

Hillsborough County Aviation Authority

2024 Responsible Growth Report

Accelerating Progress to 2030



TAMPA INTERNATIONAL AIRPORT
**Sustainability
& Resilience**



2024 Responsible Growth Report

Accelerating Progress to 2030

Hillsborough County
Aviation Authority

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About HCAA

The Hillsborough County Aviation Authority (Authority or HCAA) presents its inaugural 2024 Responsible Growth Report (Report), which tracks progress toward the goals and strategies outlined in its [2024 Sustainable Management Plan \(SMP\)](#). As the governing body of Tampa International Airport (TPA) and its associated general aviation (GA) facilities – Peter O’ Knight Airport (TPF), Plant City Airport (PCM), and Tampa Executive Airport (VDF) - HCAA is committed to advancing responsible growth by embedding sustainability and resilience planning into its organizational priorities and airport operations.

The SMP defines HCAA’s strategic approach to responsible growth through Specific-Measurable-Achievable-Relevant-Time-bound (SMART) goals. All goals and targets are set for 2030 achievement using a 2018 performance measurement baseline. The Responsible Growth Report addresses the Airport’s priorities, performance, and opportunities across environmental stewardship and quality of life topics. This Report primarily presents data for the Calendar Year (CY) 2024. It identifies instances where data corresponds to Fiscal Year (FY) 2024 (October 1, 2023, to September 30, 2024).



Staff

Aviation Authority Board Members

- Brig. Gen. Chip Diehl, Chair**
Term 2021-2029 / Governor-Appointed
- Garry W. Harrod, Vice Chair**
Term 2021-2029 / Governor-Appointed
- Robert I. Watkins, Treasurer**
Term 2023-2027 / Governor-Appointed
- Mayor Jane Castor, Secretary**
Ex-Officio / Mayor of Tampa
- Commissioner Harry Cohen, Asst. Sec./Asst. Treas.**
Ex-Officio / County Commissioner

Aviation Authority

- Michael Stephens, CEO**
Since 4/2025

Airport Employees

- | | |
|-------------------------|--------|
| All Airport Employees | 10,500 |
| Aviation Authority-only | 703 |

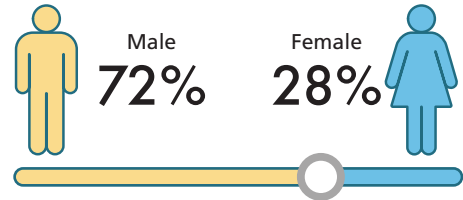
TPA by the Numbers

Fiscal Year 2024

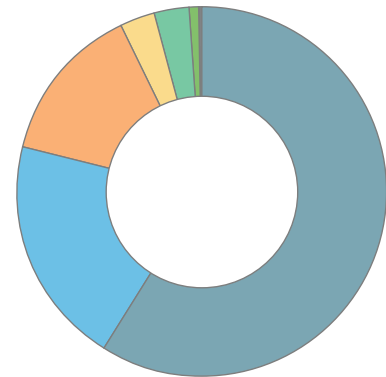
Employee Count by Department

211 Maintenance	143 Public Safety	85 Operations
53 Information Technology Services	26 Terminal Ops / Guest Experience	25 Planning & Development
24 Procurement	21 HR / Risk / Records	14 Finance
11 Concessions / Commercial Parking	11 Marketing	11 General Aviation
11 Real Estate	9 Capital Program	7 Chief Executive Office
5 Communications	4 General Counsel / Legal Affairs	4 Government / Community Relations
3 Air Service Development	2 Internal Audit	

Gender



Race & Ethnicity



- 0.1% American Indian/Alaskan Native
- 0.9% Undisclosed
- 3% Multiracial
- 3% Asian
- 14% Black/African American
- 20% Hispanic/Latino
- 59% White

Activity Report - Calendar Year 2024

ANNUAL PASSENGERS
24,756,631
+3.37% vs. 2023

RANKED BY SIZE
26th
Among U.S. Airports

CARGO
208,856,949 lbs.

