

2026



YEAR IN REVIEW



Table of Contents

Board of Directors and Leadership Team 3
Letter from the Chairman 4
Message from Executive Director 6

FY 2026 Highlights and Accomplishments:
A snapshot of the year's most significant milestones across safety, infrastructure, technology, community, and the THEA teams

▼

About THEA 8
Connecting a Region on the Rise 10
Shaping Tampa's Future 11
Driving Progress Across the System 12
 The Most Significant Investment in THEA's History: South Selmon Capacity Project 14
 Thinking Beyond the Current Selmon Expressway Corridor: The US 301 PD&E Study Launches 16
 Raising the Standard: A New Era of Asset Management 17
 Raising the Standard: The Selmon Expressway Aesthetic Plan 18
Infrastructure Resilience and System Longevity 20
 Lakewood Drive Repairs 21
 Stormwater and Drainage Improvements 22
 Cybersecurity and Risk Management 22

Building a Smarter System 23

- Saving Lives Before a Crash Occurs: Wrong-Way Driving Countermeasures 24
- The Backbone of a Smarter System: ITS Phased Design-Build Project 26
- Two Historic Expressway Firsts: Modernizing the Engine of Toll Operations 27
- Traffic Management Center Innovation Upgrade 28
- Building Mobile Capacity: Portable Tolling Gantries 29
- Regional Resilience in Real Time: I-4 FRAME Updates 30
- Mapping the Future: GIS Exploration 30

Where Infrastructure Meets Community 31

- The Meridian Corridor Stormwater Vision 32
- Frames on Franklin 34
- Activating Space in the Urban Core 35
- Tax Collector Partnership 36
- #America250 36
- Investing in the Next Generation: Selmon STEM Partnership 37

Leadership in Action 40

- Investing in Community 40
- A Voice Shaping the Future of Transportation 42
- Board Appointments 43
- New Hires & Promotions 44

An Award-Winning Year 46

- GFOA Certificate of Achievement for Excellence in Financial Reporting 47
- Florida Trend Florida 500 | Tampa Bay Business Journal Top 100 | Top 25 to Watch 47
- Plan Hillsborough Outstanding Contribution Award 48
- More Awards 48

Looking Ahead 49

Board of Directors



Vincent Cassidy
Chairman



Bennett Barrow
Vice Chair



Cody Powell
Secretary



Lakshmikanth
"LK" Nandam



Mayor Jane
Castor

In FY 2026, the Hillsborough County Commission selected Commissioner **Chris Boles** to serve as its representative on the THEA Board of Directors. Governor Ron DeSantis appointed two new members, **Cody Powell** and **Lakshmikanth "LK" Nandam**, and also reappointed **Vincent Cassidy** and **Bennett Barrow** to the Board.



Commissioner
Chris Boles



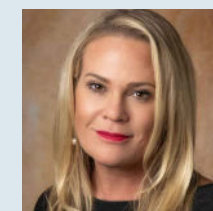
Justin Hall

The Board re-elected **Vincent Cassidy** as Chair, **Bennett Barrow** as Vice-Chair, and **Cody Powell** as Board Secretary.

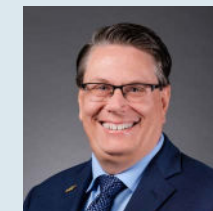
Leadership Team



Greg Slater
Executive
Director



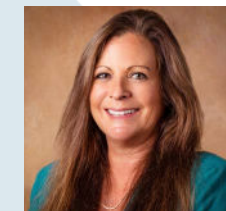
Amy Lettelier
Chief Legal
Officer



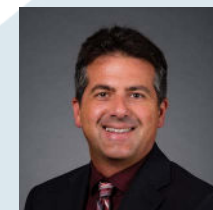
Jeff Seward
Chief Financial
Officer



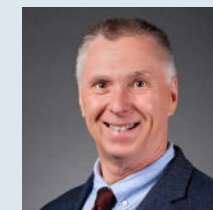
Tim Garrett
Chief Operating
Officer



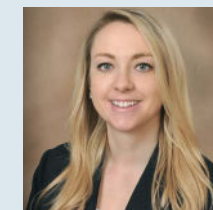
Shari Callahan
Director of IT
and Security



Greg Deese
Director of
Operations and
Engineering



Robert Frey
Director of
Planning and
Innovation



Lisa Pessina
Director of
Finance and
Accounting



Raul Rosario
Director of Toll
Technology and
Customer Experience

LETTER FROM THE CHAIRMAN VINCENT J. CASSIDY

“
GREAT ORGANIZATIONS DO NOT STUMBLE INTO ICONIC OUTCOMES. THEY ARE BUILT DELIBERATELY, CHALLENGED CONSTANTLY, AND PUSHED TO IMAGINE WHAT OTHERS HAVE NOT.
”

Fiscal Year 2026 is the year THEA proved that enriching lives by connecting communities is more than a purpose statement. It is a standard. Great organizations do not stumble into iconic outcomes. They are built deliberately, challenged constantly, and pushed to imagine what others have not. As Chairman, that has been my charge, and the agency delivered.

