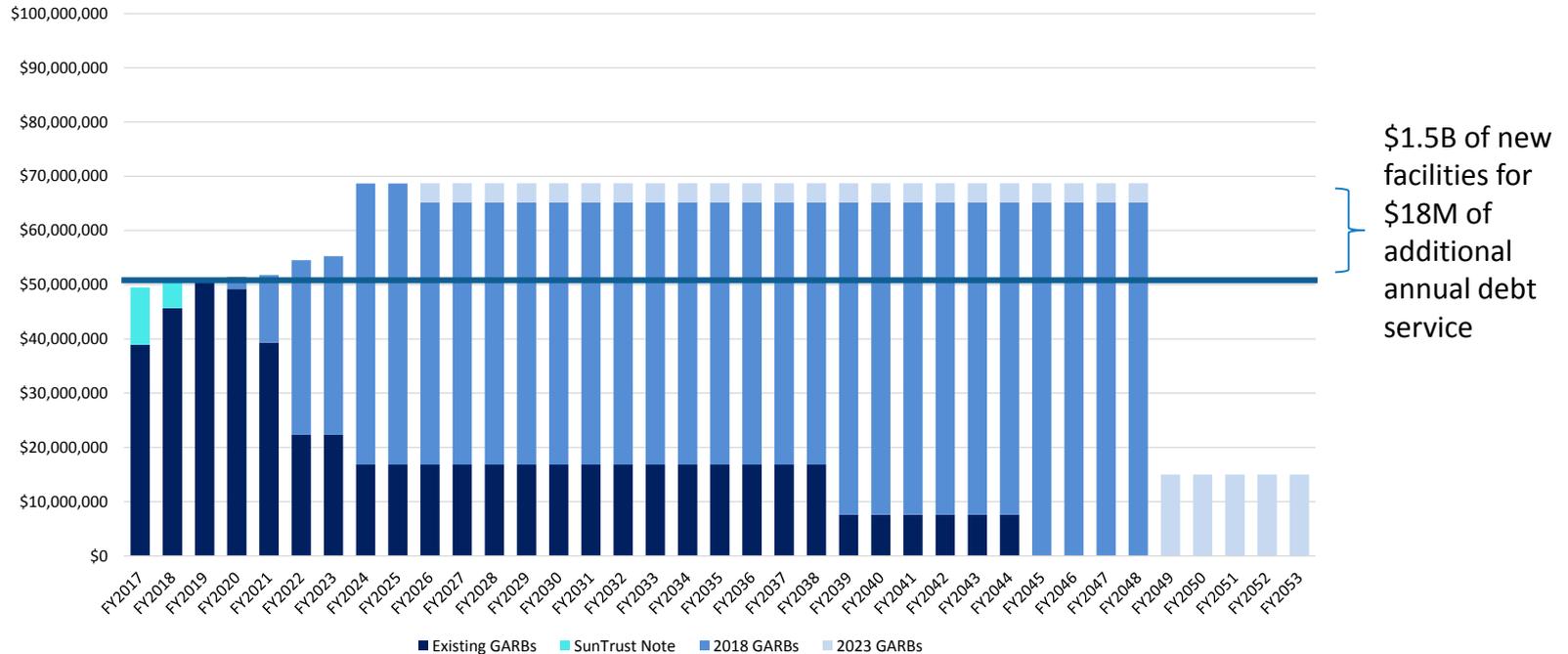
Operating Expenses

Over the same 2017-2025 period, the Authority's operating expenses are projected to grow by 54%, partially driven by incremental expenses coming online with the opening of the ConRAC



