

# THEA ANNUAL REPORT 2024



THEA's mission is to provide safe, reliable, and financially-sustainable transportation services to the Tampa Bay region while reinvesting customer-based revenues back in the community.



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# Letter from the Chairman



On behalf of the Board of Directors, I am pleased to share this message as part of the 2024 Annual Report for the Tampa-Hillsborough County Expressway Authority (THEA). Fiscal year 2024 was a year of steady advancement and thoughtful governance, as we continued to support and guide the organization's mission of delivering safe, reliable, efficient, and future-ready transportation infrastructure.

The Board remained actively engaged in overseeing key strategic initiatives and ensuring strong alignment between our long-term objectives and the evolving needs of the communities we serve. We are proud of the accomplishments achieved under our executive team's leadership and the entire staff's dedication.

The board is particularly proud of the progress made in the following areas:

- **Strategic Infrastructure Investment:** We approved funding and oversight for several major capital projects to expand capacity, improve safety, and support regional growth.
- **Innovation and Technology:** We supported the continued integration of technology, which is reshaping how we manage congestion and improve the customer experience.
- **Accountability and Transparency:** We maintained internal controls, increased stakeholder engagement, and supported initiatives that promote accountability across all levels of the organization.

We are exceptionally pleased with the Authority's continued financial strength, demonstrated by stable revenue performance and strong bond ratings. These outcomes are a testament to practical management and disciplined investment in infrastructure supporting economic growth and quality of life.

In addition to operational oversight, the Board has been deeply engaged in shaping THEA's long-term vision. Transportation is undergoing a period of rapid transformation, and we are committed to ensuring that THEA not only keeps pace with change but leads it through sustainability, innovation, and a clear focus on service to the public.

I want to thank our CEO, executive team, and all employees for their tireless work and dedication. I also want to thank my fellow board members for their insight, diligence, and unwavering commitment to good governance. As we look to the future, the board remains focused on ensuring that our toll network continues to support economic development, environmental responsibility, and safe, efficient travel for all users.

Thank you for your continued confidence in our mission and our work.

Sincerely,

Chairman





# A Message from Greg Slater

Reflecting on the past year, I proudly present the 2024 Tampa-Hillsborough County Expressway Authority (THEA) Annual Report. This has been a year of progress, innovation, and resilience as we continued to deliver on our mission of providing safe, efficient, and sustainable transportation infrastructure for the Tampa Bay communities.

The Tampa Bay community is one of the fastest-growing regions in the nation, with a population that continues to surge and a thriving local economy. With this growth comes both opportunity and responsibility. We are at a pivotal moment where infrastructure must keep pace with expansion and shape how people move efficiently, safely, and sustainably across our communities. This infrastructure must focus on Tampa's future, not only with growth but with the exciting changes in our community.

THEA is committed to being a proactive partner in this transformation. In 2024, we saw a significant increase in traffic volume across our expressways and changes in how the system is being used, a clear indicator of Tampa's growth and our toll network's vital role in regional mobility. As more families and businesses make Tampa their home, we must ensure our transportation systems support this momentum.

Throughout the fiscal year, THEA maintained strong operational performance across our network. In 2024, we facilitated over 78.22 million toll transactions, reflecting a significant increase from the previous year. This growth underscores the expanding demand for regional mobility and the critical role our toll roads play in supporting commerce and daily life.

Financially, we achieved a strong year with total revenues of \$126.75M and maintained our commitment to fiscal responsibility. We have an A+ rating with S&P and an A2 with Moody's, both demonstrating the agency's strength and creditworthiness. In addition, we completed our Annual Comprehensive Financial Report (ACFR), which was approved by the Government Finance Officers Association (GFOA) and received the Certificate of Achievement for Excellence in Financial Reporting.

Looking ahead, we are focused on continued investment in smart transportation technologies, strategic partnerships, and sustainable growth. The future of mobility is evolving rapidly, and we are committed to ensuring our toll authority remains at the forefront of innovation while remaining focused on safety, integrity, and service excellence.



**Tampa's transformation is not just about roads—it's about people. THEA will continue to invest in solutions that reduce congestion, make our system safer, and give our region the mobility network it deserves.**

To our board members, partners, employees, and, most importantly, the travelers who rely on us daily, thank you. Your trust drives us to innovate, improve, and lead with integrity. We are proud to be building more than roads; we are building connections that power the Tampa Bay region.

