

Hillsborough County Aviation Authority

2025 Responsible Growth Report

Accelerating Progress to 2030



TAMPA INTERNATIONAL AIRPORT
**Sustainability
& Resilience**



2025 Responsible Growth Report

Accelerating Progress to 2030

Hillsborough County
Aviation Authority

Hillsborough County Aviation Authority
4100 George J Bean Pkwy
Tampa, FL 33607

Designed by TPA Design Studio

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About HCAA

The Hillsborough County Aviation Authority (Authority or HCAA) presents its 2025 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) 2025. It identifies instances where data corresponds to Fiscal Year (FY) 2024 (October 1, 2024, to September 30, 2025).



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 Employees10,500

Aviation Authority-only725

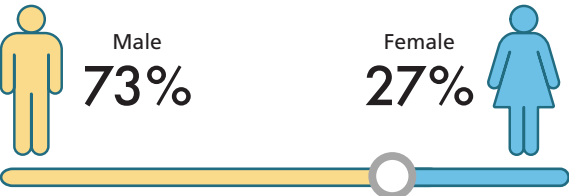
TPA by the Numbers

Calendar Year 2025

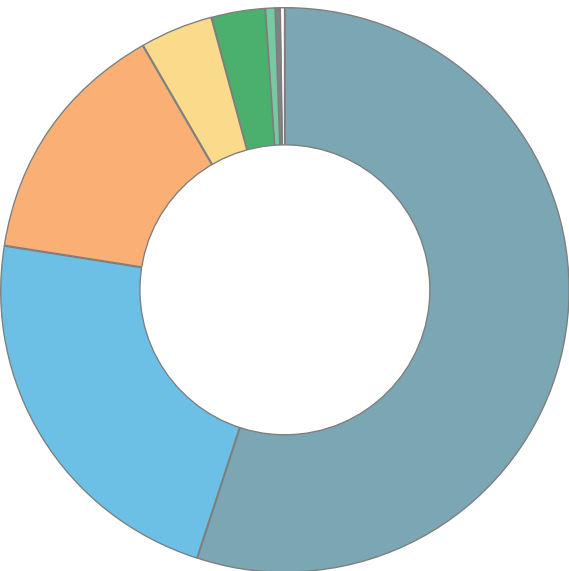
Employee Count by Department



Gender



Race & Ethnicity

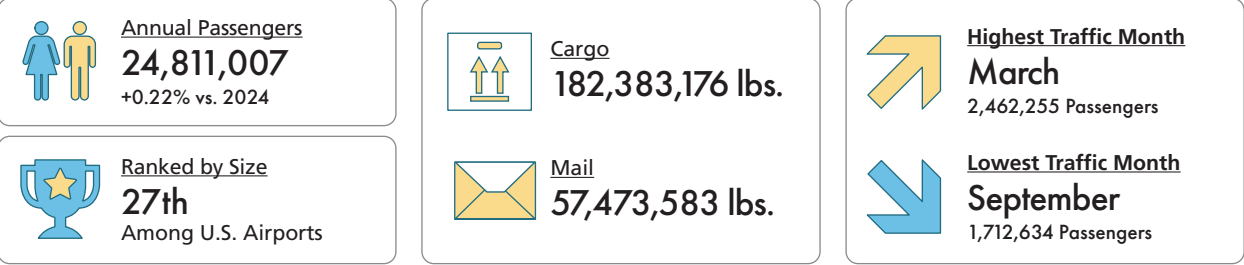


- 0.1% American Indian/Alaskan Native
- 0.2% Native Hawaiian
- 0.7% Undisclosed
- 3% Asian
- 4% Multiracial
- 14% Black/African American
- 22% Hispanic/Latino
- 54% White

