

This was a year of heavy lifts and major milestones at Tampa International Airport. While construction crews made remarkable progress on the Airport's historic \$1 billion expansion, the Airport celebrated higher passenger numbers, new domestic and international routes and a year of ever-stronger revenue and finances. TPA celebrated a year of transformation while maintaining its strong commitment to passenger experience and closed out a busy 2016 ranked again among the best airports in North America. Check out a year of growth and change at America's favorite airport!







//EXECUTIVE MESSAGE *from Chairman, Robert Watkins*

This has been a year of phenomenal growth for the Airport. Revenues exceeded \$200 million for the second year in a row. Meanwhile, nearly two dozen new concessions opened this year, and we've made significant progress on our expansion, with the consolidated rental car center and people-mover guideway taking shape and much of the terminal expansion completed.

This \$1 billion project not only is changing the face of the Airport, but is supporting local businesses and creating jobs. More than 95 percent of the nearly 400 contractors and subcontractors on the job are based in Florida or have offices in the state, and when construction was at its peak, nearly 2,000 workers were busy on Airport construction sites. The Airport's concessions overhaul means local businesses will sell their products in Airport shops, and locally-owned restaurants will offer a taste of Tampa Bay for years to come.

This year the airport earned a double-A rating from Fitch Ratings, making it the fourth bond-rating agency to show that level of confidence in the Aviation Authority's financial health. TPA is now the only Airport in the country with double-A ratings from four different rating agencies, who have praised our careful capital improvement program, controlled expenses, conservative debt structure and sizeable non-airline revenues.

A stylized, handwritten signature in blue ink, consisting of several loops and a long horizontal stroke at the end.

Robert I. Watkins

Chairman, Hillsborough County Aviation Authority

//EXECUTIVE MESSAGE from CEO, Joe Lopano

This year will go down as one of the most transformational and important in the history of Tampa International Airport. We knew 2016 would be filled with heavy lifts and important milestones that would test us. Time and time again, we rose to these challenges and in the process helped transform the airport in a way that will be felt for decades to come.

This past year was marked by stunning progress on our historic \$1 billion expansion, major new air service announcements to destinations like San Francisco, Iceland and Cuba, strong international passenger growth and rapidly increasing cargo numbers. Importantly, we did all of this while maintaining our legacy of putting passengers first and keeping our rank among the top airports in North America for customer satisfaction.

Any one of these accomplishments on its own is impressive. To do all of them at the same time is what makes us America's Favorite Airport.

The momentum is apparent to anyone entering or leaving Airport property. Dozens of cranes have dotted the Airport's campus, hoisting massive steel beams for the SkyConnect guideway, building our new consolidated rental car center and helping us expand our Main Terminal. Inside, visitors can now try a taste of Tampa at such restaurants as Four Green Fields or experience familiar favorites such as Hard Rock Cafe, the first in a North American airport. With 23 new shops and restaurants now open, there's something for everyone.

During this time, we also continued to strengthen our commitment to our community. Our team made a record donation of more than \$138,000 to United Way, thanks in part to our fourth annual 5K on the runway, and we gave a record 3,202 toys and bikes in our Marine Toys for Tots drive. We

launched a high school internship program for aspiring aviation professionals. We continued our outreach to minority business partners, and this year earned the Airport Minority Advisory Council Top Flight Award in recognition of those efforts. We invited the public to help name our new people mover through social media, temporarily housed Air Force tankers while the MacDill Air Force Base runway underwent repairs and were actively involved in some of the community's most important and influential organizations.

This type of community involvement underscores the fact that Tampa International Airport is more than just an economic engine for the Tampa Bay region. We are part of its very fabric. The Airport's success belongs to all of our friends and neighbors and anyone who travels through Tampa International Airport.



Joseph W. Lopano
CEO, Tampa International Airport



//BOARD OF DIRECTORS



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Robert I. Watkins
Chairman



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Gary W. Harrod
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Commissioner Victor D. Crist
Secretary



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Brig. General Chip Diehl
Treasurer



////////////////////////////////////
Mayor Bob Buckhorn
*Assistant Secretary /
Assistant Treasurer*

//YEAR IN REVIEW community engagement

community

Each year, members of the maintenance, marketing, communications and airfield operations teams along with dozens of volunteers work together to produce what has quickly become a beloved community event – the 5K Runway Fun Run. The Airport closes the west runway and invites the public to a 5K race for a cause. This big team not only supports 2,000 runners while maintaining operations at America’s Favorite Airport but also raised nearly \$100,000 for the United Way Suncoast.



//COMMUNITY ENGAGEMENT



TPA employees join the fun at the Gasparilla Parade



TPA participates in annual MLK Day festivities



Community joins push for nonstop flights to Cuba

JANUARY

- ▶ Nearly 400 people attend the Airport's first concessions job fair to fill positions for the first wave of new shops and restaurants opening up at Tampa International Airport.
- ▶ Airport employees participate in the Children's Gasparilla Parade.
- ▶ TPA employees participate in Martin Luther King Jr. Day parade and MLK Leadership Breakfast.

FEBRUARY

- ▶ Plant City Airport, one of HCAA's general aviation airports, hosts the annual Planes, Trains and Automobiles event.
- ▶ TPA employees attend the inaugural Build Tampa Bay Trade Show and Job Fair to educate high school students about careers in building and construction.

MARCH

- ▶ The Tampa Bay Community Advocacy Committee hosts a job fair featuring more than a dozen construction and construction-related companies working on TPA's expansion.
- ▶ TPA asks community to help support nonstop flights to Cuba by signing a petition to the U.S. Department of Transportation.
- ▶ TPA hosts job fair to fill 200 positions for new shops and restaurants.
- ▶ CEO Joe Lopano joins the Tampa Bay Rays for their historic trip to Cuba.

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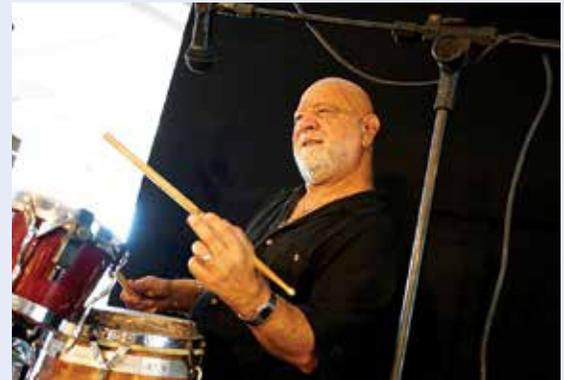
// JOB FAIRS CONNECT NEW SHOP AND RESTAURANT OPERATORS WITH JOB CANDIDATES

The massive concessions redevelopment has meant new job opportunities for hundreds of Tampa Bay residents looking for work in the retail or food service industry. This past year, TPA hosted four job fairs to help connect the Airport's concessionaires with potential employees, bringing nearly 1,500 people to fill hundreds of available positions. Open positions ranged from cashiers and waitresses to burger chefs, sushi rollers and line cooks. Several management-level positions were also available. Some folks were hired on the spot, while others filled out applications for future opportunities. The openings come as part of the Airport's comprehensive concessions overhaul that will bring 69 new shops and restaurants to TPA with an exciting new mix of flavors, designs and business owners. More than 40 percent of the new food and beverage concepts will be dedicated to local brands, including such favorites as Ulele, Four Green Fields and Buddy Brew Coffee. ////



// AIRPORT SHOWS APPRECIATION WITH GREAT BIG BARBECUE

How did Tampa International Airport thank the hundreds of workers for their contributions to the largest construction project in Airport history? We threw a barbecue. A really, really big one. In early September, TPA hosted more than 1,600 workers from the Master Plan projects to show our appreciation for their hard work and dedication to the historic expansion. Workers have logged millions of hours since the project began and roughly 7,000 people have touched the project in some way. In addition to great food, there was a DJ, T-shirt giveaways, speeches and recognition for several workers who have gone above-and-beyond in terms of safety. Airport CEO Joe Lopano and Vice President of Facilities and Administration Al Illustrato addressed the crowd. “The work happening here right now will transform the Airport like no other project since the Airport was first built in 1971,” said Lopano. “It is all possible because of you – because of your ingenuity, your hard work and your dedication. For all of that, thank you.” ////





Continued from Page 8



TPA unveils train design, launches naming campaign



Fourth annual 5K Fun Run is largest to date



TPA builds SkyConnect replica for Tourism Gives Back

APRIL

- ▶ After two weeks of voting and nearly 4,000 votes, TPA announces SkyConnect as the winner of the Name the Train competition.
- ▶ TPA joins the festivities at Sun n' Fun, promoting Hillsborough County's three general aviation airports: Tampa Executive, Peter O. Knight and Plant City Airport.
- ▶ TPA hosts the largest TPA Runway 5K Fun Run to date with 2,000 participants, raising \$99,718 for United Way Suncoast.
- ▶ Airport employees participate in the annual Take Your Child to Work Day.
- ▶ TPA hosts annual barbecue for Aviation Authority employees.

