

ANNUAL REPORT





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LETTER FROM CHAIRMAN VINCENT J. CASSIDY

Dear Friends and Partners,

Fiscal Year 2025 was a strong year for the Tampa Hillsborough Expressway Authority, marked by steady progress on projects that strengthen mobility across the Tampa Bay region. As Chairman of the Board, I am proud of how THEA continues to deliver value to our customers while upholding the highest standards of stewardship and accountability.

The Board remains focused on ensuring that every project and every dollar reinvested in the system advances our mission: providing safe, reliable, and sustainable transportation solutions that support regional economic growth. This year, THEA delivered key infrastructure improvements, strengthened system preservation efforts, and expanded data-driven asset management practices that enhance long-term efficiency and operational performance.

Significant planning milestones—including completion of the Selmon East PD&E Study and continued procurement activities for the South Selmon Capacity Project—demonstrate our proactive approach to preparing the expressway system for future growth. Together, these initiatives position THEA to meet increasing demand while protecting the community's quality of life.

The Board also initiated and completed a study and evaluation to identify the best community-focused use of THEA-owned downtown properties. This work included Board-level discussion and analysis of how these assets could thoughtfully align with the City of Tampa's long-term planning, connectivity, and economic development objectives. Informed by this effort and a dedicated Board workshop, THEA is focused on leveraging its property to enhance our community, improve mobility and connectivity between key city developments, and support long-range strategic goals. THEA anticipates issuing a Request for Proposals in FY 2026 to identify a strategic partner to advance this vision.

In parallel, the Authority continued to modernize its technology and cybersecurity framework. Investments in wrong-way driving countermeasures, tolling modernization, and system resiliency ensure THEA remains aligned with industry best practices and is well prepared to operate safely and effectively in the years ahead.

Equally important, THEA strengthened its focus on customer service and community engagement. Expanded collaboration with tax collector offices, proactive regional outreach, and continued investment in workforce development reflect our belief that transportation serves people first—and that strong partnerships lead to better outcomes.

Looking ahead to FY 2026, THEA's investments will continue to support regional mobility, enhance economic competitiveness, and reinforce THEA's role as a responsible and forward-looking steward of public transportation assets.

On behalf of the Board of Directors, I thank our Executive Director, Greg Slater, the leadership team, and the entire THEA staff for their dedication, expertise, and efforts.

Chairman of the Board
Tampa-Hillsborough County Expressway Authority



MESSAGE FROM EXECUTIVE DIRECTOR GREG SLATER

Dear Stakeholders,

Reflecting on Fiscal Year 2025, I'm proud to share this annual report and the work the Tampa Hillsborough Expressway Authority advanced to preserve and enhance the assets our customers depend on every day—while also laying the groundwork for the next chapter of improvements across our system. FY 2025 was marked by disciplined, behind-the-scenes progress: the kind of work that isn't always visible at a glance, but that directly shapes safety, reliability, and long-term performance.

First and foremost, we strengthened the Selmon through focused asset preservation and maintenance excellence. We launched an enhanced asset maintenance contract that raises performance standards across core maintenance needs—from drainage and pavement to signage, lighting, landscaping, and overall corridor condition. We also expanded system-wide data collection and condition assessments, pairing that work with tools like THEA's GIS GeoHub to support better planning, smarter prioritization, and stronger lifecycle decision-making. And we delivered tangible preservation outcomes in the field—advancing preservation work on the critical concrete structures that carry the elevated Reversible Express Lanes, completing paving and restriping to improve ride quality and visibility, and making facility upgrades that protect critical operations and improve security and resiliency.

At the same time, FY 2025 positioned THEA for the work ahead. We completed the Selmon East PD&E Study, advanced procurement activity tied to the South Selmon Capacity Project and initiated early engagement and analysis to prepare for future corridor work along US 301. We also continued building a stronger technology foundation—initiating wrong-way driving countermeasures, expanding fiber connectivity to strengthen operations, advancing tolling system modernization through key investments, and deepening our cybersecurity readiness through training and infrastructure upgrades.

These efforts connect directly to what comes next. As we enter FY 2026, THEA is aligned behind an ambitious six-year, \$882 million Work Program—one that balances system preservation, targeted capacity expansion, and technology modernization to keep pace with Tampa Bay's growth and the expectations of the traveling public.

None of this progress happens without exceptional people and strong partnerships. I'm grateful to our Board, our community partners, and the dedicated THEA team whose professionalism and service continue to earn recognition and trust. Thank you for your support—and for helping us deliver a safer, more reliable system today while building the foundation for tomorrow.

Executive Director
Tampa-Hillsborough County Expressway Authority

BOARD OF DIRECTORS



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Gubernatorial Appointee



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Member
District 7 Secretary,
Florida Department
of Transportation

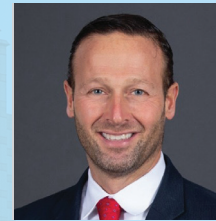


HONORABLE JANE CASTOR
Member
City of Tampa Mayor



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

LEADERSHIP TEAM



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TIM GARRETT
Chief Operations Officer



AMY LETTELIER
Chief Legal Officer



JEFF SEWARD
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ROBERT FREY
Director of
Planning and Innovation



KEISHA PICKETT BOYD
Director of Communications
Strategy and Community
Engagement



GREGORY DEESE
Director of Operations
and Engineering



RAUL ROSARIO
Director of Toll Operations
and Customer Experience

MISSION: To provide safe, reliable, and financially sustainable transportation services to the Tampa Bay region while reinvesting customer-based revenues back into the community.

VISION: To lead, partner, and implement safe, economically sound, and innovative multi-modal transportation solutions for our Tampa Bay community.

VALUES:

People: With a focus on our customers, we attract, develop, and nurture talent within the organization and support the diversity of employee skills and strengths.

Safety & Service: We are a collaborative partner and provider of safe, reliable, and financially sustainable transportation services to our customers and community.