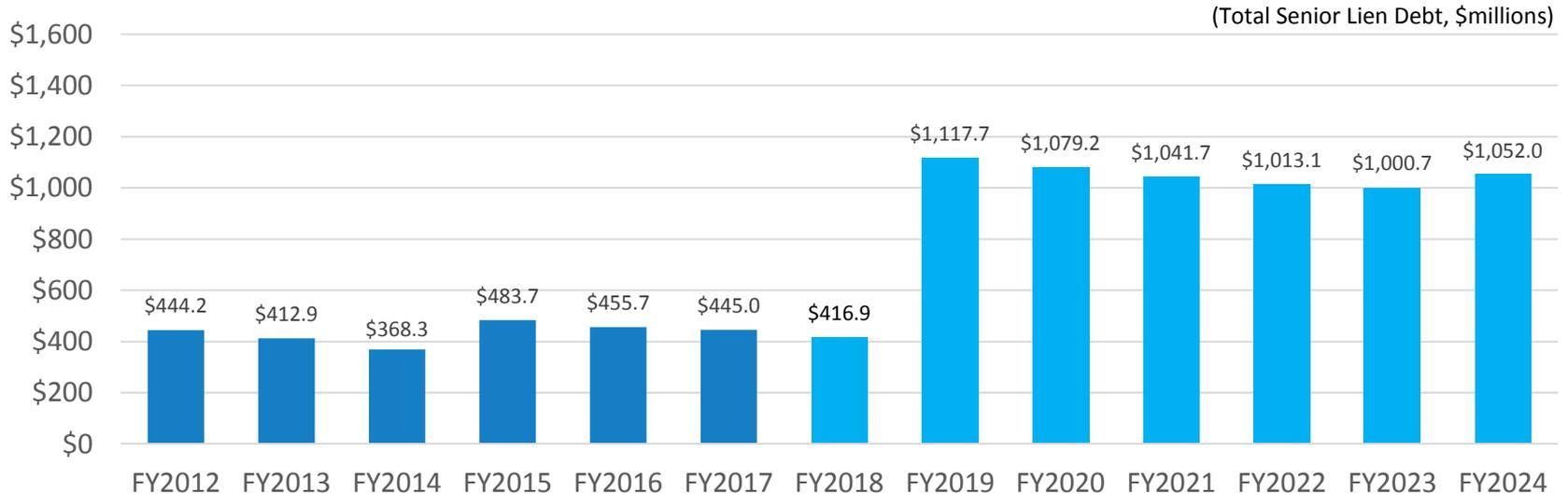
The Authority's Projected Debt Service Profile

The Authority will be issuing additional Senior lien Revenue GARBs to fund a majority of the \$667.6 million total project cost in Phase 2



The Authority's Total Revenue Supported Senior Debt

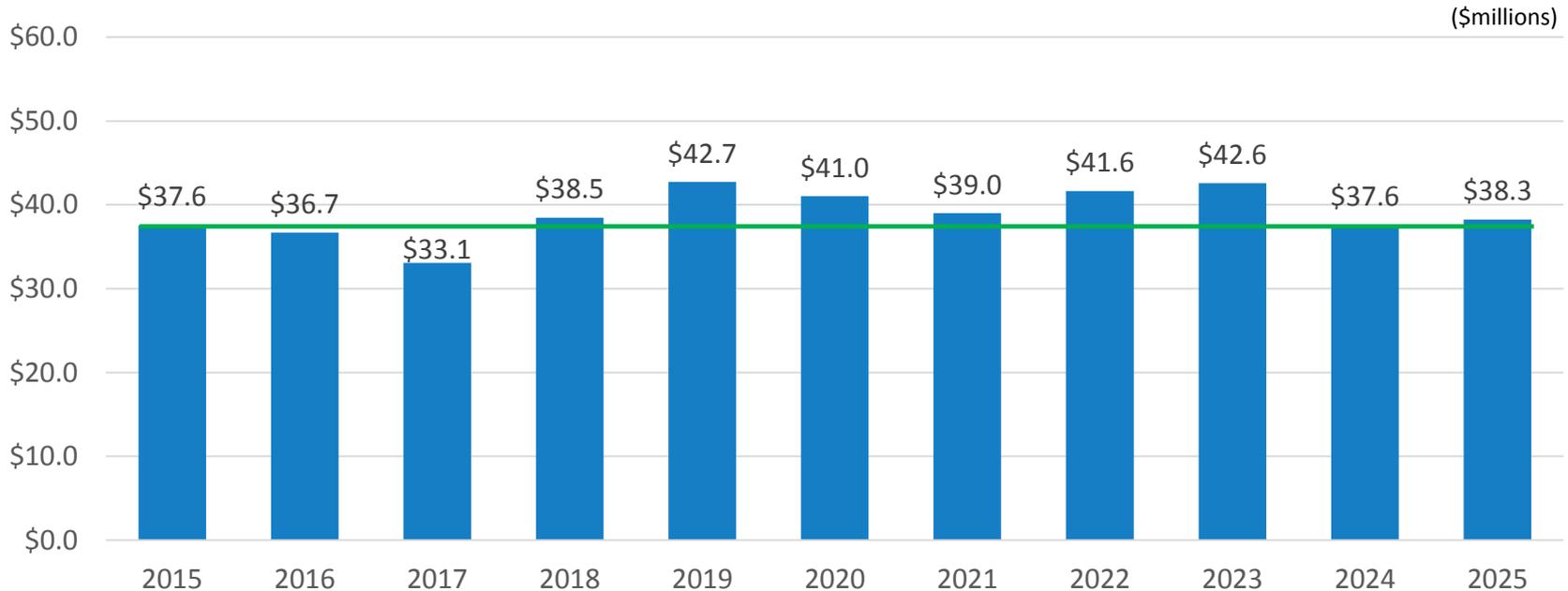
After the 2018 and 2023 issuance of new revenue supported GARB debt which will provide funding for both Master Plan Phase 2 as well as multiple non-Master Plan projects, the Authority's Senior lien debt will total approximately \$1 billion