At the center of that progress is the South Selmon Capacity Project, the most significant investment in THEA's history and a generational commitment to Tampa Bay. Tampa is growing fast. People need to move into and out of this city safely, efficiently, and with confidence. This project delivers that. I challenged our team to design a bridge worthy of the city Tampa is becoming—a signature span over the Hillsborough River that redefines the gateway into downtown. That bridge will be epic and iconic, a landmark that reflects where Tampa is headed and gives this region something to be proud of for generations.

THEA's \$752 million capital investment plan, with \$692 million dedicated to infrastructure construction, is a well-thought-out, finely crafted transportation solution that will have a lasting economic and community impact. These investments are rooted in fiscal discipline, strategic planning, and a deep understanding of what our community needs to thrive. It is exactly these types of investments in safety that contributed to zero fatalities on the THEA system in 2025.

The plan is built around five focused areas:

- **Infrastructure improvements**, including the South Selmon, Whiting Street Project, and East Selmon improvements
- **Community enhancements**, including new parks, trails, and pedestrian safety projects
- **Regional transformation**, including the US 301 Project Development and Environment (PD&E) Study, which will examine the 15.4-mile corridor from the Selmon Expressway to Sun City Center and identify bold alternatives to reduce congestion, improve safety, and enhance how our region moves
- **Technology and innovation enhancements**, including two historic firsts for THEA—replacing the Roadside Toll Collection System and Operational Back Office System, alongside Intelligent Transportation System expansion, Connected Vehicle integration, and next-generation capabilities within the Traffic Management Center
- **Programmatic and asset management**, including cybersecurity, system-wide asset performance upgrades, and risk management initiatives

On behalf of the Board, I am proud of what this team has built and excited for what comes next.

Vincent J. Cassidy

**Chairman of the Board
Tampa Hillsborough Expressway Authority**



MESSAGE FROM THE

EXECUTIVE DIRECTOR

GREG SLATER



“
PLANS BECAME PROJECTS. AND THE SELMON EXPRESSWAY TOOK ITS NEXT STEP TOWARD BECOMING SOMETHING FAR GREATER THAN A ROAD.
”

Tampa Bay is one of the fastest-growing regions in America, and the people who live, work, and move through it deserve a community-focused expressway system ready for what comes next. Fiscal Year 2026 was the year THEA turned that conviction into action in ways that will be felt for decades, with a \$752 million capital investment plan that included \$692 million dedicated to infrastructure construction.

For years, we have been laying the foundation by sharpening our strategy, strengthening our team, and listening to the communities we serve. This year, that preparation became momentum. Plans became projects. And the Selmon Expressway took its next step toward becoming something far greater than a road.

At the center of that progress is the South Selmon Capacity Project, the most significant investment in THEA's history. At \$362 million, the project does more than add lanes. It improves 26 bridges, creates a signature gateway into downtown Tampa, reduces cut-through traffic in South Tampa neighborhoods, reimagines the underpasses, and sets a new standard for how infrastructure in this region can look and feel. When complete, it will turn the drive into downtown Tampa into a statement about who we are as a region.

We understand that public confidence is earned through everything we touch. That is why we implemented higher maintenance standards and a unified aesthetic vision to make the Selmon Expressway stand out as a model of what an urban expressway can be. It is also why we deployed wrong-way driving countermeasures that will save lives and contracted our most advanced ITS expansion in agency history, building an operational environment where tolling, connected vehicle infrastructure, and artificial intelligence work together in real time. Every decision is built around the people who depend on this system.

We did all this while earning the GFOA Certificate of Achievement for Excellence in Financial Reporting for a third consecutive year, because fiscal responsibility is what makes everything else possible.

As we look ahead, our work is guided by a comprehensive strategy that incorporates forward-thinking technology, community investment, design excellence, and a higher standard of stewardship. Pursuing each of these dimensions at once to enhance our communities is what sets THEA apart as a global transportation leader.

The best is ahead of us. And we are ready.

Greg Slater

**Executive Director & CEO
Tampa Hillsborough Expressway Authority**



About THEA

Enriching Lives by Connecting Communities



The Tampa Hillsborough Expressway Authority (THEA) is an award-winning tolling agency that owns and operates an urban expressway network in the heart of Tampa Bay, Florida. The Lee Roy Selmon Expressway system forms a critical transportation network in one of America's fastest-growing regions and includes Meridian Avenue, Brandon Parkway, and the Selmon Greenway.

Grounded in fiscal responsibility, THEA delivers infrastructure that reflects a clear commitment to the communities it serves. With higher maintenance standards and a focus on design excellence, the system signals a lasting investment in local neighborhoods and their future.

- Be present in the community and listen.
- Focus on solutions for where Tampa is headed, not where it has been.
- Be transparent, data-driven, and fiscally responsible to stretch dollars further.
- Keep the community at the center of every decision.

THEA FORMULA

OUR GOALS & OBJECTIVES



SERVE
Deliver best-in-class experience for customers in all aspects of THEA business

EXCEL
Use data to deliver excellence in all aspects of business



INVEST
Diversify/Amplify THEA's ability to proactively address the growth

TRANSFORM
Create the next generation transportation agency and system

"Serve & Invest to Transform & Excel"

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.