Community Focus: We are committed to ensuring the money and investment earned from our assets goes back into the communities we serve.

Regional Leadership: We are dedicated to being a leader in advancing mobility in the region and implementing innovative and practical solutions to transportation challenges.

Efficiency: We are a versatile and agile organization that proactively solves issues, pursues opportunities, and embraces innovation.

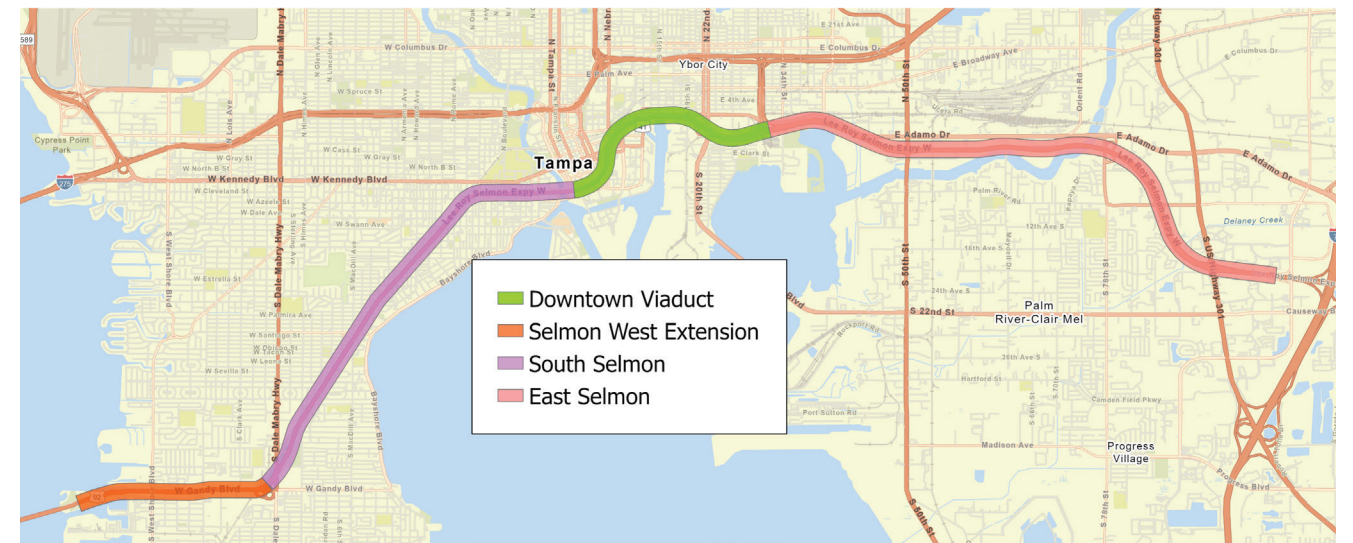
Economic Development: We are committed to supporting economic development in the Tampa Bay region through our services and products.

Local Resource: We are here to engage partners and stakeholders with our unique perspective and expertise

Established by the Florida Legislature on July 23, 1963, the Tampa-Hillsborough County 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-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.



ABOUT THEA



HIGHLIGHTS AND ACCOMPLISHMENTS

2025

In FY 2025, THEA advanced a series of initiatives that will strengthen the region’s transportation network and support its long-term vision for safe, reliable, and sustainable mobility. The agency continued to integrate innovative technologies, enhance data-driven decision-making, and prioritize early community engagement to ensure that future projects reflect the evolving needs of a growing region. Through strategic planning, collaborative partnerships, and rigorous technical analysis, THEA delivered key milestones that lay the foundation for future corridor improvements, multimodal connections, and operational efficiencies. The accomplishments highlighted in this section demonstrate THEA’s ongoing commitment to responsible stewardship, forward-thinking infrastructure development, and the continued enhancement of mobility throughout the Tampa Bay region.

PRESERVING & ENHANCING THEA’S ASSETS

ASSET MANAGEMENT

In FY 2025, THEA strengthened its commitment to roadway quality and system reliability by launching a new, enhanced asset maintenance contract. This updated contract establishes higher performance standards across all core maintenance categories, including landscaping, litter removal, drainage systems, signage, lighting, and pavement. These elevated benchmarks ensure THEA’s infrastructure is maintained with greater consistency, visibility, and responsiveness. It also reflects THEA’s commitment to operational excellence and a superior user experience. By holding our maintenance partners to elevated quality benchmarks, we’re delivering a roadway system that is better maintained, more resilient, and ready to meet the needs of a growing region.



IMPROVED DATA COLLECTION AND ASSESSMENTS

The agency continued to strengthen its comprehensive asset management program by expanding system-wide data collection and conducting condition assessments across roadway and structural assets. These efforts provide a clearer understanding of asset performance, lifecycle needs, and long-term investment requirements. By integrating this data into planning and budgeting processes, THEA allocates resources more strategically, extending the life of critical infrastructure and ensuring facilities remain in peak condition.

THEA also launched a Geographic Information System (GIS) GeoHub, a centralized platform that consolidates asset, environmental, project, and performance data to support collaboration across staff and partners. As THEA's GIS repository, the GeoHub enhances planning and asset management by improving data access, analysis, and transparency throughout the project delivery lifecycle.

The new GIS GeoHub may sound like an internal data tool, but the improvements it enables have very real benefits for drivers. Because the platform centralizes asset, environmental, project, and performance data, staff can access the information they need more quickly and make better decisions about maintenance, safety upgrades, and project planning. That means issues on the roadway can be identified earlier, coordinated more efficiently, and addressed faster.

STRADDLE BENTS PRESERVATION

As a continuation of THEA's commitment to maintaining safe and efficient roadways, the agency initiated a critical preservation project focused on the 13 straddle bents supporting sections of the Reversible Express Lanes (REL). These structural components play a vital role in the integrity and stability of the elevated roadway system, which thousands of drivers rely on daily. THEA cleaned, sealed, and waterproofed these straddle bents, ensuring they remain resilient against environmental wear and tear. This maintenance will extend the life of the infrastructure and mitigate potential costly future repairs.