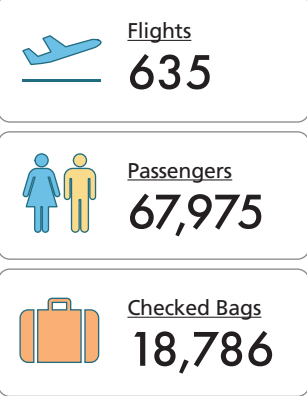
Fact Sheet

Calendar Year 2025

Activity Report



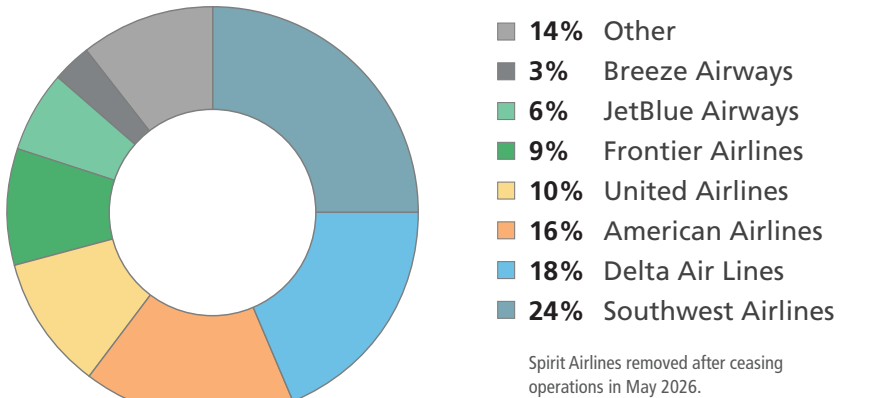
TPA Daily Averages



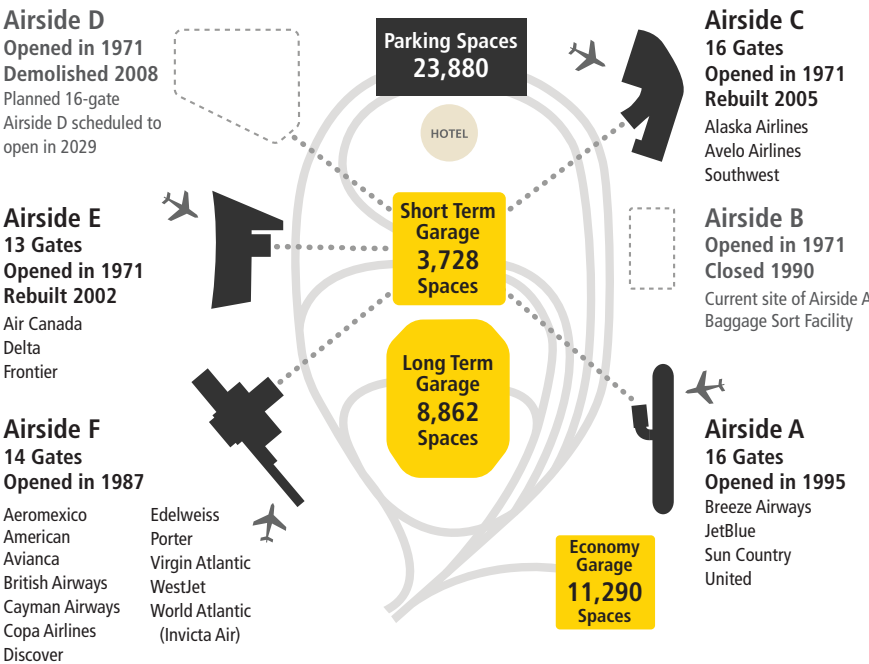
Top 10 Markets for Tampa

1	New York, NY
2	Chicago, IL
3	Boston, MA
4	Philadelphia, PA
5	Atlanta, GA
6	Dallas/Ft. Worth, TX
7	Washington, DC
8	Detroit, MI
9	Denver, CO
10	Baltimore, MD