With gratitude,

Executive Director



## TAMPA-HILLSBOROUGH COUNTY EXPRESSWAY AUTHORITY

### 2024 BOARD OF DIRECTORS



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Chairman  
Gubernatorial Appointee



**BENNETT BARROW**  
Vice Chairman  
Gubernatorial Appointee



**JOHN WEATHERFORD**  
Secretary  
Gubernatorial Appointee



**DAVID GWYNN**  
Member  
District 7 Secretary,  
Florida Department  
of Transportation



**HONORABLE  
JANE CASTOR**  
Member  
City of Tampa Mayor



**HONORABLE  
DONNA CAMERON-CEPEDA**  
Member  
Board of County Commissioners,  
Hillsborough County, FL

### LEADERSHIP TEAM



**GREG SLATER**  
Executive Director



**AMY LETTELIER**  
Chief Legal Officer



**BRIAN PICKARD**  
Director of Operations  
and Engineering



**JEFF SEWARD**  
Director of  
Finance



**SHARI CALLAHAN**  
Director of IT  
and Security



**ROBERT FREY**  
Director of  
Planning and Innovation



**KEISHA PICKETT BOYD**  
Director of Strategy,  
Communications, and  
Community Engagement



# About THEA

Established by the Florida Legislature on July 23, 1963, the Tampa Hillsborough Expressway Authority (THEA) was created to expedite roadway infrastructure projects using toll revenues without relying on local tax dollars. Over the decades, as Tampa Bay transformed into a vibrant metropolitan area, THEA has been instrumental in advancing transportation solutions that connect communities and stimulate economic development.

Today, THEA owns, operates, and maintains several key transportation facilities within Hillsborough County, including the 17.5-mile Lee Roy Selmon Expressway, which stretches from the Gandy Bridge through downtown Tampa to Brandon. This expressway features innovative Reversible Express Lanes (REL) that change direction to accommodate commuter traffic flows—westbound in the morning and eastbound in the evening. Additionally, THEA manages the Brandon Parkway, Meridian Avenue, and the 1.7-mile multi-use Selmon Greenway, each contributing to state-of-the-art mobility options for the community.

THEA's unwavering commitment to the community is evident through its strategic partnerships aimed at providing innovative transportation and mobility solutions across Tampa Bay. By reinvesting toll revenues back into the community, THEA has established itself as a pillar of mobility innovation, fostering connections that empower and strengthen the Tampa Bay ecosystem.

# FY24 Initiatives and Project Highlights

## East Selmon Slip Ramps Project

THEA's East Selmon PD&E concluded this year. The findings will provide valuable insight as the agency plans for future system changes. In the meantime, in a forward-thinking move to improve traffic flow and maximize existing infrastructure, the agency reimagined the underused upper deck of the Selmon Expressway.

The result was the construction of two new slip ramps, which created a more efficient way for westbound drivers to access the Reversible Express Lanes (REL) near the I-75 interchange and exit before reaching the downtown core. This strategic addition allows commuters to continue westward on local lanes, easing pressure on the main expressway.

Since opening the slip ramps in October 2023, the impact has been impressive. Within the first three months, the project significantly reduced congestion along the Selmon Expressway by more evenly distributing traffic between the upper and lower decks. Key intersections such as US 301, 78th Street, and the I-4 Connector have seen noticeable improvements in traffic flow. Data from the REL terminus at Twiggs, shows that approximately 300 fewer vehicles are exiting during peak morning hours, which has helped reduce the volume of commuter traffic spilling into downtown streets and neighborhoods like Bayshore Boulevard.

Moreover, the new ramps are seeing strong usage, with about 2,400 vehicles using them daily—roughly 875 vehicles per hour during the morning rush. This efficient use of the expressway's capacity has helped alleviate bottlenecks, particularly in the stretch between US 301 and 78th Street, and has contributed to a more balanced and manageable traffic pattern.

The project's success has not gone unnoticed. It was named one of the Top 10 Road Projects by Roads & Bridges, Expressway Authority Project of the Year by Florida Transportation Builders Association, Inc., and earned the prestigious IBTTA Toll Excellence Award, underscoring its impact and innovation in modern transportation planning.

In addition to the slip ramp awards, our contractor, CWR, won a Quality in Construction award from the National Asphalt Pavement Association for the resurfacing on East Selmon.

## Selmon Greenway Master Plan

As Tampa continues to evolve into a more connected and resilient city, the Tampa Hillsborough Expressway Authority (THEA) is leading transformative efforts to modernize infrastructure and enhance multimodal mobility. Central to this vision is the Selmon Greenway Master Plan, a strategic framework designed to reimagine the space beneath the Selmon Expressway. The plan prioritizes innovative stormwater management as a foundational element, alongside enhanced mobility and the creation of vibrant community spaces. The existing 1.9-mile urban mobility trail beneath the Selmon Expressway allows residents and visitors to navigate the distinctly different communities of Downtown Tampa. This plan aims to improve connectivity between neighborhoods like Channelside, Ybor City, and Downtown Tampa and create vibrant public spaces that serve pedestrians, cyclists, and transit users alike. The Greenway is envisioned as a dynamic corridor integrating pocket parks, public art, and landscaped gathering areas, reflecting THEA's commitment to sustainable community enrichment.