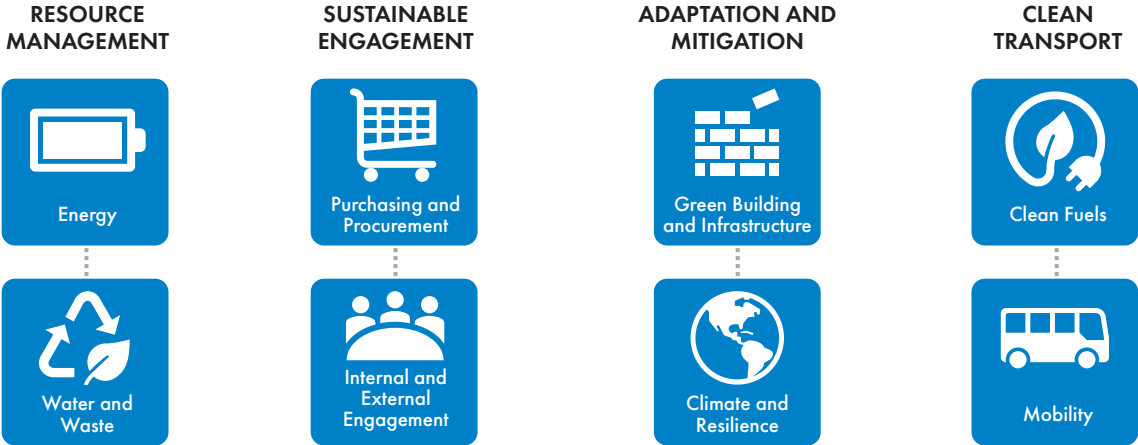
MAIL
20,144,010 lbs.

HIGHEST TRAFFIC MONTH
March 2024
2,590,358 Passengers

LOWEST TRAFFIC MONTH
October 2024
1,598,408 Passengers

Responsible Growth at HCAA

HCAA's Sustainable Management Plan defines the Authority's sustainability mission, vision, and focus areas. This Responsible Growth Report highlights CY24 progress on goals and initiatives within these focus areas.



MISSION
Create a sustainable and resilient organization through intentional and responsible leadership, empowerment, and action.

VISION
Be an innovation leader throughout the aviation industry and inspire action in the Tampa Bay community.

Resource Management

Energy

- Achieved net zero natural gas (NG) consumption: a 99% reduction in usage since 2018.
- Decreased Energy Use Intensity (EUI) by 11% across terminal and airside since 2018, exceeding its 2030 goal of 10%.
 - Replacement of NG water heaters with 28 standard and 33 point of use electrical units.
 - LED lighting conversions for 88% of the main terminal and 80% of runways
 - Smart lighting controls in the main terminal and airside automatically turn off between 8:30 am and 5:30 pm to maximize natural light: motion activated lighting in the SkyCenter and maintenance facilities.
- Clean energy procurement strategies:
 - Engaging with TECO to explore renewable energy
 - Early-stage planning for developing onsite microgrids
 - Feasibility assessments of hydrogen applications in operations with utility and industry stakeholders.

Water and Waste

- Since 2018, TPA has reduced potable water consumption by 60%, surpassing its SMP goal.
 - Sensor-operated, low-flow fixtures in all restrooms at the Sky Center, Airfield Maintenance, Central maintenance, and North Maintenance,
 - Capturing and reusing condensate in the HVAC system at Airside C.
 - The Central Utility Plant has shifted to potable water from reclaimed water due to pipe and pump corrosion; however, the future Airside D plant includes safeguards to enable reclaimed water use.
- The Authority has maintained a 15% per passenger waste diversion rate since 2014.
 - Recycling 2,495 tons¹ of co-mingled materials, including plastics, glass, metals, and paper products.
 - Local Waste-To-Energy generated 7,739 megawatt-hours of electricity.
 - A waste audit by St. Petersburg College identified opportunities to improve bin signage and pilot composting.
 - Partnering with HMS Host to expand food donation and examine back-of-house composting efforts.

¹ Estimated waste data for TPA's main terminal and airside is based on available information and standard calculation methods.