Note: Balances as of October 1st, the first day of the listed Fiscal Year

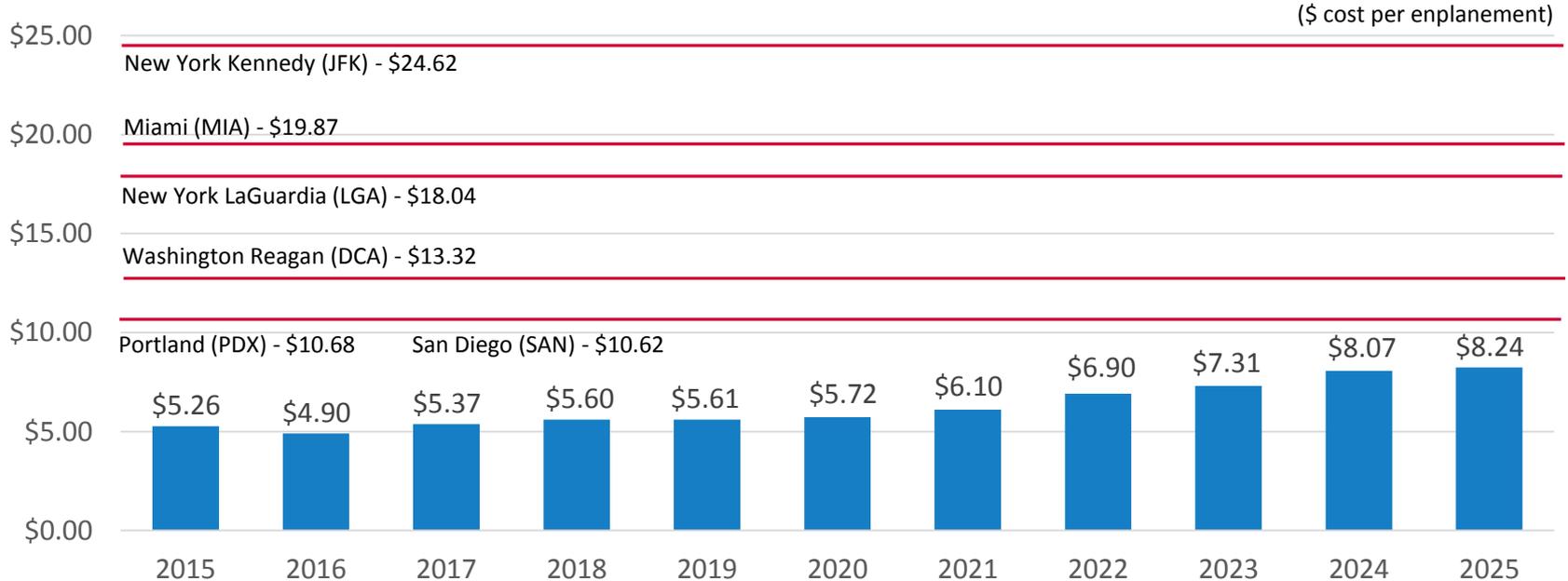
“Bottom Line” Projections

The Authority’s pre-capital bottom line is projected to remain at current levels even after the increase in annual debt service related to Phase 2



Cost Per Enplaned Passenger

Airline cost per enplanement is projected to increase to approximately \$8 per passenger with the introduction of Phase 2, still very competitive even at today's levels



Summary Profit & Loss Statement

In summary, after Phase 2 is completed, the Authority will be able to maintain its strong financial performance and competitive airline costs