Top Market Share Airlines

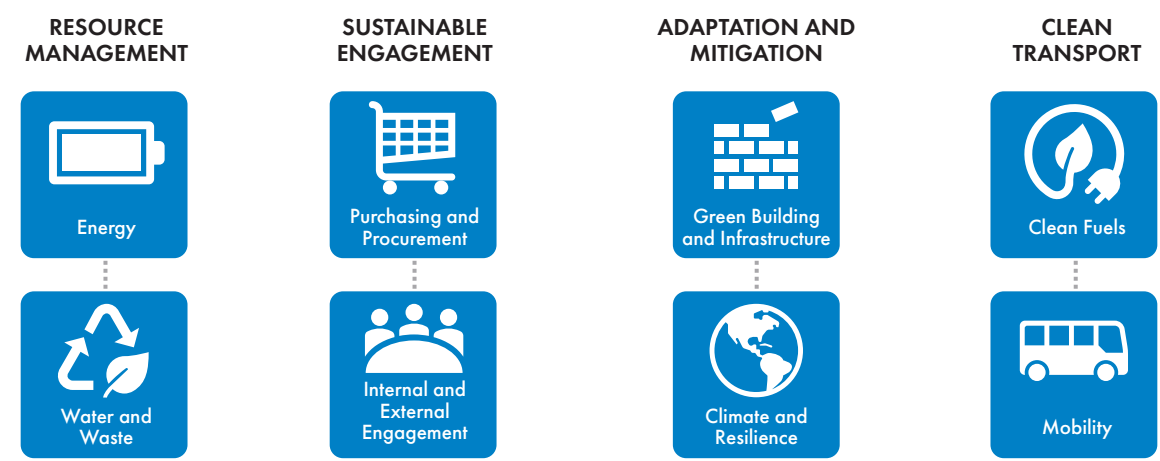


Facility



Responsible Growth at HCAA

HCAA's Sustainable Management Plan defines the Authority's sustainability mission, vision, and focus areas. This Responsible Growth Report highlights CY25 progress on goals and initiatives within these focus areas.



MISSION

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

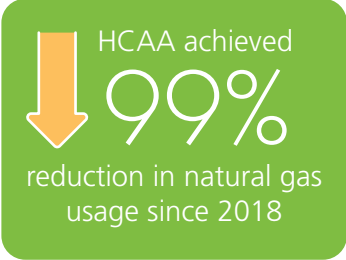
VISION

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

Resource Management

Energy

- With continued development at TPA, Energy Use Intensity (EUI) remained at a 11% reduction across the Main Terminal and Airsides since 2018, exceeding the 2030 goal of 10%.
 - Replacement of natural gas water heaters with 28 standard and 33 point of use electrical units.
 - LED lighting conversions for 88% of the main terminal (included baggage level renovation) and 80% of runways.
 - Continued discovery of enhanced Building Automation Solutions at TPA, including, smart lighting controls and HVAC scheduling, asset mapping, & VFDs at moving walkways.
- Initiated TPA's first "Energy Management Plan", including actions related to asset mapping, meter analysis & future energy use projections.
- Emphasized energy resilience & security
 - Discovery efforts focused on on-site energy solutions; enhanced back-up solutions; alternative uses of TPA's CNG site.
 - Initiated TPA's first "Energy Security Assessment" in partnership with the Department of Homeland Security.



Water and Waste

- Since 2018, TPA has reduced potable water consumption by 60%, surpassing its SMP goal of 15%.
 - 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 access to both potable water and reclaimed water sources, with the future Airside D plant including safeguards to enable reclaimed water use as well.
 - All TPA irrigation systems use reclaimed water throughout campus.
- The Authority has maintained a 15% per passenger waste diversion rate since 2014.
 - With all of TPA waste going to City of Tampa's McKay Bay Waste-to-Energy plant, and an annual waste production of over 5,000 tons, TPA is responsible for 10 MW of energy generation every year. This power generation equates to up to 2,000 homes annually.
 - TPA's recycling weight total 2,500 tons in 2025, including co-mingled materials such as plastics, cardboard, paper and glass.
 - TPA continues to partner with Bradford Logistics and Concessionaires to facilitate weekly food and good(s) donation programs.
 - In partnership with Concessionaires, such as HMS Host, TPA is exploring pilot composting programs.