Sustainable Engagement

Purchasing and Procurement

- HCAA's Sustainable Procurement Program has earned the National Procurement Institute's (NPI) Achievement of Excellence in Procurement (AEP) for 13 consecutive years.
- HCAA is increasing awareness and access to its projects for businesses:
 - Logged 118 speaking engagements totaling 125 hours, reaching over 80 organizations through presentations, panels, and school visits.
 - Held 17 leadership positions across aviation associations and signed its first [Memorandum of Understanding \(MOU\) with the University of South Florida \(USF\)](#) to foster collaboration and shared initiatives.
 - TPA's Sustainability and Resilience Director was named [Global Traveler's 2024 "Sustainability Industry Leader"](#) for TPA's impactful work.
- Clean energy procurement strategies:
 - Engaging with TECO to explore renewable energy
 - Early-stage planning for developing onsite microgrids
 - Feasibility assessments of hydrogen applications in operations with utility and industry stakeholders.

Internal Engagement

- The Authority is enhancing internal sustainability awareness.
 - Launched the Cultural Intelligence (CI) 360 Report, establishing a baseline for cross-cultural awareness and employee development.
- HCAA is strengthening employee engagement:
 - Annual workplace experience survey achieved a 94% response rate.
 - 23 employees enrolled in Toastmasters International, enhancing their communication and leadership skills.
 - The airport offers health food options at 51% of food vendors
 - New HR policy effective October 2024 allows employees to volunteer during work hours.
 - HCAA reimbursed \$46K in tuition expenses and \$75K in wellness expenses in 2024.

Community Engagement

- The Authority welcomed industry professionals, passengers, and the broader community to engage with its responsible growth efforts by hosting sustainability awareness events.
 - Second annual Earth Day drew hundreds of participants and featured exhibits like Ryan Moralevitz's beach-found trash artwork in the Airport's Main Terminal
 - A National Bike Month celebration featured a guided bike ride to the Airport and a keynote from the League of American Bicyclists.
 - TPA became the first U.S. airport designated a Bicycle Friendly Business.
 - HCAA hosted The Susanty Foundation's 16th Sustainable Business Awards, recognizing Tampa Bay organizations making a positive environmental impact.
 - Sustainability Program Tours welcomed 40 participants from the St. Pete Chamber of Commerce and Florida Aviation Council, highlighting SkyCenter's Platinum US Green Building Council (USGBC) Leadership in Energy Efficient Design (LEED) building, back-of-house recycling, and the efficient Central Utility Plant (CUP).
 - The 10th annual 5K on the Runway, which hosted 2,000 runners, kicked off the Employee Giving Campaign, raising a combined \$163,612 for United Way Suncoast.
 - Partnered with Sheltair Aviation and Signature Aviation to donate 14,000 toys to the Marine Corps Reserve Toys for Tots – the largest contribution in Tampa Bay.
 - HCAA employees donated 1,500 school supplies during the Back to School Campaign.
 - Planes, Trains, and Automobiles drew 4,500+ attendees, introduced youth to aviation and boosted the local economy with 2,400 tickets sold and 35+ vendors.
 - Inaugural Girls Achieving Leadership in Aviation (GALA) marked the 75th anniversary of the first all-women air show, raising \$63,745 to fund six \$5,000 aviation scholarships for women and youth.

Adaptation and Mitigation

Green Building and Infrastructure

- HCAA procured consulting services to update the 2014 Sustainable Design Criteria Manual (SDCM); it will be completed FY25.
- To improve energy efficiency of existing building operations, all capital improvement projects (CIP) include commissioning at project closeout.
 - Historically, project engineers performed commissioning through construction contracts. In 2024, the Authority began shifting toward third-party commissioning to ensure objective evaluation of building systems.
- TPA received the Benjamin J. Siwinski Award at the FAC Annual Conference for Envision Verification of Master Plan Phase 1 projects.
- Design continued on Airside D. Opening in 2028, it will be HCAA's first third-party commissioned project and fourth LEED certified project.

Climate and Resilience

- Since 2018, Scope 1 & Scope 2 decreased by 16% to 52,048 metric tons of equivalents surpassing its 10% reduction goal.
 - Per passenger emissions have decreased by 64% since 2018.
- The 2019 Resilience Action Plan (RAP) assessed 1,000+ climate risk scenarios at TPA for 2050 and 2100. Of 10 primary RAP actions, 3 were completed as of 2024, and 2 projects are in progress, nearing 50% completion.
 - In 2024, Hurricanes Helene and Milton tested the Authority's resilience. TPA resumed operations within 24 to 78 hours. TPF sustained significant damage, delaying night operations for two months.
- The Authority is advancing sustainable landscaping by mandating all vegetation meet "Florida-Friendly" guidelines, prohibiting wildlife-attracting vegetation, and encouraging all landscapers are certified in Green Industries Best Management Practices (GIBMP).