PAVING AND STRIPING

THEA completed the paving and restriping of the Selmon Expressway local lanes from east of downtown Tampa to Brandon, delivering a smoother and more uniform travel experience along this heavily used segment. The project enhances ride quality, improves visibility, and ensures consistency across the corridor. Our customers will benefit from improved pavement conditions and clearer lane delineation for years to come.

Additionally, striping, signing, and pavement shields were added along the Selmon Greenway to enhance wayfinding and improve navigational clarity throughout the multi-use path. These improvements help establish a consistent visual identity, making the Greenway more intuitive for pedestrians, cyclists, and recreational users. The upgrades also reinforce the Greenway as one of THEA's signature community assets, an investment that supports active transportation, urban connectivity, and recreation within the downtown corridor.



HEADQUARTERS RENOVATIONS AND UPGRADES

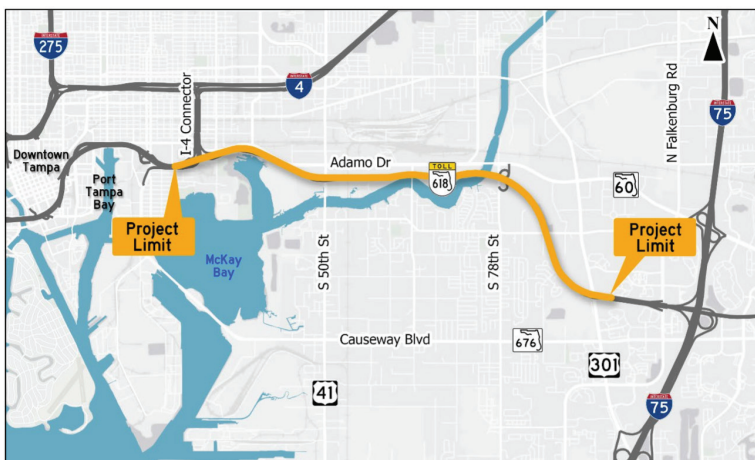
Renovations at THEA's headquarters expanded office and workspace capacity to support a growing team and operational needs. The updated layout improves collaboration for THEA's team. THEA also upgraded its building access control system. The enhanced access control system improves facility security, safeguards sensitive operational areas, and strengthens THEA's ability to maintain secure, reliable operations. To further support system resiliency, THEA completed roof replacements at its office and East Toll Plaza. These upgrades protect critical systems and personnel, reduce long-term maintenance needs, and ensure uninterrupted operations.

LAYING THE GROUNDWORK FOR THEA'S FUTURE

EAST SELMON PLANNING PROCESS COMPLETION

Following several years of technical analysis and stakeholder collaboration, THEA successfully completed the East Selmon Project Development and Environment (PD&E) Study, advancing a critical planning effort to guide future improvements to the Selmon Expressway from downtown Tampa to I-75 near Brandon. The study evaluated alternatives based on engineering feasibility, operational needs, environmental considerations, and public input to ensure potential improvements align with community expectations and regional mobility priorities.

This milestone establishes a strong foundation for informed decision-making, positioning THEA to move forward with future project phases that provide additional capacity, improve system performance, and support anticipated growth in the region.



SOUTH SELMON CAPACITY PROJECT CONSTRUCTION BID SOLICITATION

Traffic volumes along the south portion of the Selmon Expressway have nearly doubled over the past decade, underscoring the urgency of meaningful capacity improvements. As Tampa Bay continues to experience unprecedented growth, THEA made significant progress toward delivering a safer, more reliable, and future-ready Selmon Expressway system. The South Selmon Capacity Project advanced significantly in FY 2025, marking one of the most transformative periods in the project's development. The South Selmon Capacity Project will expand capacity, modernize key structures, enhance neighborhood connections, add new technology for enhanced operations and safety, and meaningfully address congestion challenges along a 4.5-mile segment from the Selmon Extension to downtown Tampa.

THEA's previously completed PD&E Study identified the preferred alternative: adding one lane in each direction. The project will feature an inside new lanes design, which stays within the existing right-of-way to minimize community impacts, avoid new property acquisition, and preserve neighborhood quality of life.

In FY 2025, THEA issued a construction bid solicitation and began evaluating Alternative Technical Concepts (ATCs) submitted by shortlisted teams. Selection of a contractor is expected in fall 2025, with construction set to begin in spring 2026. The anticipated completion date is 2030.

US 301 PLANNING PROCESS

THEA's Board of Directors and the Hillsborough County Board of County Commissioners requested that THEA conduct a Project Development and Environment (PD&E) study along US 301, extending south from the Selmon Expressway. In response, THEA initiated a comprehensive Pre-PD&E Engagement and Planning Analysis to better understand corridor needs and prepare for future project development.

As part of this effort, THEA conducted early outreach with residents, local businesses, civic organizations, and partner agencies through a combination of Speakers Bureau presentations, public workshops, surveys, and interagency coordination. This proactive engagement helped identify community priorities, mobility challenges, and opportunities for roadway improvements prior to the initiation of the formal PD&E process. This early engagement ensures consistency with the future planning activities that are based on obtaining a broad range of perspectives and grounded in transparency, collaboration, and community trust.

Additionally, THEA completed preliminary safety and traffic analyses to evaluate existing conditions and anticipate future operational needs along the corridor. This work examined safety concerns, projected growth, travel patterns, and long-term travel demand, providing critical data to support alternative development. The resulting technical analysis underscores THEA's commitment to rigorous, data-driven planning and supports informed decision-making that promotes safe, reliable, and efficient transportation solutions for the region.