The first part of the Selmon Greenway Master Plan includes several upgrades to make the trail safer and easier to use. These include adding green striping, colorful signs with the Selmon Greenway logo, and protective posts along the path. Crews are also fixing a 1.6-mile stretch of concrete trail from the Tampa Riverwalk to N. 19th Street to strengthen and improve its appearance.

Together, these efforts represent a bold step toward a more accessible, inclusive, and forward-thinking transportation network—one that prioritizes both the journey and the experience of those who live, work, and play in Tampa.

## Whiting Street Study

In April 2024, the Project Development and Environment (PD&E) study was officially approved for a series of strategic upgrades to the Selmon Expressway's downtown access points. These improvements target Exit Ramps 6A and 6B, as well as the extension of Whiting Street to Meridian Avenue, aimed at enhancing traffic flow, safety, and multimodal connectivity in the area.

One of the main changes involves relocating Exit Ramp 6B to eliminate the complicated five-legged intersection at Channelside Drive and Morgan Street. The new ramp layout will allow direct access to Whiting Street, improving east-west mobility through Downtown Tampa and the Channelside area. Meanwhile, Exit Ramp 6A will be extended to include a longer deceleration lane, boosting safety and easing congestion at the ramp's end.

The extension of Whiting Street to Meridian Avenue will enable future expansion of the downtown grid network, creating better connections for pedestrians, bicyclists, and drivers. A new intersection at Meridian Avenue will feature crosswalks and shorter pedestrian crossing distances, improving walkability and safety. Cyclists will benefit from a dedicated cycle track, offering greater protection and encouraging active transportation.



Overall, these improvements are expected to boost capacity on the nearby street network, streamline traffic management, and create safer, more accessible routes for everyone. Safety enhancements along both ramps, combined with thoughtful urban design, reflect THEA's dedication to building a more connected and resilient transportation system.

## US 301 PD&E Study

In response to rapid population growth and increasing traffic demand in southern Hillsborough County, THEA is preparing to launch a comprehensive study to explore the potential extension of the Selmon Expressway south along the US 301 corridor to Big Bend Road. This effort, in partnership with the Florida Department of Transportation (FDOT), Florida Turnpike (FTE) and Hillsborough County, aims to evaluate concepts and impacts associated with creating a new, safe, and reliable transportation option for the region.

The initiative was prompted by our Board and the Hillsborough County Board of County Commissioners in June 2023, and driven by the exponential growth occurring along and around US 301. With population projections indicating an increase of 11.6% to 25.2% between 2021 and 2026, the need for expanded transportation infrastructure has become increasingly urgent.

The proposed project would potentially add 10 miles of new toll facilities constructed within the median of US 301. This would offer travelers an alternative route, helping to alleviate congestion on both US 301 and I-75, and improving overall mobility throughout the southern part of the county.

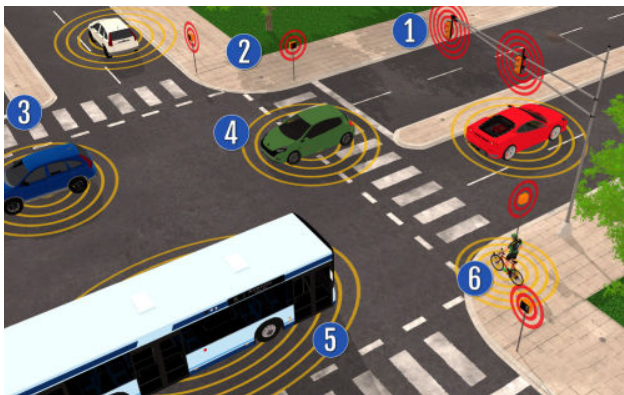


To ensure the project reflects community needs and priorities, THEA will conduct a pre PD&E listening tour to inform the planning process. A Speakers Bureau and a series of community workshops will be scheduled later in the calendar year 2024, providing residents and stakeholders with opportunities to engage and offer feedback.

The Project Development and Environment (PD&E) study is anticipated to be advertised in the summer of 2025. Its primary goal will be to assess how the extension could enhance capacity and safety along this vital corridor, while supporting the region's continued growth and development.

## Connected Vehicle Innovation (I-4 Frame, RSU, Ped Safety)

THEA is dedicated to leading innovation in the connected vehicle space. The agency is proud of the CV pilot results from a few years ago and plans to expand its influence moving forward. Currently, THEA is involved in various CV activities, including testing and deploying a suite of road safety applications.



These technologies will give drivers timely alerts for different scenarios, such as end-of-ramp pedestrian warnings, wrong-way driving detection, pedestrian collision risks, railroad crossings, bicycle safety, and work zone hazards. These features aim to proactively reduce crashes and enhance safety for all road users.