Clean Transport

Clean Fuels

- HCAA continued implementation of its Fleet Electrification Program which supports clean fuelⁱⁱ transitions.
 - Added 7 electric and hybrid vehicles, bringing the light-duty maintenance fleet to 14.
 - Continued phasing out compressed natural gas (CNG) vehicles, reducing the clean fuel vehicle count from 21 to 14 (14% of the maintenance fleet).
- HCAA's continues to progress towards goal to transition 50% of HCAA bus fleet to clean fuels by 2030 with 31% of the Authority's active and owned bus meeting this standard.
 - 23 leased and owned buses in its fleet: 5 electric, 1 CNG, 13 diesel, and 4 gasoline.

Mobility

- HCAA's EVSE Forecast Study showed high demand with opportunities to increase utilization at most locations.
- The Authority developed its EV Master Plan:
 - Free [EV charging and preferred parking](#) for low-emission vehicles.
 - 15 Level 1 and Level 2 charging stations support 108 EV-designated spaces across parking facilities.
 - Confirmed sufficient power capacity for forecasted EV and energy demands.
- Expanded [ground transportation](#) options to enhance efficient mobility opportunities for employees and travelers to TPA
 - HCAA offers rental cars, taxis, bus service/public transit, rideshare apps, and peer-to-peer vehicle sharing.
 - HCAA is exploring partnerships to expand vanpool and micro-mobility initiatives.

ⁱⁱ The Authority defines clean fuels as electric and hybrid vehicles.

Next Steps

The Authority remains committed to leading in sustainable resource management, community engagement, climate adaptation and clean transport. Moving into 2025, key actions include:

Energy:

- Ongoing LED upgrade projects in Baggage Sortation A and F, the Economy Garage, and the remainder of runway will further reduce energy consumption.
- HCAA will continue to explore on-site energy generation solutions to address energy resilience, security, and peak demand increases
- Continued commissioning of Central Utility Plan (CUP), chillers, and Building Automation System (BAS)

Water and Waste:

- HCAA will continue to identify water efficiency solutions, including low-flow plumbing specifications and reclaimed water use.
- HCAA will continue to improve waste diversion rates by focused recycling sorting and waste reduction. This includes highlighter partnerships with concessionaires such as HMSHost.

Purchasing and Procurement:

- An updated Sustainable Procurement Program (SPP), will strengthen the Authority's resource efficiency and achievement in NPI's AEP program.

Internal and External Engagement:

- The Authority will continue to advance internal sustainability awareness through presentations on its sustainability and resilience program, its sustainable facilities, a sustainability curriculum in new employee onboarding, and employee participation in internal energy sub-committees.
 - Cultural Intelligence (CI) 360 Report's Phase 2 will introduce SMART goals and implementation strategies.
 - Employee engagement survey results will guide the Employee Experience Council to improve employee experience and retention.

Green Building and Infrastructure

- An updated Sustainable Design Criteria Manual will guide sustainable design and construction for all new capital developments and major renovations.
- Continued focus on resilience for design+construction projects will be prioritized.

Climate and Resilience:

- The Authority is updating its stormwater master planning to comprehensively understand its asset and operational vulnerability to flooding and plan proactive measures.
- The Authority will continue planning focus on the resilience of “critical” assets.

Clean Fuels:

- HCAA will continue to identify and implement opportunities to transition its maintenance vehicle and bus fleet to clean fuels.
- HCAA will look to formalize eGSE protocols in anticipation of future industry growth.
- Adoption of additional EV buses into fleet.

Mobility:

- Continued discovery on addressing public EV-market needs at TPA.
- Encouragement of staff ride-share programs.
- Encouragement and tracking of alternative transportation methods to TPA, including the Villages shuttle service.
- Continued focused on TPA’s “Bike Friendly Business” program.



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