ⁱ 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 Procurement Program earned the National Procurement Institute's (NPI) Achievement of Excellence in Procurement (AEP) for 14 consecutive years.
- In 2025, HCAA developed its first "Sustainable Procurement Program", which encouraged efforts in purchasing environmentally preferable products and services (EPPS), while supporting the Sustainable Management Plan (SMP) procurement goals.

External Engagement

- HCAA is increasing:
 - Logged 141 speaking engagements totaling 141 hours, reaching over 80 organizations through presentations, panels, and school visits.
 - Held 20 leadership positions across various aviation & non-aviation related associations
 - HCAA continued the momentum built through its formal MOU with the University of South Florida, predominantly collaborating with USF's Patel College of Global Sustainability & the newly formed Bellini College of Artificial Intelligence on AI solutions for TPA.



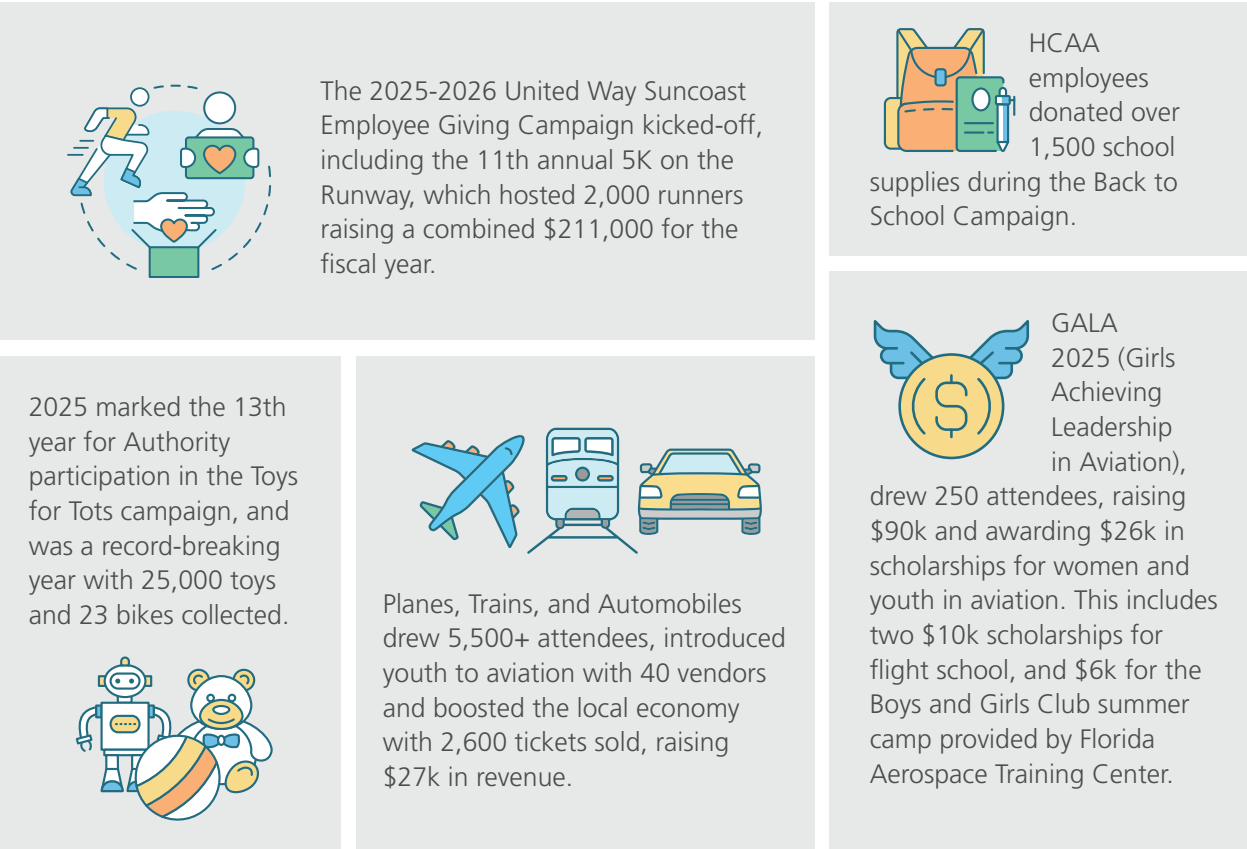
Internal Engagement

- The Authority is enhancing internal sustainability awareness.
 - Reengaging Authority's 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 over a 90% 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.
 - HR policy effective October 2024 allows employees to volunteer during work hours and receive compensation time.
 - In 2025, HCAA has reimbursed:



Community Impact

- The Authority welcomed industry professionals, passengers, and the broader community to engage with its responsible growth efforts by hosting sustainability awareness events.
 - Fourth Annual Earth Day drew hundreds of participants and featured exhibits from airlines, community business, non-profits, universities, and fan favorites like Butterfly Tampa, and 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 is the first U.S. airport designated a Bicycle Friendly Business.
 - HCAA hosted AAAE's 18th Annual Airports Going Green Conference in Downtown Tampa showcasing sustainability and resiliency efforts throughout the aviation industry, at TPA, and throughout our region.
 - Sustainability & Resilience Program engagement specifically remained highly active in 2025, facilitating over 30 program tours and speaking engagements.
 - TPA's Planning & Sustainability tours include highlighting TPA's Master Plan Projects (Phase 1, 2 & 3), LEED Platinum SkyCenter One Office Building (Tampa Bay's first), airport waste management efforts, Curbside Express projects, Airside D, and the innovative Central Utility Plant (CUP).



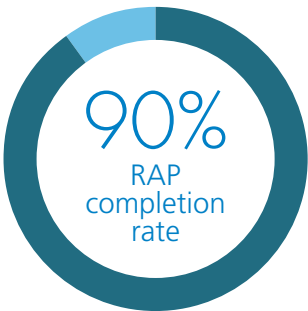
Adaptation and Mitigation

Green Building and Infrastructure

- HCAA completed its first update to its Sustainable Design Criteria Manual (SDCM) & associated sustainability checklist. All new CIP project designs will include the updated SDCM considerations.
- To improve energy efficiency of existing building operations, all capital improvement projects (CIP) include commissioning at project closeout.
- TPA was recognized at the 43rd Annual HPO Planning & Design Awards by winning in the innovation and sustainability project category for its Master Plan - Phase 2 projects.
- Design continued on Airside D, where sustainability & resilience remained a core focus area. TPA's new international terminal will be opening in 2028, and will become HCAA's first third-party commissioned project and third LEED-certified Master Plan project.

Climate and Resilience

- Since 2018, Scope 1 & Scope 2 decreased by 15% to 52,725 metric tons of equivalents surpassing its 10% reduction goal.
 - Per passenger emissions have decreased by 60% 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, as of 2027, 7 of these actions have been completed, two are in progress, therefore pushing HCAA close to a 90% completion rate.
 - In 2025, HCAA completed planning efforts related to flood protection design strategies for 10 critical campus assets, electrical infrastructure vulnerability assessments, & regional partner collaboration efforts (including TECO, City of Tampa, Hillsborough County, Port Tampa Bay and FDOT).
- In 2025, following these planning efforts, HCAA completed design and began construction on its first “RAP” inspired capital project, focused on protecting it's Airfield Electrical Vaults from “worst-case scenario” storm-surge and flood impacts. This construction project, which includes the procurement of a 9 ft flood barrier, is expected to be complete in the Summer of 2026.
- HCAA continued pre-design efforts for several other flood protection projects focused on critical assets at TPA.



Innovative Transportation (Clean Transport)

Clean Fuels

- HCAA continued implementation of its Fleet Alternative-Fuel Program which supports internal combustion engine (ICE) vehicle transitions.
 - Added 11 electric and hybrid vehicles, bringing the light-duty maintenance fleet to 21.
 - HCAA continues to progress towards its goal to transition 50% of HCAA bus fleet to alternative fuels by 2030 with 31% of the Authority's active and owned buses meeting this standard.
 - 24 leased and owned buses in its fleet: 7 electric, 13 diesel, and 4 gasoline.