Summary Results	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
(dollars in thousands)	Actual	Projected									
Revenues	206,212	210,840	211,991	229,462	242,137	247,140	256,117	269,126	279,556	294,933	304,883
Operating Expenses	(106,209)	(114,119)	(121,098)	(130,117)	(136,662)	(143,216)	(154,876)	(161,159)	(169,515)	(178,039)	(186,836)
Gross Profit	100,003	96,721	90,892	99,345	105,475	103,924	101,241	107,966	110,041	116,894	118,047
Net Debt Service	(52,077)	(50,004)	(49,520)	(50,716)	(50,881)	(51,428)	(51,768)	(54,530)	(55,266)	(68,675)	(68,679)
Funds Available	47,926	46,717	41,373	48,629	54,594	52,495	49,473	53,436	54,774	48,219	49,368
Estimated Airline Revenue Sharing	(9,975)	(9,172)	(7,700)	(9,625)	(11,310)	(10,907)	(9,937)	(11,247)	(11,642)	(10,040)	(10,568)
ASIP Waivers	(384)	(847)	(613)	(550)	(550)	(550)	(550)	(550)	(550)	(550)	(550)
Funds Available for Capital And Reserves	\$37,567	\$36,698	\$33,060	\$38,454	\$42,734	\$41,038	\$38,987	\$41,639	\$42,583	\$37,629	\$38,250
Capital Improvements funded by Authority funds	(26,850)	(31,422)	(30,169)	(35,000)	(31,548)	(30,000)	(30,600)	(31,212)	(31,836)	(32,473)	(33,122)
Capital Equipment funded by Authority funds	(2,411)	(1,661)	(2,474)	(2,418)	(2,378)	(2,425)	(2,474)	(2,523)	(2,711)	(2,884)	(3,054)
Contribution to Reserves	\$ 8,306	\$ 3,615	\$ 416	\$ 1,036	\$ 8,808	\$ 8,613	\$ 5,913	\$ 7,904	\$ 8,036	\$ 2,272	\$ 2,074
Reserves Used to Fund Capital Program							\$ (15,459)	\$ (15,458)	\$ (15,458)	\$ (15,458)	
Cumulative Authority Reserves	\$ 33,585	\$ 37,200	\$ 37,617	\$ 38,653	\$ 47,461	\$ 56,073	\$ 46,527	\$ 38,973	\$ 31,551	\$ 18,365	\$ 20,438
Cost Per Enplaned Passenger (2017 Business Plan Update)	\$ 5.26	\$ 4.90	\$ 5.37	\$ 5.60	\$ 5.61	\$ 5.72	\$ 6.10	\$ 6.90	\$ 7.31	\$ 8.07	\$ 8.24
Cost Per Enplaned Passenger (2012 Business Plan)	\$ 5.78	\$ 6.16	\$ 6.34	\$ 6.11	\$ 6.02	\$ 6.60	\$ 6.52	\$ 6.51	\$ 7.14		
Variance	-9.0%	-20.4%	-15.3%	-8.4%	-6.9%	-13.3%	-6.4%	6.0%	2.3%		
Senior Debt Coverage	1.89	2.31	2.12	1.97	1.99	1.95	1.87	1.91	1.92	1.65	1.67



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2017 Business Plan Update - Introduction

Introduction to the 2017 Business Plan Update

- The Authority maintains and updates a Strategic Business Plan which:
 - is governed by Authority policy P1003
 - provides guidance as to the future strategic direction of the Authority airports
 - provides detailed guidance to the Board regarding how the most recent Master Plan will be implemented
 - contains Authority financial projections for between a 5 and 10 year period from Plan date of issue
 - contains an overview of the Authority's 20-year rolling capital program including both Master Plan and non-Master Plan projects as well as projected funding sources
- The existing Business Plan was presented to the Board in January, 2014, and contained the original scope, timeline and cost for Master Plan Phases 2 and 3