THEA is also engaged with regional CV efforts. In partnership with the Florida Department of Transportation (FDOT), THEA is advancing its commitment to smart mobility through a new initiative focused on improving the Tampa-to-Orlando Connected Vehicle (CV) Corridor. This project seeks to demonstrate the benefits of interoperability in connected vehicle systems, especially in data collection, roadway safety, and operational efficiency.

By incorporating enhanced regional traffic data, the project will support real-time decision-making and further develop THEA's existing CV infrastructure. Beyond safety, the project will gather important data on travel times and destination patterns, helping transportation planners better understand regional mobility trends and optimize future infrastructure investments. Through this forward-thinking initiative, THEA and FDOT are not only improving the safety and efficiency of the Selmon Expressway and surrounding corridors but also positioning the region as a leader in connected vehicle innovation.

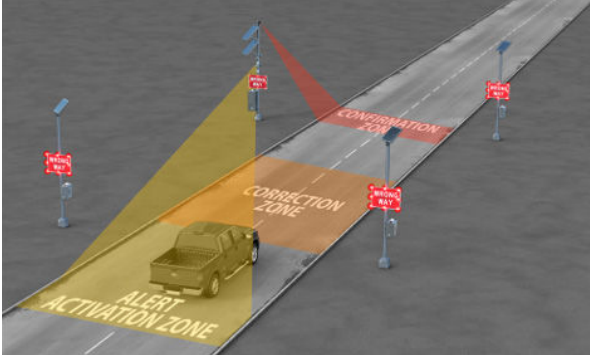
## Wrong-Way Driving Countermeasures

As part of its ongoing commitment to safety and innovation, THEA has launched a critical initiative to combat wrong-way driving (WWD) on the Selmon Expressway. Recognizing the serious risks associated with these incidents, the agency has prioritized the deployment of advanced detection and warning systems to help prevent potential tragedies.

The project includes the installation of rectangular flashing beacons (RFBs) and in-pavement lighting at exit ramps on the eastern portion of the Selmon Expressway, from the terminus of the REL at Twiggs to the terminus in Brandon. Additional WWD installation will happen during our South Selmon Capacity Project, which is slated to kick off Spring 2026.

This year, in preparation of construction of the Wrong-Way Driving Countermeasures Project, the contractor submitted shop drawings before procuring the materials for the project- such as the in-pavement lights, vehicle detection equipment, and cabinets. The approved materials were ordered; and installation plans are in process. In addition to these infrastructure enhancements, the project incorporates





vehicle detection systems and other advanced technologies designed to identify and respond to wrong-way movements immediately. These improvements are expected to significantly reduce the likelihood of wrong-way crashes, enhance overall roadway safety, and modernize the Selmon Expressway's infrastructure for the future.

By integrating cutting-edge technology with a proactive safety strategy, THEA is taking a bold step toward eliminating wrong-way driving incidents and ensuring safer travel for all users of the expressway.

## On The Horizon

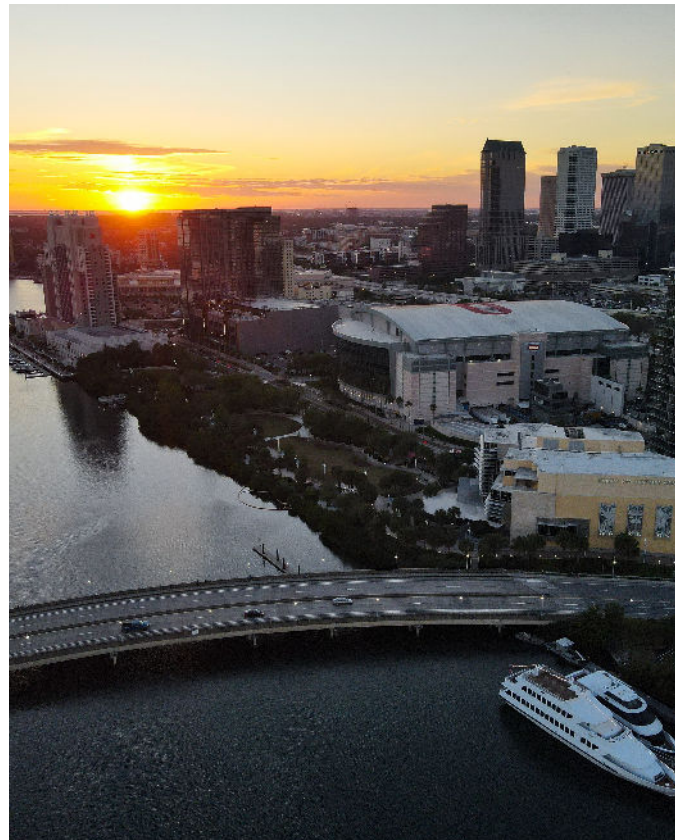
As THEA continues to modernize its infrastructure and embrace the future of tolling and intelligent transportation, exciting technology enhancements are on the way. The current Roadside Toll Collection System (RTCS), in service for over 13 years, has served the region well but is now ready for a transformation. To meet the evolving demands of today's tolling environment, THEA is preparing to implement a next-generation solution—one that is more advanced, agile, and responsive, positioning the agency for continued innovation and success.