A NEW ERA IN TOLL COLLECTIONS

THEA moved forward with one of its most significant tolling initiatives this year with the development of the solicitation for the next-generation Roadside Toll Collection System (RTCS). This project will replace THEA's legacy roadside system, modernize the agency's tolling infrastructure, and enhance operational efficiency. The RTCS is central to THEA's long-term strategic plan for reliability, automation, interoperability, and system sustainability. It will ensure more accurate reading of transponders and license plates and provide greater tools for system audits. The new system supports the reading of all interoperable transponders including EZPass, KTAG, EPass, Peach Pass, NC Quick Pass, E-Pass, PikePass, and many others, ensuring that regional travel remains seamless.

TECHNOLOGY & CYBERSECURITY

WRONG-WAY DRIVING TECHNOLOGY

THEA launched a major safety project in FY 2025 with the initiation of its Wrong-Way Vehicle Detection System (WWVDS)—a comprehensive, technology-driven program designed to reduce wrong-way driving incidents and enhance real-time response capabilities. The project introduces a multilayered system integrating wrong-way vehicle detection, Rectangular Flashing Beacons (RFBs), and in-pavement lighting at all exit ramps east of downtown. The WWVDS project builds upon THEA's broader vision to integrate advanced technologies throughout the regional transportation network, including vehicle detection systems, upgraded communication infrastructure, dynamic message signs (DMS), closed-circuit television (CCTV) cameras, roadside units (RSUs), and other technologies. Construction on the Wrong-Way Driving Project began in January 2025 with an anticipated completion in FY 2026.



THEA AND THE I-4 FRAME

THEA's technology investments also include partnering with other transportation agencies, including FDOT's I-4 Florida Regional Advanced Mobility Elements (FRAME) initiative, which provides continuous technology connectivity from Tampa to Orlando. Florida's I-4 FRAME initiative is one of the state's most ambitious smart mobility programs to improve safety, reliability, and real-time operations along the critical Tampa-to-Orlando corridor. I-4 FRAME deploys Connected Vehicle (CV) and Intelligent Transportation System (ITS) technologies that enable seamless communication among equipped vehicles, signals, and roadside infrastructure, to address congestion and safety challenges on I-4.

Within this multi-agency effort, THEA plays an essential, future-facing regional role. Through years of leadership in connected vehicle innovation, including its nationally recognized USDOT CV Pilot, THEA has already proven the safety and mobility benefits of V2X technology. By integrating its fiber network, existing and new roadside units, and proven connected vehicle systems into this statewide platform, THEA helps create seamless, real-time data sharing that enhances safety, improves operational decision-making, and delivers continuous connectivity across jurisdictions. This collaboration builds on THEA's nationally recognized CV expertise and extends those benefits beyond the Selmon system, strengthening the region's readiness for next-generation mobility.

AWARDING THEA'S OPERATIONAL BACK OFFICE SYSTEM (OBOS)

THEA advanced its tolling modernization efforts by awarding the contract for a new Operational Back Office System (OBOS). OBOS will replace the agency's longstanding legacy system with a modern, flexible platform designed to support THEA's operational needs well into the future. The new system will make it easier for THEA to accurately manage toll transactions, organize data, and complete complex analysis of THEA's tolls. OBOS is built to seamlessly connect with roadside toll equipment that captures toll information, statewide transaction processing systems, tax collector offices, and other toll processing facilitators. The system includes disaster recovery tools to ensure continuous operations. By investing in this modern infrastructure, THEA is strengthening its tolling technology foundation, ensuring that the tolling system can adapt as technology and community needs continue to evolve.

FIBER TO DYNAMIC MESSAGE SIGN

THEA's Fiber to Dynamic Message Sign (DMS) project makes driving on the Selmon Expressway safer and less stressful. By replacing old copper lines with new fiber-optic cables, THEA can update its electronic message signs much faster and with fewer technical problems. The network communications are also more resilient, with fewer impacts resulting from electrical storms, cable corrosion, and deterioration.

DISASTER RECOVERY ENHANCEMENTS

THEA's IT and Security Team implemented a new disaster recovery environment for the operations and admin networks. This enhancement supports greater resiliency and protection of THEA's operations. The team also completed a successful disaster recovery simulation. The test validated critical failover procedures, user access continuity, and system resilience. The simulation also generated valuable lessons around user preparation, system documentation, and archiving protocols, which have been incorporated into updated recovery procedures.



SECURING THE TOLLING SYSTEM

This year, THEA completed an upgrade to our virtualized toll environment, improving system reliability and security. We moved from an older infrastructure to a modern VMware platform—a system that enables THEA to run and manage servers virtually. This upgrade reduced the risk of system failures, ensured timely updates and system support, and positioned THEA for smoother operations in the future.

THEA also completed a critical firewall replacement project for its tolling system, reinforcing the agency's commitment to protecting customer data and securing vital infrastructure. This upgrade ensures compliance with current industry standards and positions THEA to address evolving cybersecurity threats proactively. The new firewall architecture delivers enhanced threat detection, faster response capabilities, and robust protection against emerging risks. By implementing these advanced safeguards, THEA is strengthening the resilience of its tolling environment and ensuring uninterrupted operations.

CYBERSECURITY TRAINING

THEA continues to be a leader in strengthening its cybersecurity posture by investing in staff training to protect customer information and secure the agency's critical infrastructure. As cybersecurity threats continue to evolve, THEA focuses on equipping its workforce with the knowledge and tools needed to maintain a secure operating environment.

A comprehensive cybersecurity training program was successfully rolled out to all employees, beginning with an agency-wide assessment of user cybersecurity awareness. Based on the findings, THEA implemented monthly training and testing to reinforce safe digital habits and elevate staff readiness. Over the past year, employee cybersecurity knowledge grew substantially, supported by continuous education resources, informational materials, and dedicated overview sessions delivered to THEA teams.