Introduction to the 2017 Business Plan Update

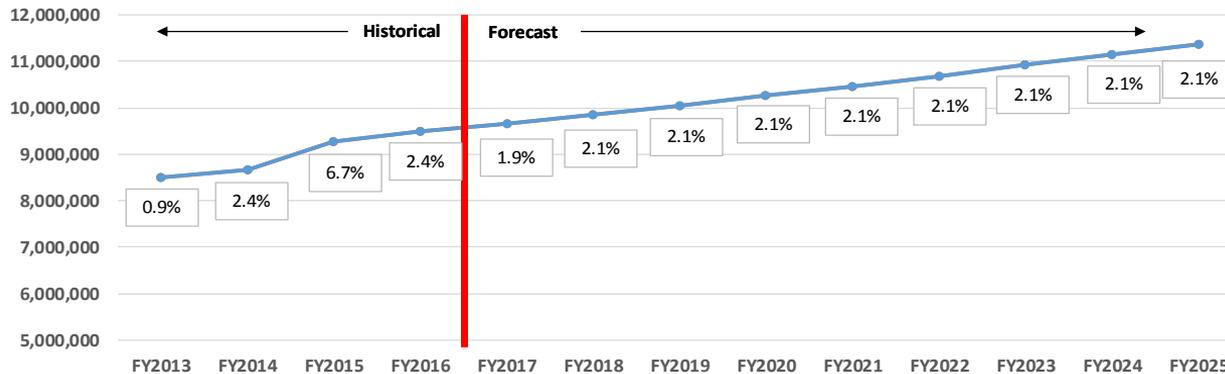
- Authority Policy P1003 states that “The Strategic Business Plan will be updated and presented to the Board for adoption following any master plan updates. In addition, the Chief Executive Officer or designee may also bring updates of the Strategic Business Plan to the Board at their discretion”
 - The scope, timeline and program cost changes to Master Plan Phases 2 and 3 versus the original Phases 2 and 3 require that the Authority issue an update to the existing Business Plan document
 - Board members will receive a draft version of the Business Plan update document at the end of this Board Workshop
 - Management will provide a more detailed presentation of the information contained within the Business Plan document at the May Board meeting

Introduction to the 2017 Business Plan Update

- The 2017 Business Plan Update includes:
 - updated Phase 2 and 3 scope, timeline and project costs versus the 2013 Strategic Business Plan
 - financial projections for the 2017-2025 period
 - Financial projections contained within the forecast period match those seen earlier today in the Master Plan Phase 2 presentation
 - an overview of the Authority's 20-year capital program, with funding sources
 - The capital program is broken out into two horizons, with Horizon 1 covering projects between 2017 and 2026; and Horizon 2 containing projects between 2027 and 2037

Introduction to the 2017 Business Plan Update

- Highlights of the 2017 Business Plan Update include;
 - A 2.1% average annual passenger traffic growth rate through the 2017 through 2025 forecast period
 - Domestic Market 1.9% projected annual average growth
 - International Market 5.2% projected annual average growth



Introduction to the 2017 Business Plan Update

- A \$3.4 billion total capital development program between 2017 and 2037
 - \$1.6 billion in Master Plan Phase 2 and 3 projects
 - \$1.8 billion in non-Master Plan projects
 - Approximately 61% of the 20-year Authority capital program is projected to be funded through either the use of Authority generated funds, or via the issuance of new revenue supported GARBs

Funding Source	Amount	Percentage of Total
Bond Funds	\$1,305,908,096	38.3%
Authority Funds	\$778,598,880	22.8%
FDOT Grants	\$579,786,356	17.0%
PFC Funds	\$388,869,589	11.4%
AIP Grants	\$229,271,838	6.7%
Public/Private/P3	\$84,722,500	2.5%
TSA Grants	\$42,001,772	1.2%
Grand Total	\$3,409,159,030	