MAY

- ▶ TPA wraps up a successful giving campaign with a contribution to the United Way of \$138,776.
- ▶ TPA hosts the annual employee and tenant golf tournament.

JUNE

- ▶ Metropolitan Ministries, which serves poor and homeless families in the Tampa Bay region, teams up with Stellar Partners to serve grab-and-go foods at Airside C.
- ▶ TPA employees build a replica of the SkyConnect car out of canned goods to support the Tourism Gives Back event.

- ▶ Airport employees participate in the St. Pete Pride Parade.
- ▶ Nearly 500 people come out for a concessions job fair, which included positions for Hard Rock Cafe, P.F. Chang's and Four Green Fields.

JULY

- ▶ Area high school students begin internship program to get hands-on experience in airport management.
- ▶ Tampa International Airport employees join together to watch the Tampa Bay Rays play the New York Yankees (Rays win 6-3).

AUGUST

- ▶ TPA hosts a job fair to fill nearly 250 concessions positions.

SEPTEMBER

- ▶ The Airport hosts a luncheon to thank the nearly 2,000 construction workers making TPA's expansion a reality.
- ▶ Hundreds of potential employees participate in a two-day police department job fair.
- ▶ More than 1,000 car enthusiasts descend on Peter O. Knight for the Cars & Coffee event featuring 500 vintage, classic and modern vehicles.
- ▶ TPA is presented with the Airport Top Flight Award from the Airport Minority Advisory Council for its work promoting diversity through concessions and construction programs.



Airport employees attend St. Pete Pride Parade



New Airport internship provides hands-on experience



Cars & Coffee event a huge success for Peter O. Knight

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// UNITED WAY CAMPAIGN WRAPS UP WITH RECORD DONATION

With the hand-off of more than \$138,000 to United Way Suncoast this year, the Hillsborough County Aviation Authority shattered its giving record. The annual United Way giving campaign launched in April with the annual 5K Runway Fun Run that generated nearly \$100,000 through registrations, sponsorships and raffle ticket sales. Generating some additional excitement for the employee giving campaign, the planning committee offered up prizes for departments who increased their individual contributions and achieved high levels of participation. The Concessions department increased its combined donations by 144.7 percent, setting the mark for the greatest increase of any department. Their reward: A workday for CEO Joe Lopano in the employee cafeteria. Several departments recorded high participation levels, earning a pizza party with the CEO. ///



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OCTOBER

- ▶ TPA begins receiving aircraft from MacDill Air Force Base while the base performs scheduled airfield maintenance.
- ▶ TPA kicks off Toys for Tots campaign with a Halloween-themed bake sale.

NOVEMBER

- ▶ TPA hosts Lavy Smith and Her Red Hot Skillet Lickers for a Friday Flight concert series honoring veterans.
- ▶ TPA employees participate in the Great American Teach-In.

DECEMBER

- ▶ Tampa International Airport donates 3,202 toys for children in need during the annual Toys for Tots Foundation campaign.



TPA plays host to aircraft from MacDill Air Force Base



Guests cut a rug for Friday Flight honoring veterans



TPA donates thousands of toys to children in need

// AWARD HONORS WORK WITH WOMAN- AND MINORITY-OWNED BUSINESSES

The Airport Minority Advisory Council honored Tampa International with its Top Flight Award to recognize the diversity of business partners in the Airport's concessions and construction programs. TPA has made it a priority in recent years to attract more diversity, and this national recognition highlights the huge accomplishments of the Ethics, Diversity and Administration department as well as the Concessions; Planning & Development; and Procurement departments. The concessions redevelopment brought in 15 ACDBE partners, six of which are new to the airport world. Projected concessions revenue for ACDBE businesses in 2018, the first year of the fully implemented program, is expected to reach \$50.5 million. The Airport is projected to spend at least \$122.8 million with woman- and minority-owned businesses as part of the Airport's historic Master Plan expansion. ///



growth

//YEAR IN REVIEW growth and financial strength



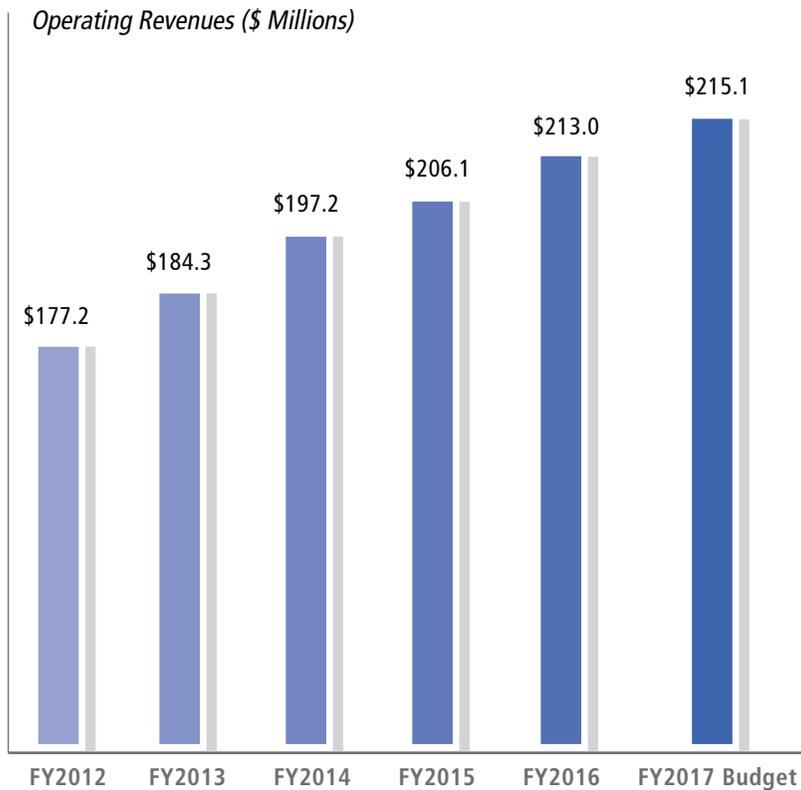
Managing the historic \$1 billion expansion and modernization project at the Airport is no small undertaking, but the Gateway team is up to the task. Led by the Planning and Development team and supported by a cross-section of the entire Airport staff, this team identifies challenges and opportunities within the plans and construction timelines. Focusing on a simple “we’re an airport first” mantra, the team collectively directs and communicates operations and customer service initiatives that have been so successful the Airport is maintaining its top reputation rankings during the massive construction project.



//GROWTH AND FINANCIAL STRENGTH

Revenue Performance

From FY2012 to FY2017, revenues are projected to increase by 37.9M or 21.4%.



Tampa International Airport ended FY2016 on Sept. 30 with revenues totaling \$213 million, a \$6.9M increase compared to the previous fiscal year. That's a 3.3 percent increase compared to FY2015.

Cost Per Enplanement

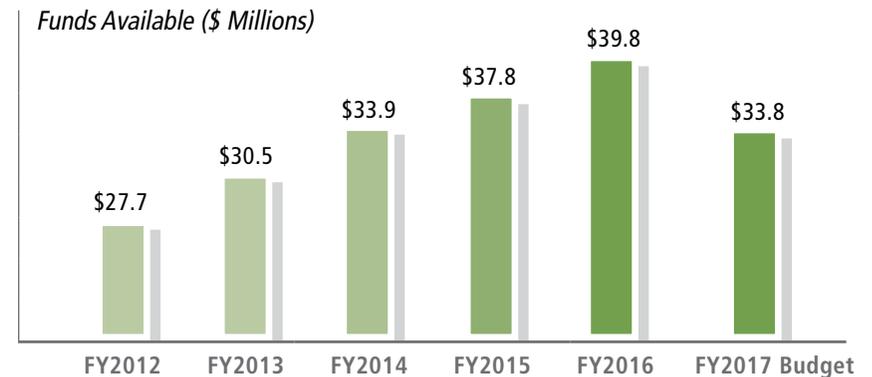
Tampa International Airport's costs are among the lowest in the industry.