Connecting a Region on the Rise

Advancing mobility through innovation, regional collaboration, and community-centered investment.

The Lee Roy Selmon Expressway serves nearly **four million** customers each year, with traffic increasing by more than **80 percent** over the past decade. That growth reflects the pace of the Tampa Bay region and underscores our responsibility to deliver infrastructure that works now and for future generations.

4M+

Annual Customers

\$752M

Capital Investment FY 2026 Six-Year Work Program

At this scale, mobility cannot be addressed in isolation. It requires coordination, shared priorities, and regional thinking. From the Selmon Greenway to system-wide investments, THEA is focused on connecting neighborhoods on, under, and around the corridor—linking people to jobs, opportunity, and each other.

Change isn't on the horizon. It's here. Industrial areas are becoming vibrant neighborhoods. Mobility is moving to the skies with the evolution of air taxis. We, as an agency operating an expressway through Tampa's urban core, must evolve to meet the future demands of our city and region.

80% +

Traffic Growth Over 10 Years

\$692M

Dedicated to Infrastructure

1M +

More unique Selmon Expressway customers than in 2019

Shaping Tampa's Future

Tampa's Growth Story

Tampa has emerged as one of the nation's fastest-growing urban economies, evolving from its small-town roots into a dynamic city in the Sunshine State. Fueled by high-wage job growth, sustained migration, tourism expansion, and transformative redevelopment, downtown today looks markedly different from how it did a decade ago. As districts such as GasWorx, Ybor City, the Channel District, and Ybor Harbor rapidly evolve, billions of dollars in new residential, commercial, hospitality, and mixed-use development are reshaping the skyline and creating a denser, more connected urban center.

Growth is projected to continue for the region. By 2050:

- Hillsborough County's population is expected to increase by **36%***
- Hillsborough County's jobs are expected to increase by **45%***

Behind the data is a commuter, a visitor, a new resident, and a growing business. Moving them efficiently and safely is exactly what THEA is here to do.

- Traffic on the Selmon Expressway increased more than **80%** in the past decade.
- **98.6%** of downtown jobs are filled by daily commuters traveling into our urban core.**
- Hillsborough County welcomes **28.2** million annual visitors***

Citations: *Hillsborough County – Final Planning LRTP 2050
Projections based on 2020 counts **U.S. Census Bureau LODS,
2023 ***Visit Tampa Bay Annual Report, 2023

An aerial photograph of a multi-lane highway curving through a landscape at sunset. The sky is filled with vibrant orange and purple clouds. In the distance, a city skyline is visible against the horizon. The foreground shows a body of water, green grass, and industrial buildings. A large, semi-transparent blue geometric shape is overlaid on the left side of the image, framing the text.

DRIVING PROGRESS ACROSS THE SYSTEM

The Most Significant Investment in THEA's History:

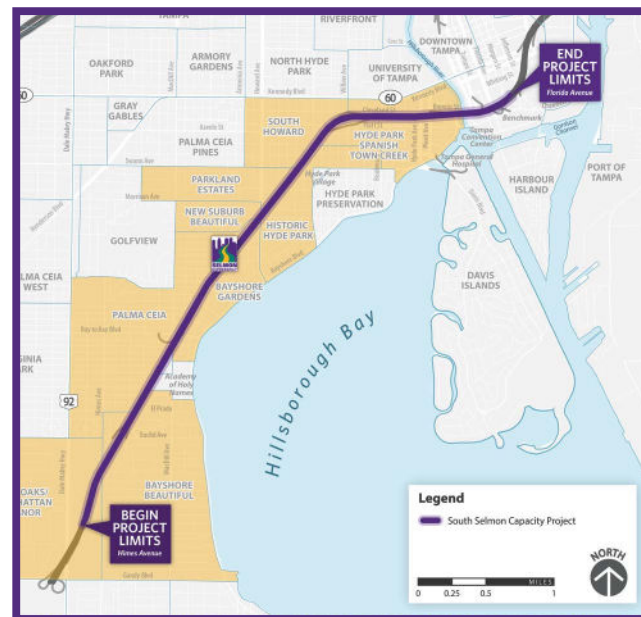
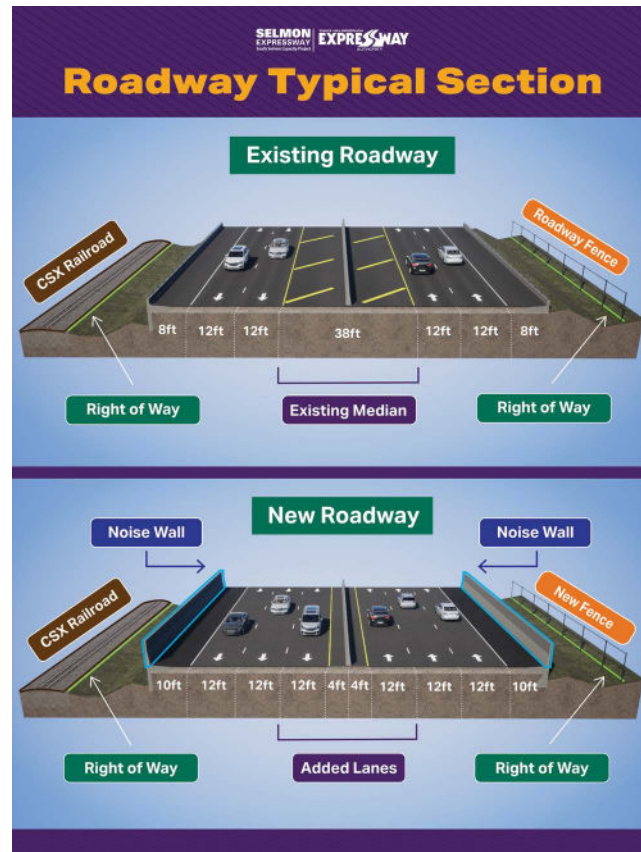
South Selmon Capacity Project