In addition to the advancement of RTCS, we are upgrading our Open Back Office System (OBOS), designed to support THEA's toll collection and data analytics needs for the next 10 to 12 years. The new OBOS will be a standalone platform capable of exchanging data with the RTCS through modern Application Programming Interfaces (APIs). This architecture will allow the RTCS to transmit fully formed, image-based transactions directly to OBOS, streamlining operations and improving efficiency.

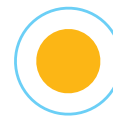
Additionally, the new OBOS may be cloud-based, offering greater scalability and flexibility compared to the current system housed within THEA's facilities.

In parallel with the tolling system upgrade, THEA plans to implement a new Incident Response System along the Selmon Expressway. This initiative will incorporate a suite of Intelligent Transportation Systems (ITS) technologies, including cameras, vehicle detectors, and Dynamic Message Signs (DMS). These tools will enhance THEA's ability to monitor roadway conditions in real time, respond quickly to incidents, and communicate effectively with drivers. These upgrades will provide our agency with the necessary information to best serve our customers and improve the management of our roadways.

This coming fiscal year, THEA will start the development of procurement documents for a new RTCS, OBOS and ITS systems. Together, these projects represent a significant step forward in THEA's mission to deliver safe, reliable, and technology-driven transportation solutions for the Tampa Bay region.







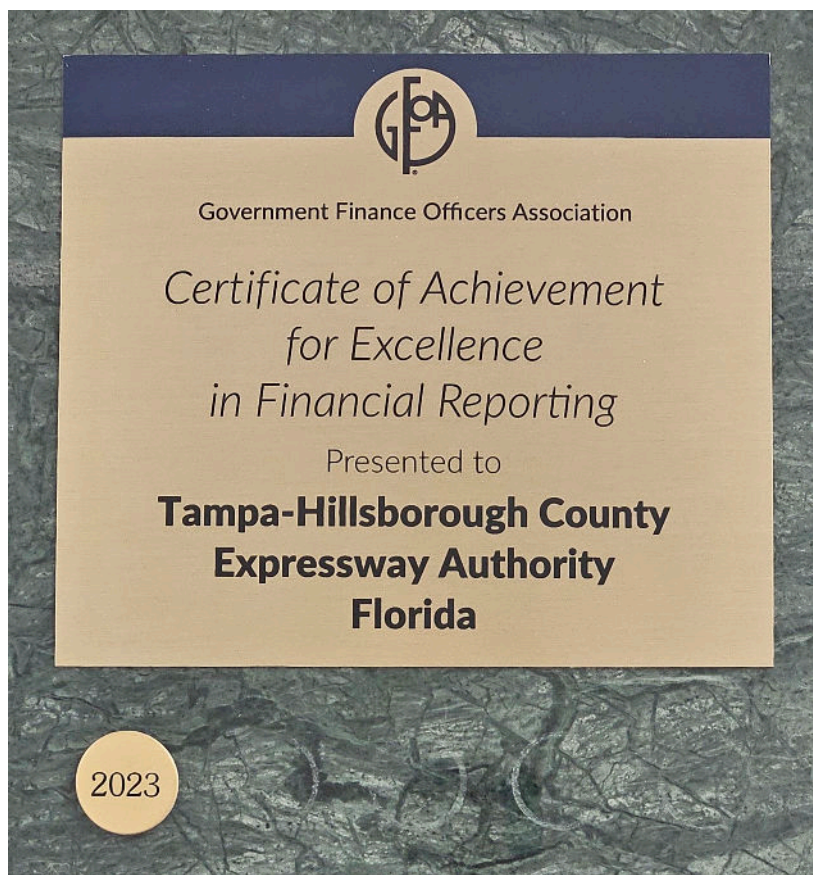
# Excellence in Financial Reporting

The Tampa-Hillsborough County Expressway Authority (THEA) was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) — the highest form of recognition in governmental accounting and financial reporting. This prestigious award reflects THEA's commitment to transparency, accountability, and sound financial stewardship.

The certificate was awarded for THEA's Annual Comprehensive Financial Report (ACFR), which met the rigorous standards set by the GFOA's program. These standards include demonstrating a constructive "spirit of full disclosure" to clearly communicate the agency's financial story and motivate potential users to read the report.