Cost Per Enplaned Passenger



Funds Available for Capital and Reserves

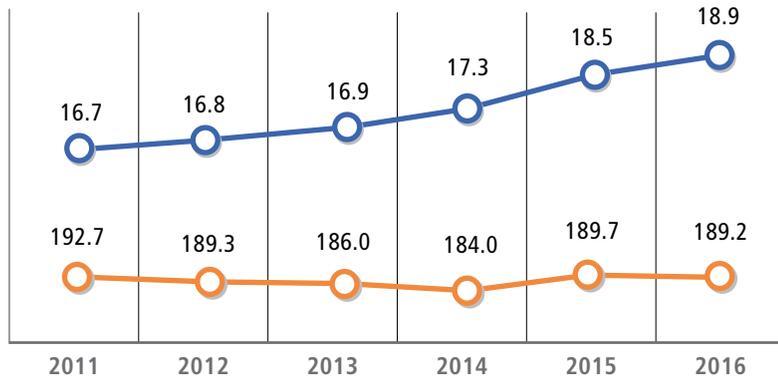
Funds Available for Capital and Reserves increased to 39.8 million in fiscal year 2016. The decline from FY2016 results to FY2017 Budget reflects the impact of Main Terminal construction on concessions revenues.



Total Passengers and Operations

Passenger traffic continues to grow thanks to larger aircraft and fuller airline flights.

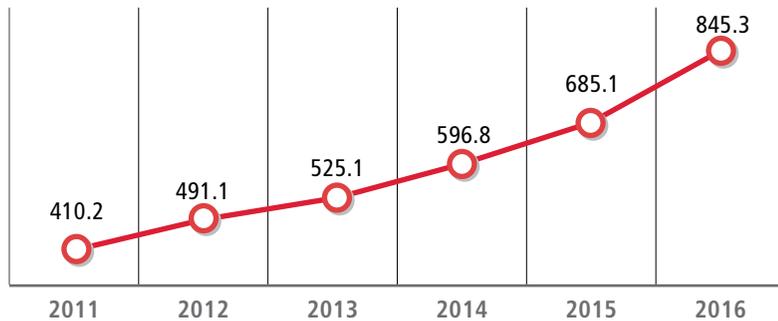
- Passengers – Millions Enplaned & Deplaned
- Operations – Thousands of Landings & Takeoffs



International Passengers

TPA recognized new passengers to Europe, Canada and Latin America.

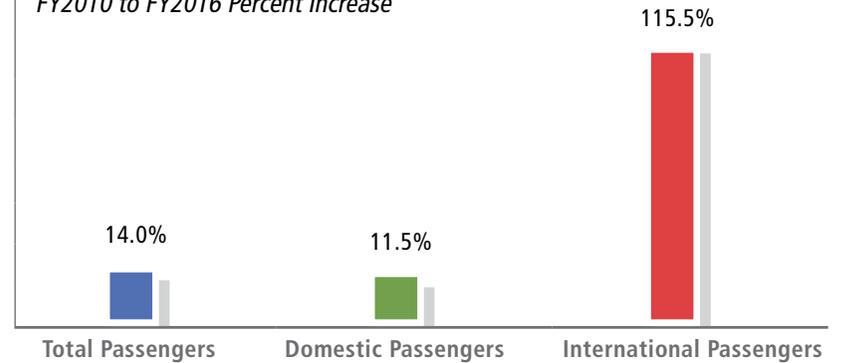
- Thousands Enplaned and Deplaned



FY2010-FY2016 Passenger Performance

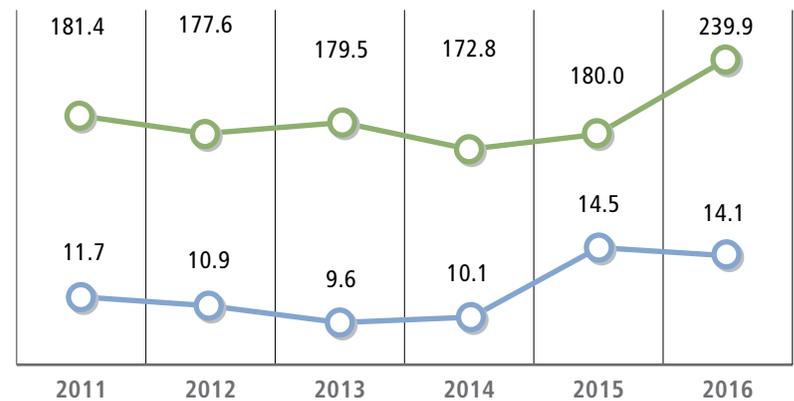
International traffic has increased by 115.5% from FY2010.

FY2010 to FY2016 Percent Increase



Air Cargo and Mail

- Mail – Millions of Pounds
- Air Cargo – Millions of Pounds

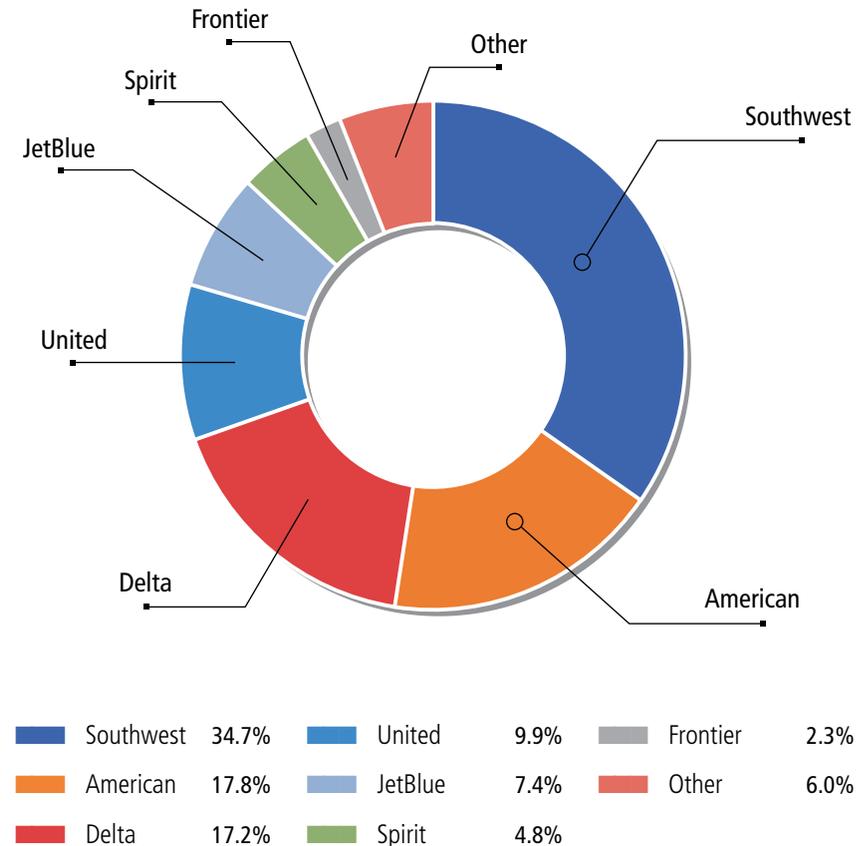


Top 25 Markets

City	Passengers	%	Air Miles
New York, NY	1,605,971	9.53%	1,012
Chicago, IL	983,820	5.84%	1,005
Washington D.C.	704,249	4.18%	812
Atlanta, GA	700,497	4.16%	406
Philadelphia, PA	638,284	3.79%	920
Detroit, MI	544,443	3.23%	983
Dallas, TX	509,088	3.02%	923
Boston, MA	481,127	2.86%	1,185
Baltimore, MD	437,443	2.60%	842
Denver, CO	403,977	2.40%	1,506
Minneapolis, MN	351,677	2.09%	1,307
Houston, TX	323,395	1.92%	784
Hartford, CT	320,784	1.90%	1,111
Indianapolis, IN	260,377	1.55%	838
Los Angeles, CA	250,226	1.49%	2,158
Las Vegas, NV	242,459	1.44%	1,984
Pittsburgh, PA	240,959	1.43%	873
San Juan, PR	239,237	1.42%	1,237
Nashville, TN	237,722	1.41%	612
Fort Lauderdale, FL	228,534	1.36%	197
St. Louis, MO	227,327	1.35%	869
Columbus, OH	225,462	1.34%	829
Providence, RI	222,919	1.32%	1,137
Cleveland, OH	210,037	1.25%	927
Buffalo, NY	205,078	1.22%	1,054

Source: United States Department of Transportation Origin and Destination Airport Report

Market Share



Passenger traffic increased by 2.4% or more than 440,000 passengers in FY16. Domestic traffic increased by 1.6% while international traffic increased 23.4% or 160,000 passengers year-over-year due to increased capacity and load factors.

JANUARY

- ▶ Parking in the Short and Long Term Garages is limited to accommodate a tricky portion of the Main Terminal expansion project.

FEBRUARY

- ▶ The spaces for two of Tampa International Airport's most prominent concessions – Hard Rock Cafe and P.F. Chang's – are turned over to concessionaires for final buildout.
- ▶ Tampa International Airport cuts the ribbon the new Concessions Receiving and Distribution Center, making it the first Master Plan-related project to be finished.
- ▶ Bay Coffee & Tea and Auntie Anne's open on Airside A, becoming the first new concessions concepts to open as part of the Airport's massive concessions redevelopment.
- ▶ Silver Airways announces new daily service to Nassau, Bahamas.
- ▶ Steel begins going up on the west side of the Main Terminal for the new outdoor dining terrace deck.