In early FY 2026, THEA advanced the South Selmon Capacity Project into construction-readiness, marking the largest infrastructure investment in the agency's history. This \$362 million design-build project, being delivered by Archer Western Construction, will expand capacity and support more reliable travel along a 4.5-mile corridor from west of Himes Avenue to east of Florida Avenue in Downtown Tampa, improving how residents, commuters, and businesses move through the region.

The project adds one new inside travel lane in each direction to improve travel-time consistency and reduce cut-through traffic on neighborhood streets in South Tampa. Ramp improvements at the westbound Willow Avenue and Plant Avenue exits, along with the westbound Willow entrance ramp, will reduce queueing and improve safety for drivers entering and exiting the expressway.

"This fiscal year was defined by moving our strategic vision to execution."

— Greg Slater, Executive Director & CEO



The South Selmon Capacity Project delivers improvements across every dimension of the corridor:

- **Reduced cut-through traffic** on neighborhood streets and Bayshore Boulevard
- **A new signature bridge** spanning the Hillsborough River, designed as a landmark gateway into Downtown Tampa
- **Improved traffic flow** through added lanes to ease congestion and improve travel-time consistency
- **Advanced safety** through longer merge areas on the expressway and **Intelligent Transportation System (ITS) technology** enabling real-time monitoring, faster incident response, and enhanced safety
- **Modernized stormwater infrastructure** to improve drainage and increase resilience
- **Upgraded underpasses** with improved lighting, landscaping, brick or stamped concrete accents, sidewalk enhancements, and design features that create welcoming connections into neighborhoods
- **Noise walls installed in residential areas** within the project limits featuring an attractive brick design
- **A reimagined Bay-to-Bay Park** guided by community input to shape its form and function



Community Open House
Kate Jackson Center

THEA hosted a well-attended and engaging community open house on April 13, 2026, to share project details with residents, commuters, and stakeholders as construction began. Work will be carefully sequenced to maintain access to homes and businesses, with lane closures primarily scheduled during overnight and off-peak hours where feasible.

Community engagement and listening will remain consistent throughout construction, reinforcing THEA's commitment to transparency, proactive communication, and delivering long-term value to the communities it serves. Construction is anticipated to be completed by late 2030.

Thinking Beyond the Current Selmon Expressway Corridor:

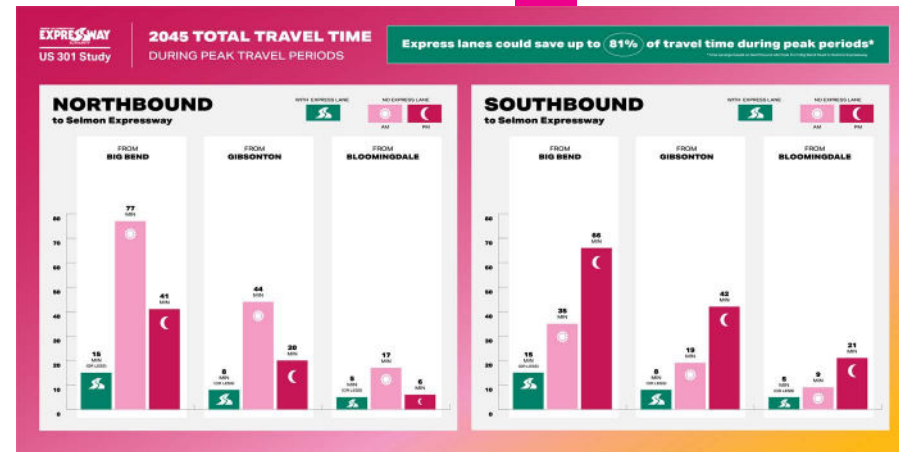
The US 301 PD&E Study Launches

Southern Hillsborough County is growing fast, with US 301 identified as a major corridor experiencing heavy traffic congestion and pedestrian and bicycle safety issues.

More than 54,000 vehicles travel the corridor daily, and without action, that number climbs to over 71,000 by 2045.