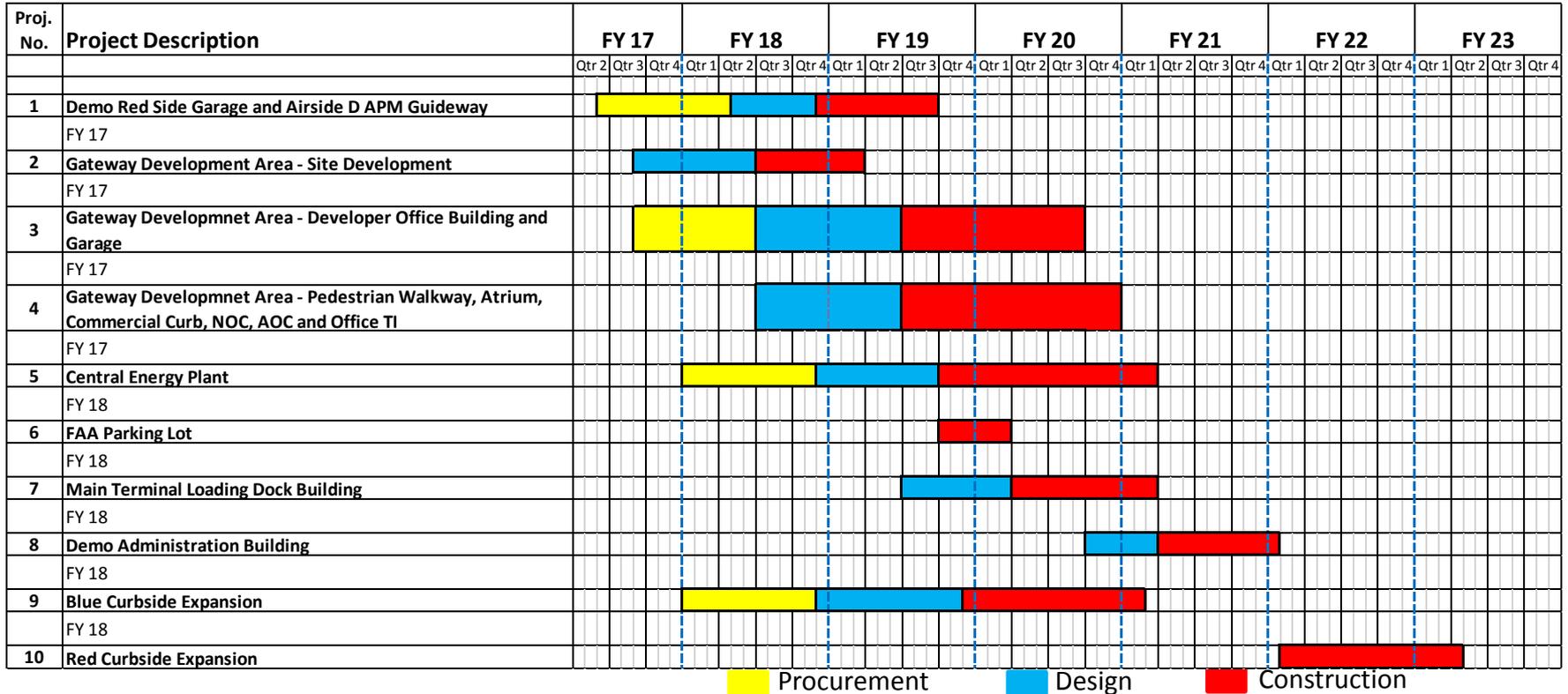
Fiscal Year	Annual Program Cost
2017	\$220,658,180
2018	\$404,270,900
2019	\$337,630,649
2020	\$129,466,649
2021	\$76,960,050
2022	\$850,682,912
2023	\$176,528,394
2024	\$112,031,814
2025	\$78,342,195
2026	\$53,780,531
2027	\$287,523,315
2028	\$63,262,613
2029	\$130,627,937
2030	\$105,773,095
2031	\$159,987,687
2032	\$82,265,637
2033	\$24,076,010
2034	\$30,056,180
2035	\$20,480,510
2036	\$14,024,224
2037	\$50,545,548



Hillsborough County Aviation Authority
Tampa International, Peter O. Knight,
Plant City and Tampa Executive Airports

Master Plan Phase 2 Schedule

Master Plan Phase 2 Schedule – FY 17 & FY 18



Master Plan Phase 2 Schedule – FY 18

Proj. No.	Project Description	FY 17				FY 18				FY 19				FY 20				FY 21				FY 22				FY 23			
		Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	Parkway Expansion					█	█	█	█	█	█	█	█	█	█	█	█												
	FY 18					█	█	█	█	█	█	█	█	█	█	█	█												
2	Gateway Development Area - Exit Lanes South of Post Office													█	█	█	█												
	FY 18													█	█	█	█												
3	Taxiway A					█	█	█	█	█	█	█	█	█	█	█	█												
	FY 18					█	█	█	█	█	█	█	█	█	█	█	█												

Procurement
 Design
 Construction

Next Steps

- April 27– Public meeting (6:00pm, Authority Boardroom)
- May 4 – Board meeting:
 - Strategic Business Plan update
 - Amend Stantec agreement: \$18 million
 - Gateway Development Area planning, design and construction phase services
 - CIP Amendment: \$132.4 million
 - Demolish Red Side Garage
 - Gateway Development Area
- August/September – FY 2018 CIP Budget:
 - Remaining Phase II projects
 - Airline approval