MARCH

- ▶ Southwest Airlines and JetBlue Airways apply to the U.S. Department of Transportation for permission to provide daily nonstop flights between Tampa and Havana.
- ▶ Time Zone/Shades and Starbucks become the first new concessions open at Airside C.
- ▶ George J. Bean Parkway returns to its original configuration after months of construction on the Taxiway J Bridge required it to be temporarily rerouted.



TPA cuts the ribbon on the first Master Plan project



TPA's first new concessions open up in Airside A



TPA's outdoor dining terraces begin taking shape



RumFish Grill, a local concept, opens at Airside C

APRIL

- ▶ RumFish Grill opens at Airside C; Starbucks opens at Airside E.
- ▶ The new Airside C shuttle lobby opens to rave reviews.

MAY

- ▶ Ducky's bar and the CNBC news convenience shop open on Airside A.
- ▶ New nonstop daily service aboard Silver to Nassau, Bahamas begins.



TPA cuts the ribbon on new Tampa Bay Times store

JUNE

- ▶ The Tampa Bay Times news stand opens on Airside E; The Gasparilla Bar opens on Airside F.
- ▶ Workers with Mitsubishi begin construction on the concrete running surfaces for the new SkyConnect train.

JULY



Sheltair opens for business at TPA

- ▶ Fixed-base operator Sheltair, a Fort Lauderdale-based company, opens for business at Tampa International Airport.
- ▶ Tampa International Airport lands nonstop service to San Francisco aboard United Airlines beginning in February 2017.
- ▶ Spirit Airlines announces it will add nonstop daily service to Baltimore/Washington International Thurgood Marshall Airport and three-times-a-week service to Akron-Canton in November.

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// TWO MASTER PLAN PROJECTS REACH COMPLETION

Construction continues on the consolidated rental car center, main terminal and SkyConnect train, but two Master Plan projects were completed this year: The Taxiway J Bridge and the concessions receiving and distribution center. The Taxiway J Bridge was torn down and rebuilt to accommodate the people mover guideway that runs underneath. It's now about 100 feet wider and longer than the previous bridge. The high-tech concessions distribution center is essential

to the success of the concessions program. It supports the Airport's switch from a single concessionaire model to multiple concessionaires by providing a central location for receiving and screening food before distribution, allowing the airport to offer more brands while clearing up the roadways and other public-facing areas. ////





// MASTER PLAN CONSTRUCTION HITS PEAK

Construction on Tampa International Airport’s historic Master Plan peaked in 2016 with nearly 2,000 construction workers and about two-dozen cranes on site at one point. It was a year marked by heavy lifts, complicated logistics and numerous major milestones. Over the course of 2016, construction crews topped out the entire 2.6-million square-foot rental car structure with all of the 110,000 cubic yards of concrete. Three tower cranes and countless more mobile crawler cranes have come and gone. Crews also made tremendous progress on the SkyConnect people-mover system, placing hundreds of foundations, columns, caps, steel and concrete beams for the 1.4-mile guideway. By late 2016, almost all the concrete for the guideway had been placed and Mitsubishi had laid thousands of feet of concrete track, known as plinths. The stations, including ones at the Main Terminal, Economy Garage and rental car center, all began going vertical. The Main Terminal and TPA’s airside saw tremendous change with 23 new shops and restaurants opening their doors and a host of new functional improvements going online. Crews also finished three of the four outdoor dining terraces at the Main Terminal. ///





P.F. CHANG'S



Four Green Fields



Tampa Bay Times



// 23 NEW RESTAURANTS AND SHOPS OPEN FOR BUSINESS IN 2016

Ducky's, Four Green Fields, P.F. Chang's, Hard Rock Cafe, the Tampa Bay Times newsstand, TUMI/Swarovski. These are a few of the 23 shops and restaurants that opened this year. They represent one-third of the 69 new concepts coming to TPA as part of a massive concessions redevelopment program designed to transform the look, feel and taste of TPA's concessions. The new concepts include a greater emphasis on local concepts, such as Bay Coffee & Tea and The Cafe by Mise en Place, as well as well-known brands like Chick-fil-A and Auntie Anne's. The Main Terminal's Hard Rock Cafe was the first Hard Rock located at a North American airport. More than 40 percent of the new food and beverage concepts will be dedicated to local brands, including such favorites as Ulele and Buddy Brew Coffee. ///



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TPA earns double-A rating from Fitch

- ▶ P.F Chang’s opens in the Main Terminal; Four Green Fields opens on Airside E.

AUGUST

- ▶ U.S. Department of Transportation announces its final decision to award Southwest nonstop daily service from Tampa to Havana, Cuba, capping off months of tight competition for the new route.
- ▶ Fitch Ratings gives TPA a double-A rating on its bonds and reaffirms the Airport’s sound financial position.



Frontier begins nonstop service to Las Vegas

- ▶ Hard Rock Cafe opens in the Main Terminal, becoming the chain’s first airport location in North America.
- ▶ NewsLink news stand opens on Airside C.

SEPTEMBER

- ▶ TPA sees a slew of new concessions openings tied to the concessions redevelopment, including the Main Terminal food court (Chick-fil-A, Qdoba and Wendy’s) and the Starbucks Reserve, Swarovski/TUMI and Illy Espressamente on Airside F.
- ▶ Frontier begins offering nonstop flights from Tampa to Las Vegas.
- ▶ Lufthansa celebrates one year of service to Frankfurt.
- ▶ Air cargo jumps 30 percent for Fiscal Year 2016 compared to Fiscal Year 2015.



Lufthansa marks one year of service to Frankfurt

OCTOBER

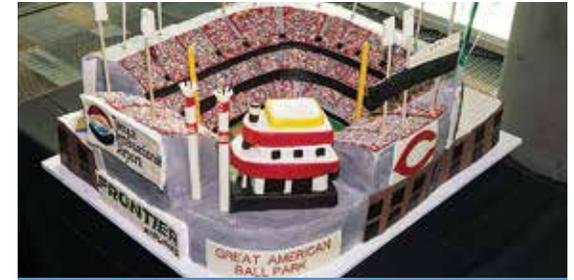
- ▶ Icelandair announces nonstop service to Reykjavik, Iceland.
- ▶ Frontier Airlines begins four-times-a-week service to Cincinnati/Northern Kentucky.
- ▶ The Taxiway J Bridge reopens for airplane traffic.

NOVEMBER

- ▶ TPA announces its list of new target markets for air service development, including Amsterdam, Dublin, Manchester, Lima, Salt Lake City and Portland.
- ▶ Tampa International Airport celebrates the two-year anniversary of construction on the historic Master Plan expansion.
- ▶ TPA opens Starbucks Evenings Reserve in the Main Terminal – the 23rd new concessions option to open in 2016.
- ▶ Delta announces new twice daily service to Boston beginning in February 2017.
- ▶ Spirit Airlines begins nonstop service to two new destinations, Baltimore and Akron-Canton.

DECEMBER

- ▶ Southwest becomes one of the first commercial airlines in the country to offer nonstop daily flights to Havana, Cuba.



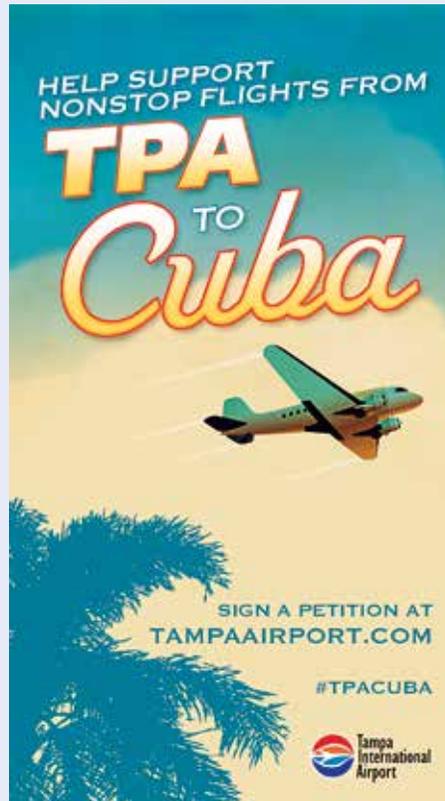
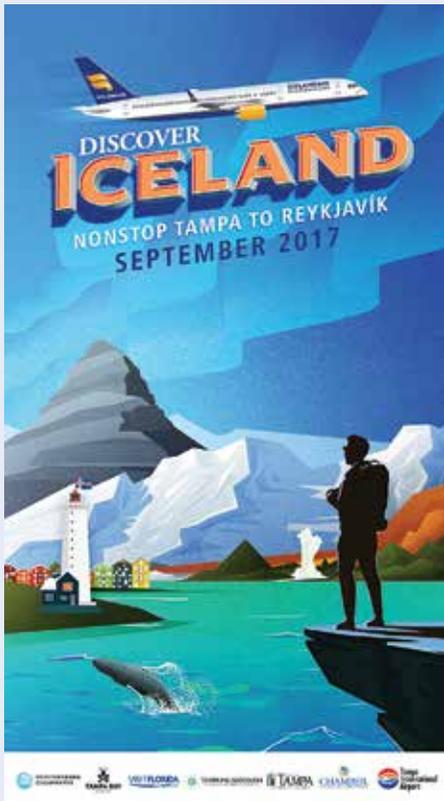
TPA celebrates new service to Cincinnati/N. Kentucky