The need for relief is clear. In response, THEA launched the US 301 PD&E Study in January 2026, examining the approximately 15.4-mile corridor from the Selmon Expressway to Sun City Center. Working closely with regional and state partners, the PD&E Study is conducting ongoing data collection and traffic analysis to better understand corridor conditions, identify needs, evaluate alternatives, and

assess the impacts of potential capacity improvements to relieve congestion on US 301, I-75, and surrounding local roads. Early analysis shows that **express lanes could save commuters up to 81% of their travel time during peak periods**, reducing a 77-minute trip from south of Big Bend Road to the Selmon Expressway to 15 minutes or less.



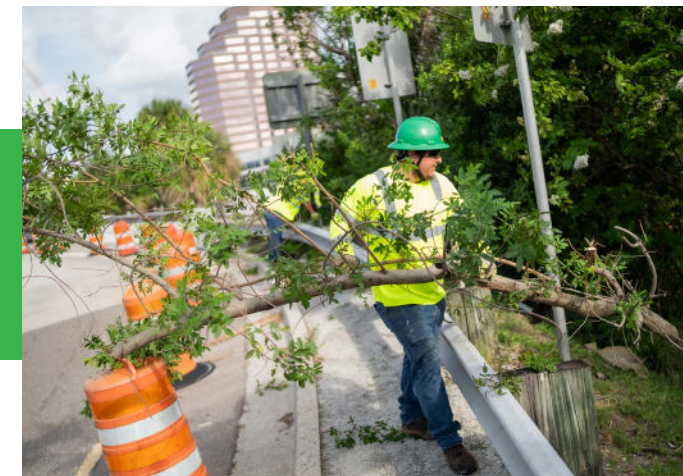
The evaluation process began in 2025, before the commencement of the PD&E, with a listening tour that connected THEA representatives with corridor neighbors, commuters, and businesses. Those insights are being incorporated into the PD&E Study as it progresses. THEA awarded the PD&E contract to Lochner through a competitive selection process. The study is expected to be completed in 2029. This is regional thinking in action.



Raising the Standard: A New Era of Asset Management

At THEA, we know that a safe, efficient, and visually well-maintained roadway matters. It is something our customers and neighbors should see and feel every day. To deliver on that expectation, THEA entered a landmark asset maintenance contract with Webber, a Ferrovial company, at the close of FY 2025. With the contract fully implemented, FY 2026 is where the impact of that partnership became visible. The contract covers the full Selmon Expressway system, including mainline roadway sections, bridges, lighting, stormwater infrastructure, and the Selmon Greenway.

This performance-based contract establishes a new standard for accountability, with clearly defined benchmarks and enforceable penalties to ensure consistent, high-quality maintenance across the corridor.



The contract is built on measurable outcomes that directly impact the customer experience. Performance standards include, but are not limited to:

- Litter patrol conducted five days a week, along with routine bridge cleaning
- Daily lighting inspections with a 48-hour repair requirement for outages
- Regular mowing cycles to maintain clear and safe roadways
- Ongoing vegetation management along fence lines

"The safety and well-being of our community are at the core of THEA's mission. This new contract ensures our roadways and underpasses are maintained to the highest standard, using advanced technology and proactive strategies to enhance the daily experience for our customers."

— Greg Slater, Executive Director & CEO

Raising the Standard: The Selmon Expressway Aesthetic Plan

This year, THEA established a unified aesthetic vision across the Selmon Expressway, setting a higher standard for how the system looks and feels in the communities it serves. Consistent landscaping, lighting, and cohesive design across walls, bridges, and underpasses signal a long-term investment in the corridor as part of Tampa Bay's fabric.

This is infrastructure designed with intention, reflecting pride in the region. The Clean + Refresh Program begins construction in FY 2028, marking the next step in bringing this vision to life.



Color Palette

A color palette box containing two squares: a blue square and a white square.

Existing Bridge Conditions



Proposed Bridge Aesthetic Features

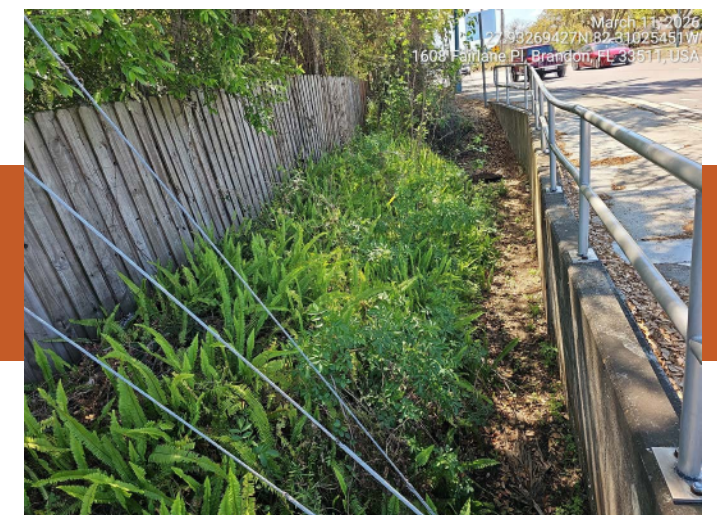


INFRASTRUCTURE RESILIENCE AND SYSTEM LONGEVITY

Lakewood Drive Repairs

The Lakewood Drive Repairs Project addressed infrastructure deficiencies along Lakewood Drive within THEA's limits. The project focused on repairs to a deteriorated retaining wall and the adjacent sidewalk to enhance structural integrity and ensure continued safe use of the corridor.