Receiving this recognition is more than a ceremonial honor—it affirms THEA's dedication to fiscal integrity and responsible management of public resources. It also reinforces public trust, showing that the agency operates with the highest standards of financial governance.

For THEA, this award is a testament to the hard work and professionalism of its finance team and leadership. It reflects the agency's broader mission to deliver innovative transportation solutions while maintaining transparency and accountability to the community it serves.







# Strategic Blueprint

THEA introduced the Strategic Blueprint, which provides a clear path forward for the organization with strategic goals, objectives and strategies to influence the future of transportation with safe, innovative and resilient solutions.



While leveraging existing investments and innovations, the Strategic Blueprint serves as a roadmap for THEA's focus on key priorities, strategic investments and collaboration. The development of the plan was a collaborative process across THEA's organization with the door-to-door customer experience as the primary focus.

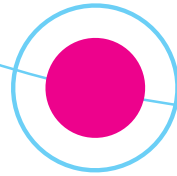
The Strategic Blueprint communicates the goals of the agency to external partners and stakeholders. Broken into four pillars, it establishes THEA's responsibilities for performance-based culture that support the growth of THEA and the Tampa Bay region. The path forward aligns with the vision to invest in our system, customers, and community. Our customer-driven focus is about safety, seamless travel, and enjoying your ride, and the Strategic Plan exemplifies that.



## THEA's Brand Purpose

This year, the communications department introduced THEA's new brand purpose – **Enriching Lives by Connecting Communities**. The brand purpose is a unifying vision that reflects the agency's commitment to serving the Tampa Bay region through transformative transportation solutions. It's not just a slogan—it's a strategic compass guiding every decision, communication, and project. The intent of this effort is to engage the region's residents, businesses, and employees more effectively in key initiatives and programs.

The agency will focus on three goals: humanize and elevate the THEA brand; enhance THEA's reputation as a global leader; and reinforce THEA's commitment and investment in the region. In addition, the agency's brand purpose is supported by four main pillars: community, investment, innovation, and reliability. These goals and pillars will enable us to stay focused on our mission to deliver safe, reliable, and financially sustainable transportation service while reinvesting customer-based revenues back into the community.