Spirit launches service to Baltimore, Akron-Canton



Southwest launches nonstop daily flights to Havana



// TPA CONTINUES TO BRING IN NEW AIR SERVICE

Iceland, Cuba and San Francisco were among the air service victories in 2016. In October, Southwest Airlines announced it would begin nonstop daily service to Havana, Cuba in December, making TPA among the first airports in the country to offer regularly scheduled commercial service to the country. Tampa International Airport is home to the third largest Cuban population in America. In early October, Icelandair made the announcement of twice-weekly service between Tampa and Reykjavik beginning in September 2017. The connection gives Tampa Bay residents easy access to more than 25 destinations in Europe and gives Icelanders and Europeans direct access to Tampa Bay's beaches and attractions. Earlier in the year, in July, United Airlines announced daily nonstop service to San Francisco, beginning February 2017. The Tampa-San Francisco route was one of the most in-demand routes in the country and the service helps strengthen TPA's connections to the West Coast. These announcements follow a long string of new international and domestic air service successes, including new flights to Frankfurt, the Bahamas, Panama City and numerous domestic locations. These wins reflect the industry-leading partnership of TPA and its community partners who work closely to ensure the success of new flights. ///



// CUBA FLIGHTS TAKE-OFF

Well before sunrise on Dec. 12, Tampa International Airport became one of the first airports in America to offer nonstop scheduled service to Havana, Cuba. The new service on Southwest Airlines is a major victory for TPA and the Tampa Bay region, which is home to the third largest Cuban population in America. Airport CEO Joe Lopano credited the Airport's community partners for their support of commercial Cuba flights, as well as the nearly 6,000 people who signed a petition submitted to the U.S. Department of Transportation in support of the service. Lopano also credited U.S. Rep. Kathy Castor for her tireless work and passion over the past several years in making the flights from TPA possible. The scheduled service follows years of charter service to Cuba. Since TPA began charter service to Cuba in 2011, more than 300,000 people have traveled from Tampa to the island nation. ///



safety a

//YEAR IN REVIEW safety and security



This triennial exercise requires months of planning and preparation by several Airport departments as well as partner agencies and organizations. Not only is the mass casualty drill a requirement by the FAA, but it is a test of the cornerstone function of Tampa International Airport, which is to ensure the safety and security of our passengers and guests. This year's exercise included over 200 volunteers with 17 agencies and organizations taking part. In addition to the airfield activity evaluating response to a crash site, securing the scene and treating victims, volunteers in the Main Terminal simulated friends and family who would arrive at the airport to inquire about their loved ones. The exercise also featured a first-ever Family Assistance Center simulation.



//SAFETY AND SECURITY



JANUARY

- ▶ TIAPD opens an auxiliary Airside E office to allow officers to work more efficiently and ensure faster response times to the Airside.
- ▶ The Airport Police Department incorporates new 700MHz radios, new ticket writing software and other software enhancements for smarter records management

FEBRUARY

- ▶ TIAPD conducts crosswalk safety campaign to increase pedestrian safety at the crosswalk adjacent to the U.S. Post Office.



MARCH

- ▶ Police and traffic managers continue to work closely with construction crews to facilitate construction-related closures during this busy period of activity.

APRIL

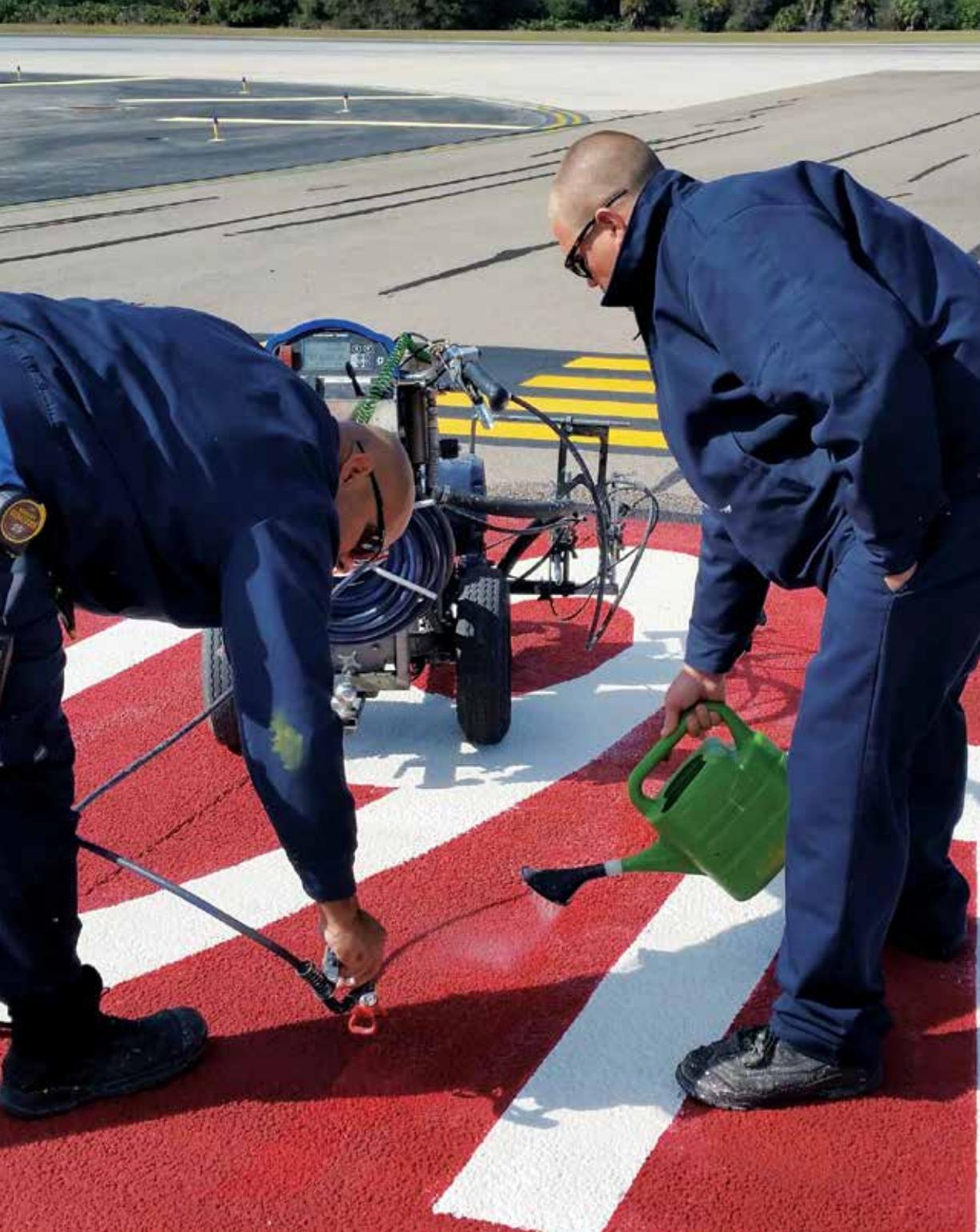
- ▶ Members of TPA's Aircraft Rescue and Fire Fighting (ARFF) Station announce the creation of a new Paramedic Bicycle Response Team.



MAY

- ▶ Tampa International Airport officers celebrate National Police Week with meals and goodie bags.

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// TPA PASSES ANNUAL FAA INSPECTION WITH FLYING COLORS

Tampa International Airport once again this year passed its annual FAA Part 139 Certification Inspection with zero discrepancies. The rigorous review by the FAA inspectors covers more than 120 items on their certification checklist, including the airfield, ARFF training and response time, personnel training records, the fueling facility and the Airport Emergency Plan. Inspectors complimented the Airport Operations team for adding additional staff in FY16 focused on Airfield Operations, including six additional Airport Operations Managers and Specialists and a dedicated Safety and Compliance Manager responsible for ensuring Part 139 compliance. They noted the Airport's robust self-inspection program as well as an effective Vehicle/Pedestrian Program designed to prevent runway incursions. The inspectors also commented that airfield signs, markings and lighting looked great and the records of all work done on the airfield were well-documented and explained. ////

Pictured to the left: Maintenance workers apply paint and glass beads to enhance airfield markings.