CUSTOMER COMMITMENT & COMMUNITY ENGAGEMENT

TAX COLLECTOR PARTNERSHIPS

THEA previously entered into agreements with tax collectors' offices in Hillsborough, Pinellas, and Pasco Counties to provide customers with the option to pay their THEA unpaid tolls directly at their local tax collector's office when attempting to renew their vehicle registration. This approach streamlines the payment process and saves customers' time. This year the agency expanded the partnerships to include Flagler, Clay, Duval, Volusia, Osceola, and Seminole Counties, expanding the enhanced customer service options throughout Florida.



FOSTERING RELATIONSHIPS

THEA's community and business partnerships play a vital role in advancing our mission to create a connected and thriving region. By engaging with local organizations, we foster collaboration that drives economic growth and supports initiatives benefiting residents and businesses alike. These relationships help us anticipate emerging needs and deliver transportation solutions that strengthen the community. As an active member of multiple chambers of commerce and business and community groups, THEA remains closely involved in conversations shaping regional priorities. Our involvement with key business and community events further demonstrates our commitment to being part of the Tampa community. Through these efforts, THEA reinforces its role as a trusted partner and leader in transportation, ensuring our projects deliver lasting benefits for those we serve in and around Tampa Bay.



EXCELLENCE IN MOTION

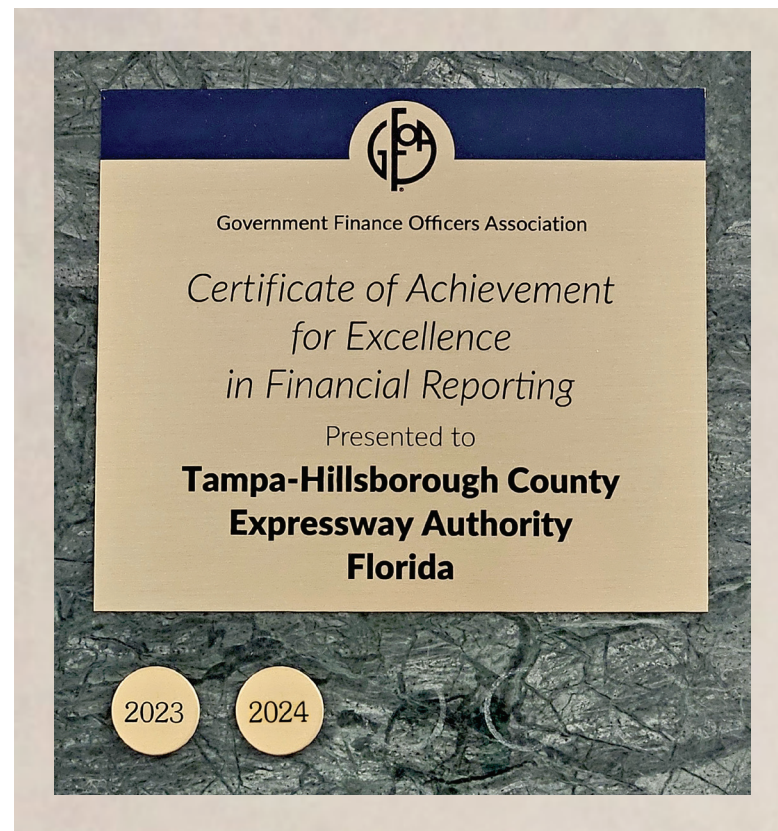
Being recognized as an industry leader is a testament to THEA's commitment to innovation, excellence, and service to the community. Awards and accolades not only validate the hard work and expertise of our team but also build trust with our customers, partners, and stakeholders. These honors demonstrate that THEA is setting the standard for transportation solutions, embracing cutting-edge technology, and delivering projects that enhance mobility and safety. Recognition reinforces our reputation, attracts top talent, and strengthens relationships, ensuring we continue to lead the way in shaping Florida's transportation future.

ACHIEVEMENT IN FINANCIAL REPORTING

THEA was once again honored with the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA), the highest form of recognition in governmental accounting and financial reporting. This award reflects THEA's steadfast commitment to transparency, accountability, and financial stewardship.

The recognition is based on THEA's FY 2024 Annual Comprehensive Financial Report (ACFR), which was evaluated by an impartial panel and found to meet the GFOA's rigorous standards for clarity, completeness, and effective communication of the agency's financial story. This achievement underscores THEA's dedication to responsible management of public resources and reinforces public trust in the agency's financial integrity.

This marks THEA's second consecutive year earning the ACFR certificate, a testament not only to the financial controls that have been established by the agency, but also to the consistency and professionalism of the agency's finance team and their cross-departmental collaborators. Their efforts ensure THEA continues to model excellence in financial reporting while advancing mobility, safety, and regional connectivity.



INDUSTRY AWARDS

THEA's East Selmon Slip Ramp Project, which was completed in FY 2024, received multiple awards this year. The slip ramps provided drivers with additional access points to the Reversible Express Lanes (REL) on the Selmon Expressway. Within the first few months, nearly 150,000 vehicles used the new ramp to the REL, translating to a better use of capacity on the network and significant congestion relief. The awards included:

TEAMFL/FTBA EXPRESSWAY PROJECT OF THE YEAR AWARD

THEA received the Expressway Project of the Year Award from the Florida Transportation Builders' Association and TEAMFL, recognizing outstanding achievement in delivering transformative infrastructure projects that enhance mobility and safety.

IBTTA TOLL EXCELLENCE AWARD

The International Bridge, Tunnel and Turnpike Association honored THEA with its Toll Excellence Award, celebrating the agency's leadership in tolling innovation, operational efficiency, and customer service.

ROADS & BRIDGES TOP 10 ROADS AWARD

The Selmon Expressway's East Selmon Slip Ramps project was named one of *Roads & Bridges* magazine's Top 10 Roads in the Nation, a distinction that underscores THEA's dedication to maintaining a high-quality roadway system that prioritizes safety, reliability, and long-term durability.