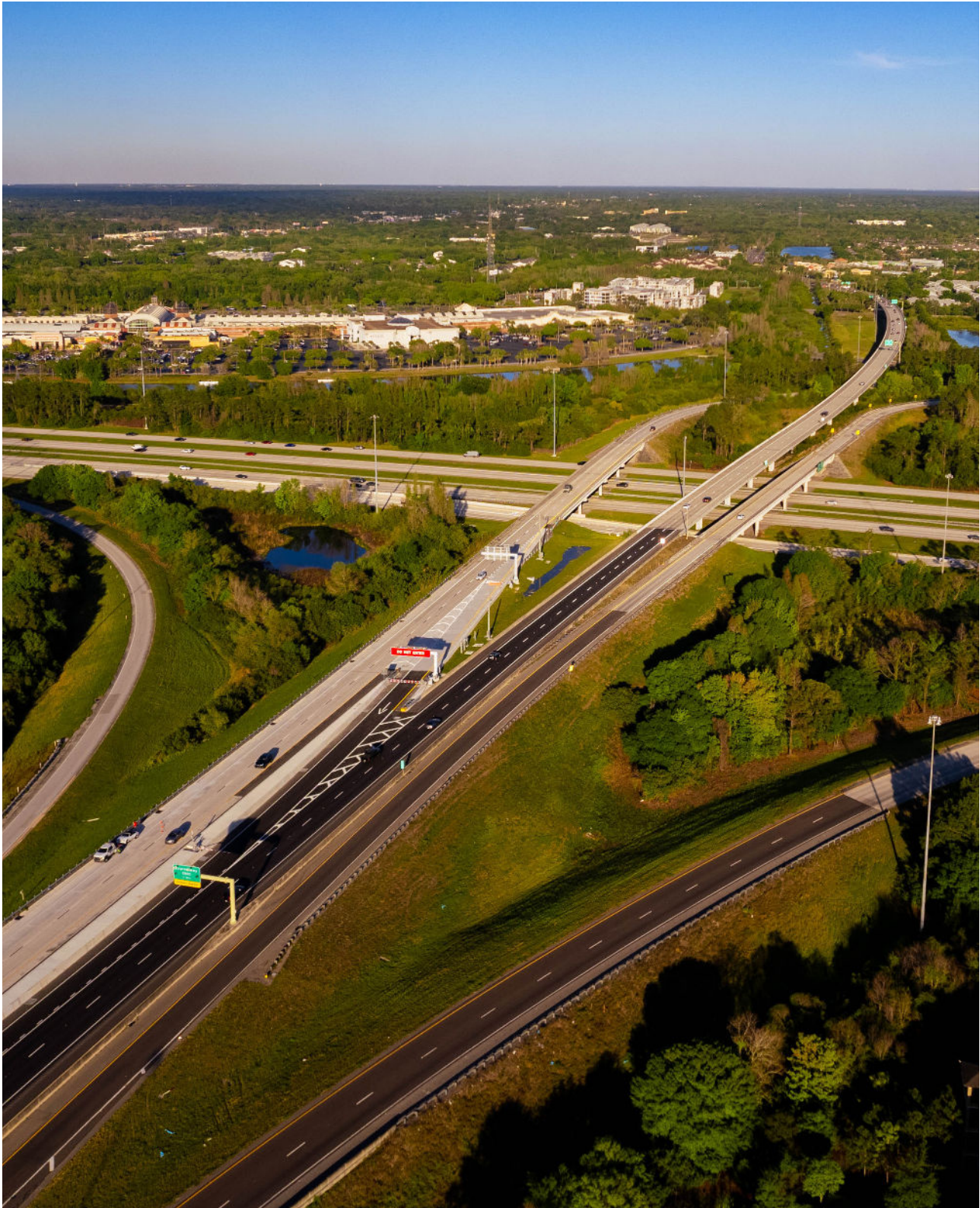
# FY25 Work Program

In June 2024, the THEA Board of Directors unanimously voted to adopt an \$882 million Six-Year Work Program. THEA's 2025-2030 Work Program Summary provides the capital funding commitments for the budget year FY25, and five planning years FY26-FY30. It also defines and allocates funds to projects that will effectively connect the neighboring Tampa Bay communities while improving safety and regional mobility. As the Tampa Bay market continues to grow, it was developed to timely respond to Tampa Bay's current and future needs. It sets an ambitious goal for the Authority to stay at the forefront of a changing region and mobility landscape as the community continues to grow at an unprecedented rate. The agency is projected to invest \$882.8 million in community enhancements and Selmon Expressway capacity projects and approximately \$61.2 million in preservation projects over the next six years.

The FY25 Work Program continues to prove the agency's commitment to enhancing the community's multimodal connectivity, health, and livability with the Selmon Expressway network.









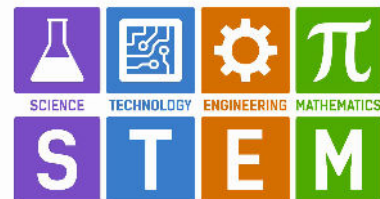


# The Next Generation of Innovators

## Selmon STEM Internship Program

In honor of Mr. Selmon and his passion for mentorship, THEA established the Selmon STEM Partnership program at the University of South Florida (USF). The program offers mentorship, annual paid internships, and STEM focused activities for outstanding USF engineering students.

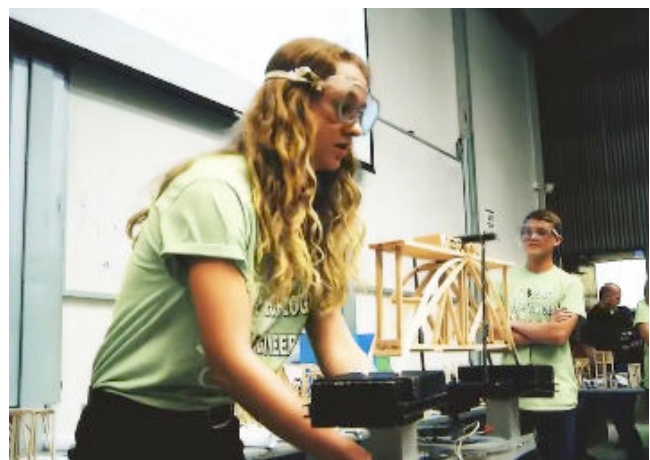
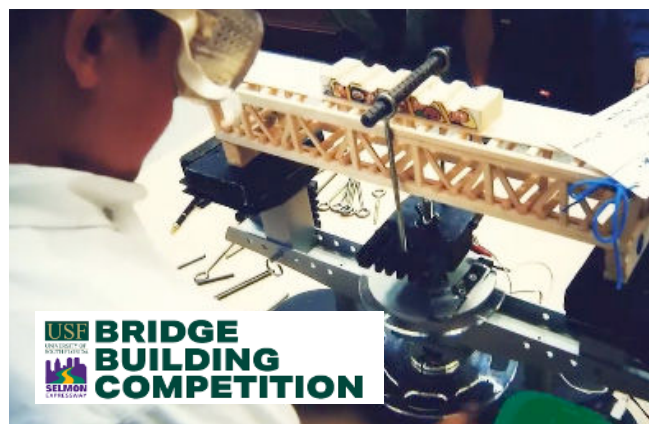
Each intern gains hands-on experience and professional development support in areas like urban planning and project management while working on regional transportation efforts.