The retaining wall repairs safeguard the roadway from further structural degradation, while sidewalk repairs improve accessibility and safety for pedestrians who rely on the corridor. By proactively addressing these deficiencies, THEA reduced the risk of more significant infrastructure failures that could lead to emergency repairs, unplanned lane closures, or extended disruptions to traffic flow. It is anticipated to be completed by the end of FY 2026.



Stormwater and Drainage Improvements

THEA completed a series of stormwater drainage improvements along the Selmon Expressway focused on enhancing drainage infrastructure to maintain a high level of system performance, protect roadway assets, and support long-term maintenance objectives.

Completed work included the East Selmon Drainage Ditch Improvements from 22nd Street to Falkenburg Road, which restored ditch capacity, stabilized drainage corridors, and rehabilitated associated features to improve stormwater conveyance and overall reliability. THEA also completed the Meridian Pond Restoration, which improved stormwater retention performance through the removal of excess vegetation and regrading of the pond profile. This restoration strengthens the pond's ability to manage runoff during heavy rain events, protecting a key drainage asset that serves the expressway.

THEA additionally initiated a comprehensive pipe video inspection program to systematically assess the condition of underground drainage infrastructure. These inspections, combined with a robust asset management approach, enhance THEA's ability to identify deficiencies early, prioritize maintenance, and make informed, data-driven decisions. Together, these efforts reflect a proactive approach to infrastructure stewardship that promotes long-term reliability for the communities adjacent to the Selmon Expressway.

Cybersecurity and Risk Management

As THEA's technology infrastructure grows in sophistication, protecting it becomes even more critical. In FY 2026, the agency advanced cybersecurity initiatives and risk management protocols to safeguard critical tolling systems, operational data, and customer information. These investments ensure that by strengthening security awareness across the organization and investing in modern protections, THEA is building a resilient digital environment that supports safe, reliable operations every day.



**BUILDING A
SMARTER SYSTEM**

Saving Lives Before a Crash Occurs: Wrong-Way Driving Countermeasures

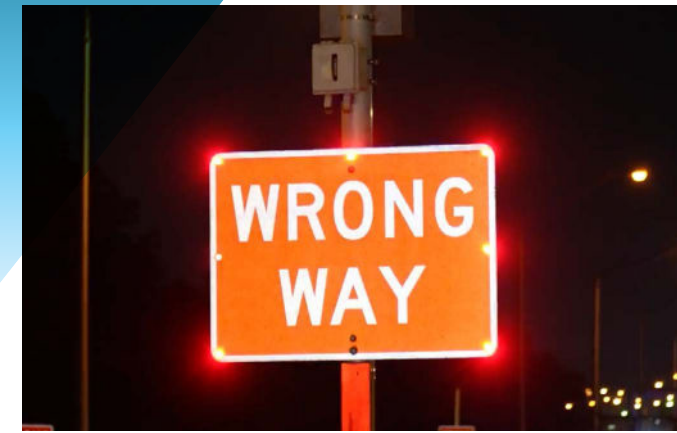
Safety remains THEA's highest responsibility, and in FY 2026, THEA completed a significant investment in wrong-way driving prevention across the Selmon Expressway system, turning Board-approved funding into targeted, life-saving infrastructure enhancements.

The importance of this work carries deep meaning for THEA, and Tampa Bay's community. In 2016, Hillsborough County Sheriff's Deputy John Kotfila, Jr. lost his life on the Selmon Expressway after stopping a wrong-way driver.

This year, THEA commemorated the 10-year anniversary of his passing with a bench dedication ceremony at the Deputy Kotfila Memorial Dog Park, reaffirming the agency's commitment to advancing roadway safety in his memory.



Deputy John Kotfila, Jr.



Construction of THEA's Wrong-Way Vehicle Detection Countermeasures began in January 2025 and was completed in FY 2026 at 12 key locations, including the REL Exit at Meridian Avenue, eastbound and westbound exit ramps at 21st/22nd Street, 50th Street, 78th Street, and US 301, as well as the Brandon entry.

KEY COMPONENTS OF THIS CRUCIAL UPGRADE INCLUDE:

- **Rectangular Flashing Beacons (RFBs):** Positioned at exits to immediately alert drivers.
- **In-Pavement Lighting:** Installed at all ramps for heightened visibility.
- **Fiber Optic Infrastructure Upgrades:** To ensure fast and reliable communication across the entire system.
- **ITS Enhancements:** New cabinets, Ethernet switches, and UPS systems for operational efficiency.

These proactive investments reflect THEA's commitment to deploying advanced technology where it can have the greatest impact, helping prevent tragedies before they occur.



The Backbone of a Smarter System: ITS Phased Design-Build Project

THEA advanced its Intelligent Transportation Systems (ITS) expansion in FY 2026 through a strategic phased design-build approach to deliver the agency's first project using this collaborative procurement method. By integrating planning, design, and construction under a single contract, the phased design-build model improves coordination, manages risk, and allows THEA to refine deployment strategies as the project evolves.