DBIA FLORIDA REGION DESIGN-BUILD AWARD

THEA earned the Design-Build Institute of America Florida Region Award for the East Selmon Slip Ramps Project, recognizing excellence in design-build delivery and collaboration that improved connectivity and enhanced the customer experience.

RECOGNITIONS

GREG SLATER – STCOC BUSINESS LEADER OF THE YEAR

THEA's Executive Director, Greg Slater, was recognized by the South Tampa Chamber of Commerce as Business Leader of the Year, honoring his vision, leadership, and commitment to regional economic growth and community partnerships.

KEISHA PICKETT BOYD – TBBW "WOMEN WHO WIN" HONOREE

Keisha Pickett Boyd, THEA's Director of Communications, Strategy, and Engagement, was named a Women Who Win Honoree by *Tampa Bay Business & Wealth* magazine, celebrating her leadership and impact in strategic communications and community engagement.

JUDITH VILLEGAS – FLORIDA TRANSPORTATION BUILDERS ASSOCIATION'S EMERGING LEADERS ACADEMY (FELA)

Judith was selected for a competitive, statewide program designed for next-generation leaders in the heavy, highway, and bridge construction industry. FELA cultivates executive-level leadership skills through targeted training, peer networking, and industry-focused exposure.



STAFF HIGHLIGHTS

This year, we welcomed a dynamic group of new team members whose skills and passion are shaping our next chapter. We're proud to highlight the people powering our continued growth and innovation.



TIM GARRETT CHIEF OPERATING OFFICER

Tim Garrett, THEA's first Chief Operating Officer (COO) started with THEA in November 2024. Tim brings over 30 years of experience in transportation technology, tolling, and program management. He is a licensed professional engineer and Project Management Professional (PMP). Tim oversees THEA's day-to-day operations, strategic initiatives, and operational excellence.



GREG DEESE DIRECTOR OF OPERATIONS AND ENGINEERING

Greg Deese is the Director of Operations and Engineering at THEA, bringing over 20 years of experience in civil engineering, transportation construction, and infrastructure management, including a 19-year tenure at FDOT leading major projects like the Gateway Expressway and Howard Frankland Bridge replacement. He is a licensed professional engineer and committed to advancing operational excellence, infrastructure resiliency, and innovation at THEA.

RAUL ROSARIO DIRECTOR OF TOLL OPERATIONS AND CUSTOMER EXPERIENCE

Raul Rosario has over 20 years of experience in business operations and tolling, including a decade as Sr. Director of Operations for a leading toll integrator, managing projects across the Mid-Atlantic. As THEA's Director of Toll Operations and Customer Experience, he leads all tolling operations and projects, advancing technology and customer service.



PEDRO LEON IT MANAGER

Pedro Leon serves as THEA's IT Manager, overseeing the agency's hardware and software systems to ensure secure, seamless network operations. He manages IT assets, leads key technology projects, and collaborates with vendors and internal teams to enhance systems, streamline processes, and support THEA's mission. Pedro, a U.S. Navy veteran, is a Certified Information Security Manager (CISM) and Project Management Professional (PMP). He has over 10 years of project management, IT operations, and cybersecurity experience.

BRIAN MCELROY OPERATIONS PROJECT MANAGER II

Brian McElroy serves as Operations Project Manager II at THEA, where he oversees key transportation and infrastructure initiatives from planning through delivery. He works closely with agency partners, contractors, and internal teams to ensure projects support THEA's goals for safety, efficiency, and long-term mobility improvements. Brian brings broad experience in project management, operations, and risk assessment, strengthened by a background in civil engineering and offshore energy operations.



DEVELOPING FUTURE ENGINEERS & LEADERS



Since 2010, THEA has partnered with the USF College of Engineering to sponsor the Annual USF-SE Bridge Building Competition, a free, public event held during the USF Engineering Expo. The student-run competition invites middle and high school students from across the Tampa Bay region to design, build, and test balsa wood bridges, connecting classroom learning to real-world engineering.

Rooted in the theme Design It, Build It, Break It!, the competition promotes STEM education, introduces students, especially those underrepresented in engineering, to career pathways, and fosters mentorship with local engineers and USF student organizations. The competition is a key component of THEA's Selmon S.T.E.M. Scholarship (S3) Program, which honors Lee Roy Selmon's legacy by expanding STEM exposure through outreach and scholarships.

MIDDLE SCHOOL WINNERS

- **1st Place:** Avocado Toast, Cambridge Christian School
- **2nd Place:** The Bridge Chicas, Cambridge Christian School
- **3rd Place:** CAM Bridge, Cambridge Christian School
- **Overall Efficiency Winner:** Avocado Toast, Cambridge Christian School
- **Design Aesthetics and Originality Winner:** Bob the Builders, Terrace Community Middle School

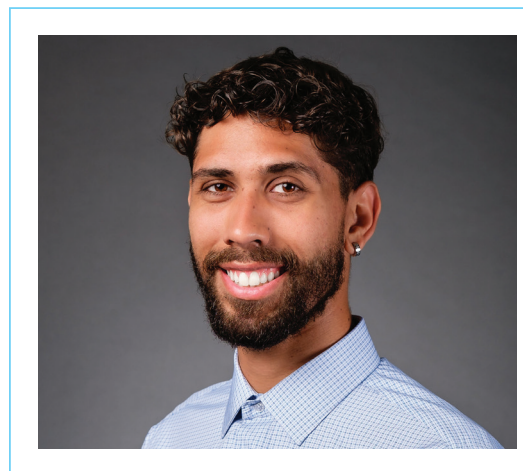
HIGH SCHOOL WINNERS

- **1st Place:** Demolition Crew, Newsome High School
- **2nd Place:** Keystone Knights, Newsome High School
- **3rd Place:** New Engineers, Gaither High School
- **Overall Efficiency Winner:** Demolition Crew, Newsome High School
- **Design Aesthetics and Originality:** Cowgirl Engineers, Gaither High School