// AIRPORT FIREFIGHTERS GET A NEW RIDE

A new Paramedic Bicycle Response team came on board at TPA in 2016 with the goal of improving response time and customer service throughout the Airport. The ARFF bicycle paramedics patrol the Main Terminal, airside and all of TPA during peak travel times and special events. The first event for the new bike team was April's 5K Runway Fun Run, where the bike team assisted four people with medical issues – and had many more positive interactions with the participants. The ARFF division now has 15 bicycle paramedics who have taken the International Police Mountain Bike Association certification class. They can be seen riding about on custom Volcanic mountain bikes. ////

// TPA CONSTRUCTION AIMS FOR INCIDENT FREE CULTURE

As the saying goes, one construction accident is one too many. That's why Tampa International Airport, with the help of its contractors, created its Incident-Free Culture safety program. The program is designed to stress the importance of safety across all Master Plan projects, encourage people to follow proper safety protocols and reward those who go above-and-beyond in terms of safety. Those workers with notable safety track records receive a signed and framed letter from Airport CEO Joe Lopano along with a rendering of TPA. ////



Tampa International Airport
INCIDENT FREE CULTURE

Continued from Page 38

JULY

- ▶ Tampa International Airport again passes its annual FAA Part 139 Certification Inspection with zero discrepancies.
- ▶ Airport law enforcement work closely with U.S. Secret Service agents to ensure the safe arrivals and departures of presidential candidates and other senior U.S. officials coming to Tampa Bay to campaign in this key region.
- ▶ Airport Police conduct an active shooter training exercise for Moffitt Cancer Center at Tampa International Airport.



TPA passes FAA Part 139 Certification Inspection

AUGUST

- ▶ Tampa International Airport receives high marks during the Transportation Security Administration Office of Law Enforcement/ Federal Air Marshal Service and the Federal Bureau of Investigation Joint Vulnerability Assessment.
- ▶ Airport Police participate in emergency preparedness drill at the U.S. Post Office.



TIAPD conducts active shooter training for Moffitt

SEPTEMBER

- ▶ Airport tests crisis readiness with full-scale mass casualty exercise.



Hundreds participate in mass casualty exercise



// CRISIS READINESS TESTED WITH FULL-SCALE MASS CASUALTY EXERCISE

Tampa International Airport's Triennial Full Scale Mass Casualty Exercise in September tested and reviewed the Airport's response and the response of partnering agencies in the event of a major aircraft accident. New this year: A family assistance component. Dozens of volunteers in blue shirts played the role of loved ones of crash victims in the fictitious Atlantic International Flight 3500. TPA and airline representatives worked to secure an area for the pretend family members, disseminate information and comfort them, just as they would in a real disaster situation. Nearly 200 volunteers from local colleges and Community Emergency Response Team (CERT) members played the roles of accident victims and family members and several local media outlets covered the event. The exercise involved various departments at Tampa International Airport, as well as representatives from 17 different agencies, including the FAA, Alaska Airlines, HART, American Red Cross, Salvation Army, MacDill Air Force Base, St. Pete-Clearwater International Airport, Hillsborough County Emergency Management, City of Tampa Fire Rescue and the Florida Department of Health. ////

//YEAR IN REVIEW customer service excellence

customer

//CUSTOMER SERVICE EXCELLENCE



TPA ranks #1 in U.S. for food/beverage options



TPA promotes walking with new walking route cards



Banquet celebrates four years of volunteer program

JANUARY

- ▶ Travelers rank Tampa International Airport #1 in the U.S. for food and beverage options, beating out Salt Lake City International and Minneapolis St. Paul International, according to AirportXP.

MARCH

- ▶ TPA sets an all-time passenger record for March with 1.97-million passengers.

APRIL

- ▶ Tampa International Airport is named the top passenger-rated large airport in the nation, according to a customer satisfaction survey by AirportXP.

MAY

- ▶ TPA creates cards with suggested walking routes and distances around the Main Terminal as part of a commitment to promote healthy and active living.

JULY

- ▶ TPA volunteers celebrate the fourth year of the Volunteer Ambassador program with a banquet.

continued on Page 51



// MOBILE PASSPORT CONTROL EASES INTERNATIONAL ARRIVALS

Going through U.S. Customs this past year got a little bit easier for passengers flying into Tampa International Airport from abroad. In August, TPA and U.S. Customs and Border Protection announced the expansion of Mobile Passport Control into the Airport. Mobile Passport Control is the first authorized app to expedite a traveler's arrival into the United States. Eligible travelers submit their passport information and customs declaration form via a smartphone prior to arrival. The new technology comes at a time when TPA has seen tremendous growth in international travel. Since 2010, international passenger traffic has more than doubled with new service to Frankfurt, Panama City and Zurich. The Airport prides itself on giving passengers a quick and efficient experience through customs to help get people to their final destination as quickly as possible. ///





// AIRPORT BRINGS POWER TO THE PEOPLE

Call it the year of the power pylon. In 2016, Tampa International Airport began installing hundreds of new charging stations at each of the Airport’s four airside, giving passengers unparalleled access to power while they travel. Equipped with 16 outlets/USB ports, each of the charging stations is located near seating and allows guests to sit back, relax and charge their devices. Each airside will have at least 100 charging stations while Airside C, home of Southwest Airlines and TPA’s busiest airside, will have nearly 200 stations. The increase in power came in direct response to customer surveys that revealed the need to provide passengers with greater access to power – one of the most in-demand commodities for any of today’s travelers. Since installation began, TPA has noticed a significant increase in passengers who say they are able to find power. Outside of the charging stations, the Airport has installed new work stations and seating units that also provide power. All these elements are part of the numerous airside functional improvements coming to the Airport as part of the historic Master Plan expansion. ////





// VOLUNTEER AMBASSADORS CELEBRATE FOURTH YEAR OF HELPING TAMPA BAY AREA VISITORS

The Volunteer Ambassador program began four years ago, just in time for the Republican National Convention visitors to arrive. The program started its first year with around 90 volunteers and is now up to 158 volunteers. They have put in combined service of nearly 94,000 hours and have helped almost 800,000 guests since 2012. This year, nine volunteers were recognized for 1,000 hours of service, adding to the six who reached the milestone last year. Visit St. Petersburg Clearwater and Visit Tampa Bay lead volunteers on six familiarization trips each year so they can guide tourists to Bay area hot spots. This year's tours included the Hard Rock Cafe and The Florida Aquarium in Tampa, and the Hofbrauhaus and a screening of "The Birds" in Vinoy Park in St. Petersburg. ////



Continued from Page 46

AUGUST

- ▶ Tampa International Airport is again rated among the best in the nation, according to a TripAdvisor survey of more than 114,000 U.S. travelers.
- ▶ U.S. Customs and Border Protection unveil Mobile Passport Control for international passengers arriving at Tampa International Airport.

SEPTEMBER

- ▶ TPA rolls out a massive customer service effort to inform guests about nightly closures at the Blue Arrivals and Departures curbsides.
- ▶ Workers finish installing more than 100 power pylons on Airside E as part of TPA's airside improvement work.

OCTOBER

- ▶ Conde Nast Traveler ranks TPA as the third-best airport in the country based on a survey of more than 300,000 readers.

DECEMBER

- ▶ Tampa International Airport ranks #2 in North America for customer satisfaction by J.D. Power.



TPA ranks among best airports in North America



TPA campaign aids guests through construction



J.D. Power recognizes TPA's commitment to travelers

// TAMPA INTERNATIONAL RANKED AMONG THE BEST AGAIN

Despite major construction across the campus, TPA in 2016 ranked among the best airports in the country in terms of passenger satisfaction. Travelers surveyed by J.D. Power ranked TPA second best in North America while those surveyed by Conde Nast Traveler magazine named Tampa International the third best airport in the country. Conde Nast noted the Airport's timeless design, saying: "Tampa's airport feels like a vision of the future from 50 years ago (because it was), but think of this more as the timelessness of TPA." TripAdvisor also named Tampa International one of the country's best airports in its first-ever review of U.S. airports. Surveys frequently rank TPA among the best in the country, citing its excellent design, proximity to downtown and short TSA wait times. While construction is in full swing, TPA's internal passenger surveys show that the vast majority of passengers are not significantly impacted by construction. Fewer than five percent of passengers say they were significantly impacted by the ongoing work. ///

CONDE NAST
Traveler

 **tripadvisor®**



■ innovation ■

//YEAR IN REVIEW innovation and process improvement



//////
Innovation and improvement lies in the desire of the Airport team to constantly improve, personally and professionally. Each year, the Airport's training team offers a variety of courses and seminars ranging from customer service to leadership and personal improvement skills like public speaking. Airport employees are encouraged to participate and are given time in their work days to accomplish the programs. With each passing year, more employees are taking advantage of the opportunities and are using their new found skills and confidence to make TPA better every day.
//////

//INNOVATION AND PROCESS IMPROVEMENT



Cigar City is named as one of the best airport bars



Mastermind behind TPA's logo, signage is honored



TPA receives environmental award from ACI-NA

JANUARY

- ▶ Airside C's Cigar City Brewing, the first to brew beer in a U.S. Airport, is named as one of the best airport bars in the country by USA TODAY 10Best.
- ▶ The Airport's sustainability team, known as LEAF, holds its kick-off meeting with participation from every HCAA department.