ITS infrastructure improvements will extend from the east side of the Gandy Bridge to South Himes Avenue, and from the Tampa Street ramp to Brandon Parkway, significantly expanding operational coverage across both Selmon Expressway corridors to support incident management, safety, emergency response, and real-time operational decision-making. Additional ITS infrastructure from South Himes Avenue to Tampa Street will be delivered as part of the South Selmon Capacity Project, creating a continuous, corridor-wide intelligent transportation network across the full expressway system.

Two Historic Expressway Firsts: Modernizing the Engine of Toll Operations

FY 2026 marked a pivotal step in THEA's pursuit of two historic firsts. We continued progress in replacing both our Operational Back Office System and our Roadside Toll Collection System. Delivering these initiatives in tandem represents an extraordinary level of operational transformation across the twin pillars that power daily toll operations. It positions THEA for the next generation of tolling technology.

Operational Back Office System (OBOS)

THEA's Operational Back Office System (OBOS) is the technology platform that powers toll collection, processing, and customer account management across the system. THEA awarded a contract to Neology for its new Operational Back Office System (OBOS), replacing a longstanding legacy platform with a scalable, cloud-ready solution designed to support the agency's tolling operations well into the future. OBOS will serve as the central repository for toll transactions, providing enhanced analytics, seamless integration with roadside equipment and statewide processing partners, and a modern architecture capable of adapting to emerging technologies and future demands. The agreement includes an initial eight-year term with two optional two-year renewals, providing THEA with long-term operational stability, flexibility, and technology continuity while positioning the agency to improve efficiency and better leverage tolling data across the organization. OBOS is scheduled to go live in late 2027.

Roadside Toll Collection System (RTCS)

Alongside OBOS, THEA initiated the replacement of its Roadside Toll Collection System (RTCS). This is the frontline roadside hardware and software that processes every toll transaction on the Selmon Expressway. Upgrading the RTCS modernizes the agency's point-of-collection infrastructure, ensuring compatibility with evolving vehicle and tolling technologies, improving reliability, and accuracy.



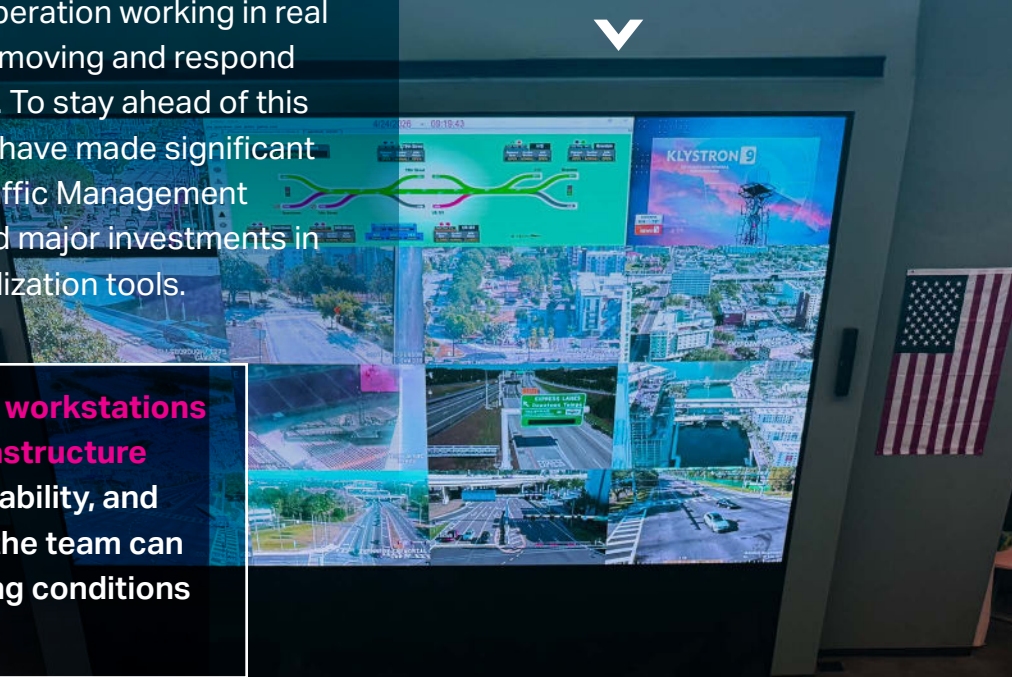
Together, the OBOS and RTCS replacements represent a foundational technology overhaul that will strengthen THEA's transaction processing and data analytics capabilities.

Traffic Management Center Innovation Upgrade

Behind every trip on the Selmon Expressway is an operation working in real time to keep traffic moving and respond to incidents quickly. To stay ahead of this historic growth, we have made significant upgrades to our Traffic Management Center that required major investments in hardware and visualization tools.

High-performance workstations and upgraded infrastructure improve speed, reliability, and security, ensuring the team can respond to changing conditions without delay.