## USF-Selmon Expressway Bridge Building Competition

Since 2010, THEA has partnered with the USF College of Engineering and the USF ASCE Student Chapter to sponsor the Annual USF-SE Bridge Building Competition at the USF Engineering Expo. This free, public event promotes STEM education for middle and high school students, offering hands-on exhibits and opportunities to engage with local engineers and student organizations. Participants from Hillsborough, Pinellas, and Pasco counties design and build balsa wood bridges, testing their strength in a friendly competition that encourages engineering thinking and problem-solving.

The competition, themed "Design It, Build It, Break It!," connects underrepresented students to engineering careers and supports STEM-focused learning. It is part of THEA's broader commitment through the Selmon STEM Partnership Program, which also includes mentorship, paid internships, and STEM activities. The partnership aims to inspire and support the next generation of Tampa Bay's engineers and innovators.





## Intern Spotlights

### *Ha* - University of South Florida, Bachelor of Science in Civil Engineering



As a THEA intern, I had the opportunity to immerse myself into the work of a roadway authority, gaining hands-on experience in areas like project management, asset management, and collaboration with industry professionals. Working at THEA allowed me to professionally meet and interact with industry leaders, who are key partners of the organization. This internship provided me with a deeper understanding of how large-scale infrastructure projects are planned, executed, and maintained. The small size of the company allowed me to work closely with every department, and the mentorship and support I received at THEA were invaluable. I am grateful for the chance to learn and grow in such a dynamic and unique environment.

### *William* - University of South Florida, Bachelor of Science in Mechanical Engineering



My time at THEA allowed me to go beyond the classroom curriculum and experience where the rubber truly meets the road. Bad puns aside, THEA taught me valuable lessons in multidisciplinary, cross-departmental teamwork and communication, as well as the inner workings of a public agency. The experience renewed my excitement about starting my career, and I couldn't recommend it highly enough.

### *Corah* - Auburn University, Bachelor of Software Engineering



During my internship, I had the opportunity to gain hands-on experience in a professional setting, where I applied theoretical knowledge to real-world tasks. I was involved in various projects that helped me develop both technical and soft skills. Working closely with professionals in the field, I gained valuable insights into industry practices and workflows. The experience strengthened not only my understanding of the field but also helped me grow personally and professionally.

# Driving Growth, Building Connections: THEA's Role in Tampa Bay's Business Community

THEA's commitment to the Tampa Bay business community is both strategic and deeply rooted in collaboration. With active memberships in more than a dozen local organizations, THEA leverages its presence to foster regional growth, support economic development, and amplify community engagement.

At the heart of this involvement is a robust partnership portfolio that includes high-impact events such as the Annual Breakfast with the Mayor, Tampa Bay Business Journal's Mentoring Monday, Leadership Tampa Bay's Power of Access, and many annual meetings. These events serve as platforms for THEA to engage with business leaders, share insights, and contribute to the region's evolving economic landscape. For example, Mentoring Monday offers THEA staff opportunities to connect with professionals across career stages, enhancing both branding and professional development.

THEA's support for Power of Access, a signature Leadership Tampa Bay event, reflects its dedication to regional connectivity and strategic dialogue. Since 2016, THEA has championed this initiative, enabling business leaders to exchange ideas and solutions on critical regional issues. This engagement aligns with THEA's broader goals of fostering partnerships and advancing transportation as a cornerstone of regionalism.

An extension of our business community, is our critical relationship with MacDill Air Force Base. THEA's continued partnership with MacDill reflects a deep commitment to honoring military service and fostering meaningful connections with the armed forces community. Through a blend of strategic support, community engagement, and professional development, THEA continues to strengthen the bond between the base and the Tampa Bay region.

At the heart of this relationship is THEA's active participation in MacDill's Honorary Base Commander Program, where Greg Slater plays a vital role in building bridges between military leadership and local stakeholders. This collaboration helps THEA better understand and respond to the unique needs of military personnel.



The agency's commitment to honoring military heritage is evident in its longstanding sponsorship of the Tampa Bay AirFest, a celebration of the United States Air Force's achievements and legacy. This event not only showcases aerial excellence but also reinforces THEA's dedication to community pride and patriotism.

Beyond events and outreach, THEA supports professional growth by hosting and mentoring interns from MacDill, such as Corah Price, who gained valuable experience through her time with the agency. THEA also contributes to Civil Affairs efforts, reinforcing its role as a trusted partner in initiatives that benefit both the military and the broader community.









**Tampa-Hillsborough County Expressway Authority**

1104 East Twiggs Street

Suite 300

Tampa, FL 33602

[www.tampa-xway.com](http://www.tampa-xway.com)