Mobility

- HCAA's Electric Vehicle Supply Equipment (EVSE) Forecast Study showed high demand with opportunities to increase utilization at most locations.
- The Authority developed its EV Master Plan:
 - 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.
 - TPA's TSA team has partnered with Enterprise Rental Car to expand vanpool and micro-mobility initiatives.
 - HCAA has partnered with Groome Transportation to offer hourly shuttle services from The Villages, Brooksville & Wesley Chapel to TPA.
 - HCAA's Marketing, Communication & Sustainability/Resilience team are collaborating with HART & PSTA to better communicate and market current bus routes to TPA, in addition to analyzing the expansion of these routes.
- HCAA & CEO Michael Stephens are spearheading regional discussions around regional mobility and connectivity to include studying light-rail feasibility, multi-modal centers, autonomous vehicles & eVTOLs.
- HCAA Continues to be a Regional, State & Industry-wide leader in Advanced Air Mobility (AAM)/eVTOL research, with TPA becoming one of the first airports in the country to formally include eVTOL siting and design into their Master Plan efforts.

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 2026, key actions include:

Energy:

- Ongoing LED upgrade projects focused on airside/terminal renovations, public parking garages, and apron high-mast lighting.
- Enhanced focused on TECO-energy rebate opportunities.
- 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), and Energy Conservation Measure (ECM) study led by TLC Engineering.
- Completion of “Phase 1” of TPA’s first Energy Management Plan, led by RS&H.

Water and Waste:

- HCAA will continue to identify water efficiency solutions, including low-flow plumbing specifications, reclaimed water use, & condensate recovery at cooling towers.
- Enhanced focus on Tampa Bay Water rebate opportunities.
- HCAA is in discussions with City of Tampa and Waste Management (WM) to improve waste management systems and be become more efficient in processing solid waste and recycling.
- HMS/Avolta is continuing research on restarting a composting program at TPA.

Purchasing and Procurement:

- HCAA will continue to look for ways to integrate the newly drafted Sustainable Procurement Program (SPP), which 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 and external awareness through presentations on its vary initiatives (including sustainability and resilience), its innovative development, updated curriculum in new employee on-boarding, and employee participation in community & industry organizations, and internal sub-committees.
 - Cultural Intelligence (CI) 360 Report’s continued action will introduce SMART goals and implementation strategies.
 - Employee engagement survey results will guide the reengaged Employee Experience Council to improve employee experience and retention.

Green Building and Infrastructure

- A continued focus on updating HCAA’s Sustainable Design Criteria Manual to ensure efficient and innovative initiatives are considered in all new capital developments and major renovations.
- Continued focus and prioritization of formal resilience planning for design+construction projects.

Climate and Resilience:

- HCAA is completing its first update to its Stormwater Management Plan in 10 years, to comprehensively understand its asset and operational vulnerability to flooding and plan proactive measures.
- Resilience and future conditions modeling, including 100-year flood scenarios, will be included in this update for the first time.
- Completion of TPA’s Airfield Electrical Vault Storm-Surge Protection Project is expected in Summer of 2026.
- HCAA is engaging University of Florida’s SPEAR program, to look at “operational resilience trends” for the first time.
- The Authority will continue planning focus on the resilience of “critical” assets, and include formal PMP planning in it’s CIP program.

Clean Fuels:

- HCAA will continue to identify and implement opportunities to transition its maintenance vehicle and bus fleet to alternative fuels, both via Federal grant program and vehicle replacement schedule.
- EV charging infrastructure continues to be sited throughout the campus.
- HCAA will look to formalize eGSE protocols in anticipation of future industry growth.

Mobility:

- Completion of TPA’s first PMP (pre-design) focused on Advanced Air Mobility (AAM) Support Infrastructure.
- Begin formal multi-modal planning efforts, with emphasis on connectivity between TPA and the Westshore District.
- Continued discovery on addressing public EV-market needs at TPA.
- Encouragement of staff ride-share programs, like that of Enterprise Rental Car.
- Further collaboration with HART & PSTA to market current public bus routes to TPA
- 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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