INTERN SPOTLIGHTS

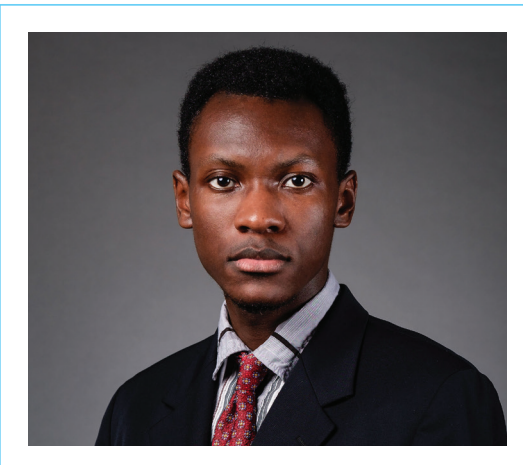
We continue to honor Mr. Selmon's legacy with THEA's annual internship program which offers college students hands-on experience working alongside professionals on real transportation projects that impact the Tampa Bay region. Interns gain practical skills, mentorship, and exposure to public-sector careers, helping build a strong and diverse pipeline of future transportation leaders.

GIOVANE DOS SANTOS UNIVERSITY OF SOUTH FLORIDA BACHELOR OF SCIENCE IN INDUSTRIAL ENGINEERING



"During my internship at THEA, I had the opportunity to collaborate closely with the Operations team, gaining invaluable insights from industry leaders. This experience allowed me to apply the practical knowledge from my USF coursework to real-world situations. I successfully implemented process improvements and project management concepts in my assignments at THEA.

Moreover, I had the chance to introduce innovations and take ownership of several projects, including developing ITS inventory, construction estimates, project dashboard creation, and conducting construction inspections. Additionally, I attended numerous meetings with project managers and consultants, which significantly enhanced my leadership skills and helped me build industry relationships."



DANIEL NEIL UNIVERSITY OF SOUTH FLORIDA BACHELOR OF SCIENCE IN CIVIL ENGINEERING

"THEA was my first internship and my introduction to the traffic and transportation engineering industry. During my time there, I was exposed to a wide range of industry professionals, from traffic planning and roadway construction to facility maintenance. Because of the agency's small size, I had the unique opportunity to collaborate with staff across multiple departments, allowing me to learn from professionals with diverse areas of expertise.

My projects at THEA provided valuable hands-on experience in project management, including scope development, procurements, stakeholder coordination, and timeline development. I also learned asset management and how various assets, such as ITS, are implemented and utilized in the industry. I am extremely grateful for the opportunity to learn and grow in such a supportive and collaborative environment. I highly recommend THEA to any engineering student."

A YEAR-ROUND COMMITMENT TO SAFETY

Safety is central to THEA's mission to provide a reliable, efficient expressway network across Tampa Bay. In FY 2025, THEA continued to promote safety through public awareness campaigns, technology pilots, and community engagement initiatives, helping reduce crashes and protect road users and work crews.

THEA participated in Go Orange Day, wearing orange to honor roadway crews and reinforce work zone safety. The agency also joined transportation partners around the world in the International Bridge, Tunnel and Turnpike Association's (IBTTA) Global Road Safety Week, part of the tolling industry's international Be Safe Together: Be the Highway Hero campaign. During this week, THEA amplified global and local safety messages, sharing best practices, and promoting safe driving behaviors, from reducing distracted driving to encouraging personal responsibility behind the wheel. In addition, THEA observed Safe Driving Awareness Month along the Lee Roy Selmon Expressway, encouraging drivers to eliminate distractions, share the road safely, and adopt daily safe-driving habits.

THEA amplified messaging with planned social media campaigns throughout the year with various moments in mind including safety around back-to-school season, holiday alertness, special events, and other critical moments. Safety messaging is a continuous, intentional effort that is a priority within all the agency's outreach.