FEBRUARY

- ▶ Tampa Electric opens a 2-Megawatt solar panel array on top of the Airport's South Economy Garage.
- ▶ Jane Doggett, creator of TPA's logo and wayfinding signage, is inducted into the Florida Artists Hall of Fame.
- ▶ TPA's LEAF program is recognized by Airports Council International-North America as the winner of the 2016 Environmental Achievement Award for the Environmental Management category.

MARCH

- ▶ Tampa International Airport unveils design for new people-mover system and rolls out a competition to Name the Train.
- ▶ Tampa International Airport wins Shorty Award, which recognizes excellence on social media, for the heart-warming tale of a little passenger who lost his stuffed tiger and everything TPA did to get it back to him.

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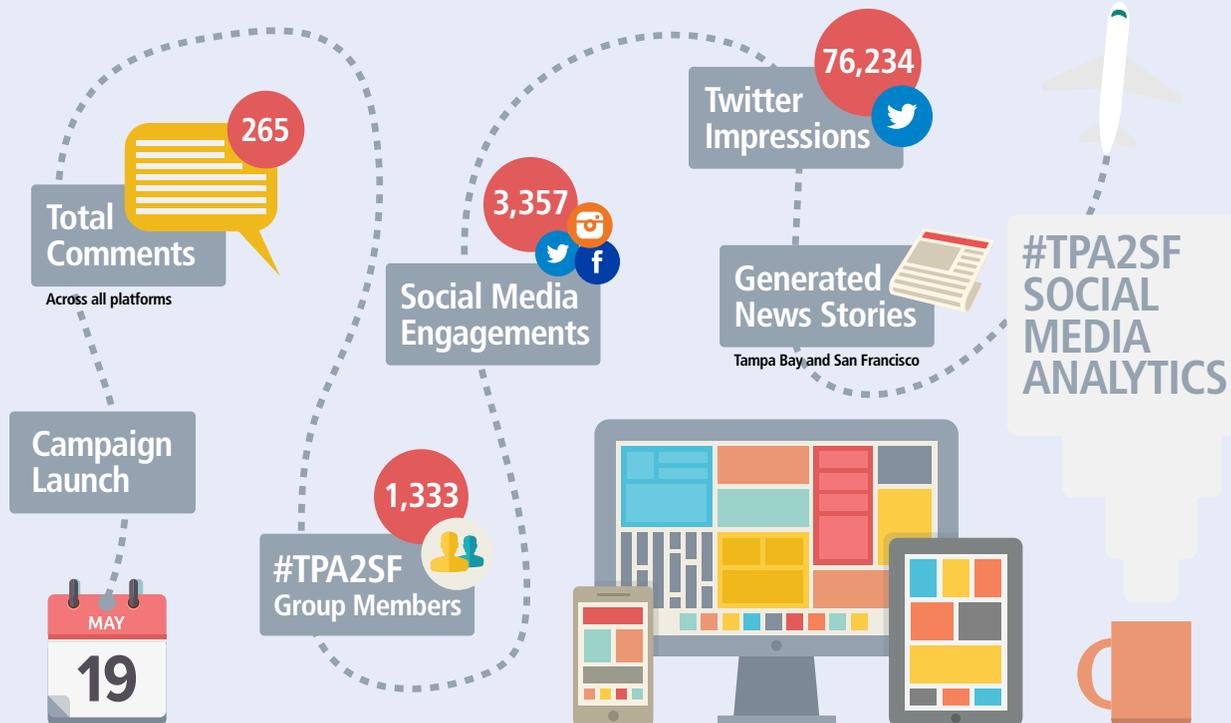
// TAMPA ELECTRIC OPENS NEW SOLAR PANEL FACILITY AT TPA

With the flip of a switch, Tampa International Airport and Tampa Electric introduced the utility's first large-scale solar panel array in the form of a 2 megawatt (MW) canopy on the top of the Airport's south Economy Garage. The array provides solar energy to Tampa Electric's customers and shade for Airport parking patrons. The solar panels produce enough electricity to power up to 250 homes, or about the equivalent of what it will take to power the Airport's new SkyConnect people-mover system. The solar array is part of TPA's ongoing commitment to sustainability. TPA recently formalized its commitment to sustainability through the creation of a new sustainability program dubbed the Legacy of Environmental Actions for our Future, or LEAF. The Airport offers 15 electric vehicle charging stations, owns a fleet of natural gas vehicles and is committed to sustainability in its ongoing \$1 billion expansion. ///



// SOCIAL MEDIA CAMPAIGN HELPS BRIDGE TWO BAY AREAS

More than 1,300 people joined the effort to win nonstop flights to San Francisco when the Airport took an unconventional approach to air service development this spring by turning to the powers of social media. The #TPA2SF campaign, run through Facebook, Twitter and Instagram, brought together community members from both Bay areas who wanted to see the Bay-to-Bay connection. The Airport collected dozens of comments that highlighted the importance of the route to business travelers, local companies and individuals simply looking to visit their loved ones. In July, United Airlines announced new daily nonstop service beginning in February 2017. The campaign helped put a story behind the facts and figures and, importantly, gave the community an outlet to voice their support to the airline. ///





Continued from Page 56



Edelweiss brings in brand new A330-300



RumFish Grill fish tank featured on TV show "Tanked"



TPA launches Cayman Airways selfie contest

APRIL

- ▶ The Hillsborough County Aviation Authority Board approves contracts for new public art at seven locations as part of TPA's expansion.
- ▶ TPA welcomes a brand new Edelweiss A330-300 on its first commercial flight.

MAY

- ▶ Animal Planet show "Tanked" features installation of new 1,200-gallon aquarium at RumFish Grill.
- ▶ TPA launches #TPA2SF social media campaign to build community support for nonstop flights from Tampa to San Francisco.
- ▶ The Tony Jannus Distinguished Aviation Society names Southwest Airlines CEO & President Gary Kelly as the recipient of the 2016 Tony Jannus Award.

JUNE

- ▶ TPA launches a joint selfie contest with Cayman Airways to promote daily summer flights to Grand Cayman.
- ▶ TPA hosts the annual Employee Health Fair, which features sign-ups for free health screening and representatives from 30 vendors.
- ▶ The Airport's new employee cafeteria, Laneside Grill, opens to rave reviews.

JULY

- ▶ Airport officials announce that they expect to meet or exceed the goal of paying \$122 million to woman- and minority-owned businesses as part of its historic expansion.
- ▶ The first new Main Terminal escalators open as part of TPA's expansion.

AUGUST

- ▶ Tampa International Airport wins Top Flight award from the Airport Minority Advisory Council for its efforts to promote diversity through concessions and construction programs.

NOVEMBER

- ▶ Peter O. Knight Airport on Davis Islands celebrates the opening of ICON Aircraft's east coast Flight Training Center for their amphibious A5 plane.
- ▶ Airport CEO Joe Lopano is named as one of 25 members of the new National Advisory Committee on Travel and Tourism Infrastructure.