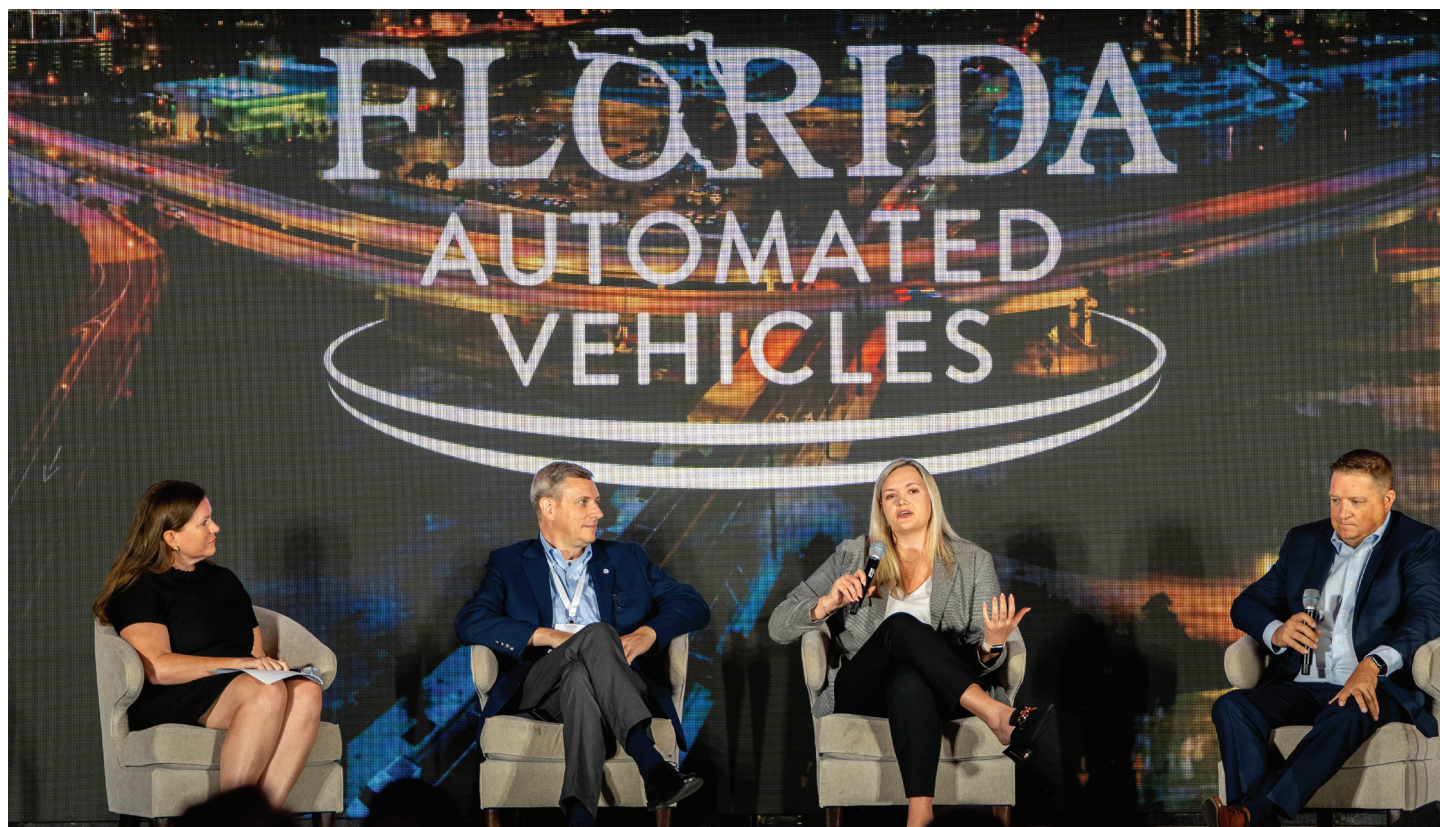
THEA integrates Vision Zero principles into project planning and communications, prioritizing the elimination of fatalities and serious injuries. Safety-focused infrastructure improvements, including wrong-way driver countermeasures and enhanced signage, are actively promoted to keep drivers informed and safe. Looking ahead, THEA will continue to expand technology-driven safety programs, targeted awareness campaigns, and community partnerships to advance its goal of saving lives and preventing crashes across Tampa Bay's roadway network.



National Work Zone Awareness Week (NWZAW) has been successful in spreading awareness for work zone safety across the country because of participation from organizations and individuals just like you. Hundreds of companies and individuals reach out to ATSSA on social media each year using #NWZAW.

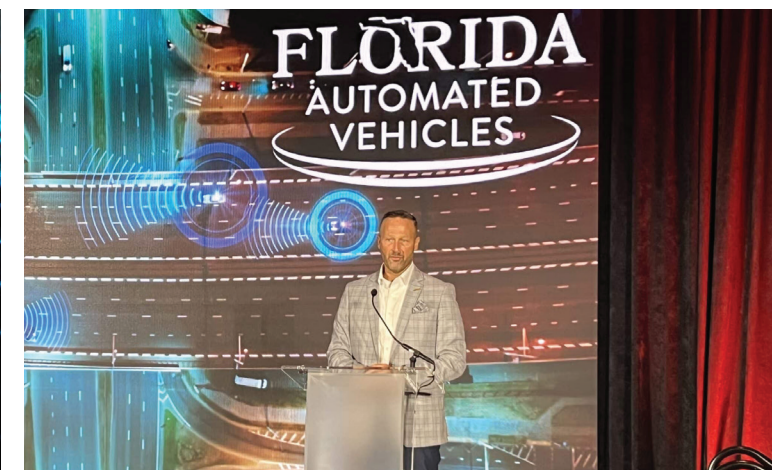


FAV SUMMIT RECAP



In September 2024, THEA served as host of the Florida Automated Vehicles (FAV) Summit, one of Florida's leading conferences focused on automated, connected, electric, and shared mobility. Held in downtown Tampa, the Summit brought together transportation leaders, policymakers, researchers, and private-sector partners from across the state and nation to examine emerging technologies, infrastructure readiness, and the future of mobility.

The program featured speakers representing public agencies, industry, academia, and advocacy organizations. Speakers included Sen. Jeff Brandes, FAV Summit founder; Greg Slater, THEA executive director and CEO; Jared W. Perdue, P.E., Secretary of the Florida Department of Transportation; Kim Holland, FDOT assistant secretary for strategic development; Tyler Duvall, CEO and co-founder of Cavnu; and Brad Templeton of the Electronic Frontier Foundation. Sessions focused on safety, connected vehicle deployment, data, infrastructure investment, and public-private partnerships.





FY 2026 WORK PROGRAM: INVESTING IN TAMPA BAY'S TRANSPORTATION FUTURE

At the conclusion of FY 2025, the Board approved a \$752 million Work Program for fiscal years 2026–31, outlining six years of strategic capital investments across planning, environmental review, design, technology, and construction. These projects, from system preservation to targeted enhancements to capacity expansion, translate the Strategic Blueprint into funded, actionable improvements focused on safety, innovation, operational excellence, customer experience, and financial stewardship.

Updated each July and aligned with the state fiscal year, the Work Program guides responsible budgeting and long-term financial planning. It enables THEA to address evolving mobility needs while supporting regional growth by improving key corridors, enhancing access to major employment centers, and modernizing critical transportation infrastructure.

Consistent with agency and regional priorities, investments focus on preservation and enhancement, including capacity expansions and continued modernization of the all-electronic tolling system. These investments also generate significant regional economic benefits by supporting local contractors, creating jobs, and reinvesting toll revenues into the Tampa Bay economy.

By investing in these efforts, THEA is strengthening how people move across the region while planning responsibly for Tampa Bay's transportation needs ahead.



Tampa-Hillsborough County Expressway Authority

1104 East Twiggs Street

Suite 300

Tampa, FL 33602

www.tampa-xway.com



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