TPA unveils first new Main Terminal escalators



ICON Aircraft opens new Flight Training Center



Joe Lopano named to the new NACTTI

// COMMUNITY HELPS NAME NEW PEOPLE MOVER

After two weeks and nearly 4,000 votes in Tampa International Airport's Name the Train campaign this spring, voters chose SkyConnect as the moniker for the Airport's 1.4-mile people mover. The name pulled in 45 percent of 3,870 votes. Gulf Glider claimed second place with 26 percent of the vote and Florida Flyer got third with 15 percent. JetStream came in last with 14 percent. The campaign was announced by Airport CEO Joe Lopano at a press conference on March 24, generating widespread interest with the media and on social media. The Name the Train campaign gave the public an opportunity to learn more about the train and check out its unique design. SkyConnect will rapidly take passengers between the Main Terminal, Economy Garage and new state-of-the-art rental car center. The train features a design inspired by the beauty of the Tampa Bay region. Each of the 12 cars is adorned with an image of one of the many birds that inhabit the Tampa Bay region. The birds were chosen in partnership with the Tampa Audubon Society. *////*



VOTING RESULTS

Gulf Glider	26%
Florida Flyer	15%
SkyConnect	45%
JetStream	14%





// HCAA INKS DEAL FOR NEW PUBLIC ART FOR NINE LOCATIONS

The Hillsborough County Aviation Authority Board this past year approved contracts for new public art at nine locations as part of Tampa International Airport’s Master Plan expansion. The proposed new art is wide-ranging, both in style and medium, and includes everything from hanging digital installations to abstract images to an aluminum sculpture that features hand-typed stories and photos of Tampa. Two of the pieces will be located inside the new rental car center, three will be found inside the SkyConnect train stations and four will be housed inside Airside F. The total budget for the nine pieces of art is approximately \$2.2 million. TPA Vice President of Marketing Chris Minner said that the Airport’s call to artists was heard locally and around the world. “This public art will make unique and lasting memories for the millions of travelers who see it every year,” he said. [////](#)

hillsborough county aviation authority

hillsboro



//ABOUT HCAA

The Hillsborough County Aviation Authority is an independent special district of the State of Florida, created by the 1945 Florida Legislature with exclusive jurisdiction, control, supervision and management over all publicly-owned airports in Hillsborough County.

A series of special acts of the Legislature have broadened the scope of the Aviation Authority, giving it the full prerogatives of a public corporation. The key feature in the structure of the Aviation Authority is the requirement that all moneys be kept separate from all other governmental units-and these moneys cannot be spent for anything other than aviation purposes. The Aviation Authority is empowered to promulgate and enforce all rules and regulations required for the proper operation of its facilities.

The Authority is a self-supporting organization and generates revenues from airport users to fund operating expenses and debt service requirements. Capital



projects are funded through the use of bonds, short-term financing, passenger facility charges, federal and state grants and internally generated funds. Although empowered to levy ad valorem property taxes, the Authority has not collected any tax funds since 1973.

The Aviation Authority is governed by a five-member Board of Directors. Three members are residents of Hillsborough County appointed by the Governor of the State of Florida for four-year terms. The Mayor of the City of Tampa and a board member of the County Commissioner of Hillsborough County, serve ex officio on the board. The gubernatorial appointments occur at two-year intervals and at these times the Board re-organizes itself, electing officers for the ensuing two years.

Passenger Airlines - Signatory

American Airlines
Delta Air Lines
JetBlue Airways
Southwest Airlines
Spirit Airlines
United Airlines

Passenger Airlines - Non-Signatory

Air Canada
Alaska Airlines
British Airways
Caribbean Sun Airlines
Cayman Airways
COPA Airlines
Eastern Air Lines
Edelweiss Air
ExpressJet Airlines
Frontier Airlines
GoJet Airlines
Lufthansa
Mesa Airlines
Republic Airline
Shuttle America
Silver Airways
SkyWest Airlines

Sun Country Airlines
Swift Air
TEM Enterprises
DBA Xtra Airways
WestJet

Air Cargo

ABX Air
Air Transport International
Federal Express

Cuba Charters (CSPs)

ABC Charters
Cuba Travel Services
Gulfstream Air Charter
Island Travel and Tours

HCAA Airports

Tampa International Airport
Peter O. Knight Airport
Plant City Airport
Tampa Executive Airport

//STAFF ROSTER

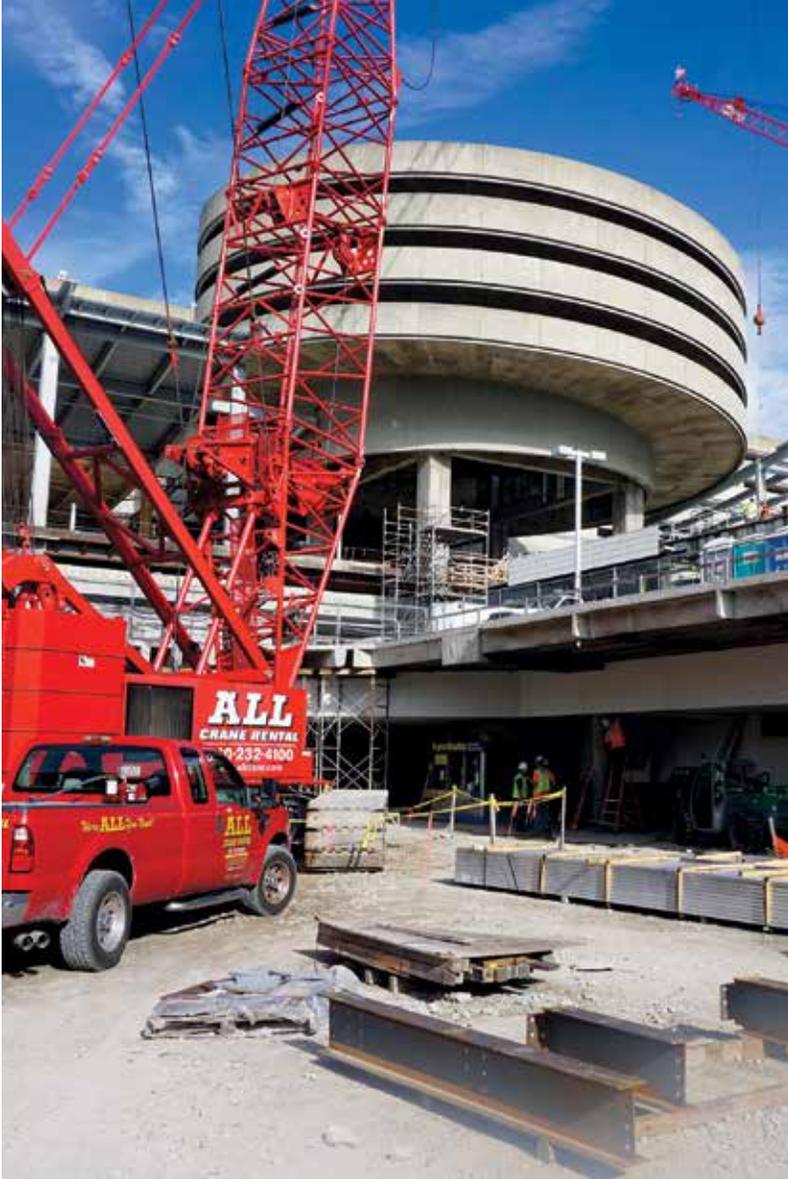
Senior Leadership

Rich Coudurier / Dir., Planning & Design
Ann Davis / Dir., Finance
Gina Evans / Dir., Government Relations
Brenda Geoghagan / Dir., Guest Services
Kari Goetz / Dir., Marketing
Edward Haines / Dir., Procurement
Dan Johnson / Dir., Development Program Services
Michael Kamprath / Assistant General Counsel
Scott Knight / Assistant General Counsel
Dominic Macrone / Dir., Human Resources
John Mallory / Dir., Construction
Elita McMillon / Dir., Ethics, Diversity & Admin.
Laurie Noyes / Dir., Airport Concessions
Danny Olegario / Airport Fire Chief
Paul Ridgeway / Dir., Maintenance
Marcus Session / AVP., Information Technology
Jeff Siddle / AVP., Planning & Development
Paul Sireci / Dir., Public Safety & Security
Kenneth Strickland / Dir., Air Service Development
Laura Tatem / Dir., Internal Audit
Lloyd Tillmann / Dir., Operations
Beth Zurenko / Dir., Real Estate



Executive Staff (Pictured above, left to right)

Chris Minner / Vice President- Marketing, Michael Stephens / General Counsel & Vice President- Legal Affairs, Joe Lopano / Chief Executive Officer, Janet Zink / Assistant Vice President- Media & Government Relations, Damian Brooke / Vice President- Finance, Al Illustrato / Vice President- Facilities & Administration, and John Tiliacos / Vice President- Operations & Customer Service



//SPECIAL THANKS TO OUR COMMUNITY PARTNERS

Greater Tampa Chamber of Commerce

St. Petersburg Area Chamber of Commerce

Tampa Hillsborough County Economic Development Corporation

Visit St. Petersburg/Clearwater

Visit Tampa Bay

AAA Auto Club South

//ACKNOWLEDGMENTS

Publishers: TPA Communications | *Janet Zink & Danny Valentine*

Production: TPA Marketing | *Kari Goetz, Kelly Figley & Danny Cooper*

Design: TPA Marketing | *Justin Edwards & Robert Connelly*

Photography: Bob Croslin Photography, Rixon Photography,
Steve Beaudet Photography, Lori Ballard Photography,
TPA Marketing | *Angelo Mottola*,
TPA Communications | *Christine Osborn*



To view the airport's FY2016 financials, please go to:
www.TampaAirport.com/facts-statistics-financials



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