A new **state-of-the-art video wall** now provides operators with a dynamic, real-time view of the entire expressway, supporting faster, more informed decision-making. This upgrade enhances operational efficiency and supports THEA's commitment to delivering faster, smarter decisions for the community.



IT AND SYSTEM INNOVATION

72 Simultaneous live traffic feeds supported on the new Traffic Management Center video wall

48 Additional live feeds displayed across secondary monitoring systems for expanded visibility

Agencywide

Cybersecurity training expanded to strengthen awareness and reduce organizational risk

Infrastructure

Data center equipment and infrastructure enhanced and optimized to support the HQ environment and provide seamless redundancy during a potential incident

Building Mobile Capacity: Portable Tolling Gantries

THEA completed the design, construction, and testing of two mobile tolling gantries that can automatically identify vehicles and process toll transactions. The gantries can be placed into service to provide a flexible and reliable tolling solution when permanent equipment is unavailable due to incidents or emergencies. The mobile units also support tolling during construction projects to bridge the gap between legacy system decommissioning and new system deployment. By adding this mobile capability, THEA improved operational continuity and enhanced its ability to respond quickly to changing roadway and tolling needs.

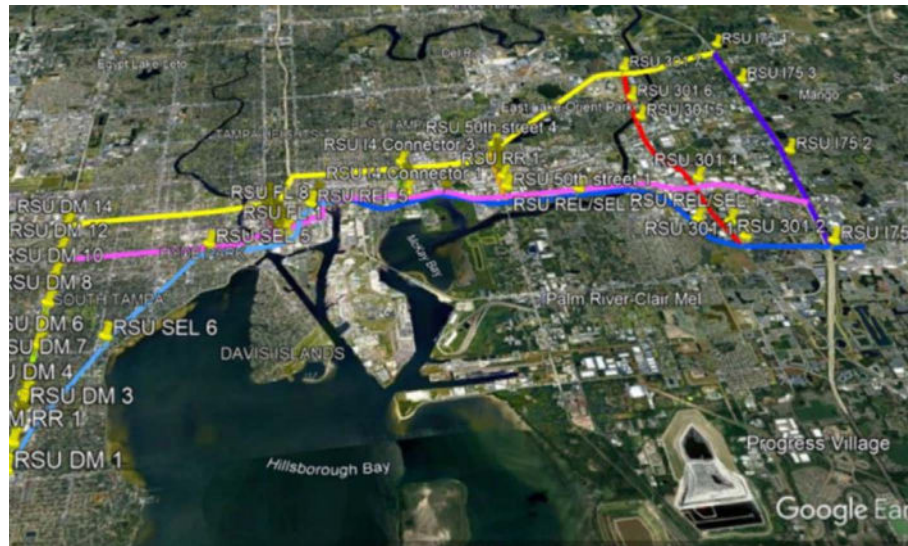
Portable Tolling Gantry



Regional Resilience in Real Time: I-4 FRAME Updates

As part of the I-4 FRAME, the Lee Roy Selmon Expressway is now included in the designated diversion route system with the Florida Department of Transportation (FDOT) and the City of Tampa. The I-4 FRAME (Florida Regional Advanced Mobility Elements) is a regional initiative led by FDOT that deploys connected and intelligent transportation system technologies to improve safety and mobility across the I-4 corridor from Tampa to Orlando. By enabling real-time communication between infrastructure and traffic management systems, the I-4 FRAME project provides drivers with timely information including congestion alerts, incident warnings, and route guidance through new technology integrated with existing ITS systems.

This project supports a more connected and responsive transportation system in Tampa Bay now extending to Orlando via I-4.



Mapping the Future: GIS Exploration

Geographic Information Systems (GIS) allow THEA to map, analyze, and visualize data across the transportation network to support better decision-making. In FY 2026, THEA completed a comprehensive, collaborative GIS needs assessment that brought together stakeholders from across the organization to evaluate how geographic information systems are used and to chart a shared path toward a unified, modern GIS program. Through close coordination with the stakeholders in areas such as asset management, safety, traffic operations, project planning and finance, the assessment produced a strategic roadmap for expanding GIS capabilities, which will enable more integrated decision-making, improved information sharing, and greater transparency across departments.

WHERE INFRASTRUCTURE MEETS COMMUNITY



The Meridian Corridor Stormwater Vision

The Meridian Corridor Stormwater Vision reflects how infrastructure can serve multiple purposes with long-term value. This initiative reimagines the Meridian Avenue Corridor as a more resilient, safer, and connected community space, pairing advanced stormwater management with thoughtful public use.

The plan brings together the Meridian Interpretive Trail and the Meridian Streetscape, supported by improved traffic operations and modern Intelligent Transportation Systems. By leveraging THEA-owned property, the project enhances water quality, expands green space, and improves walkability and neighborhood connectivity. Guided by the 2023 Selmon Greenway Master Plan, this is a practical example of how transportation investments can also strengthen the communities they serve.



Community projects that are on the horizon within this vision:

- **12th Street Park** — new community park space along the corridor
- **Meridian Health Trail** — expanded trail access connecting neighborhoods
- **Parkway Refreshes** — aesthetic and safety improvements along key corridor segments

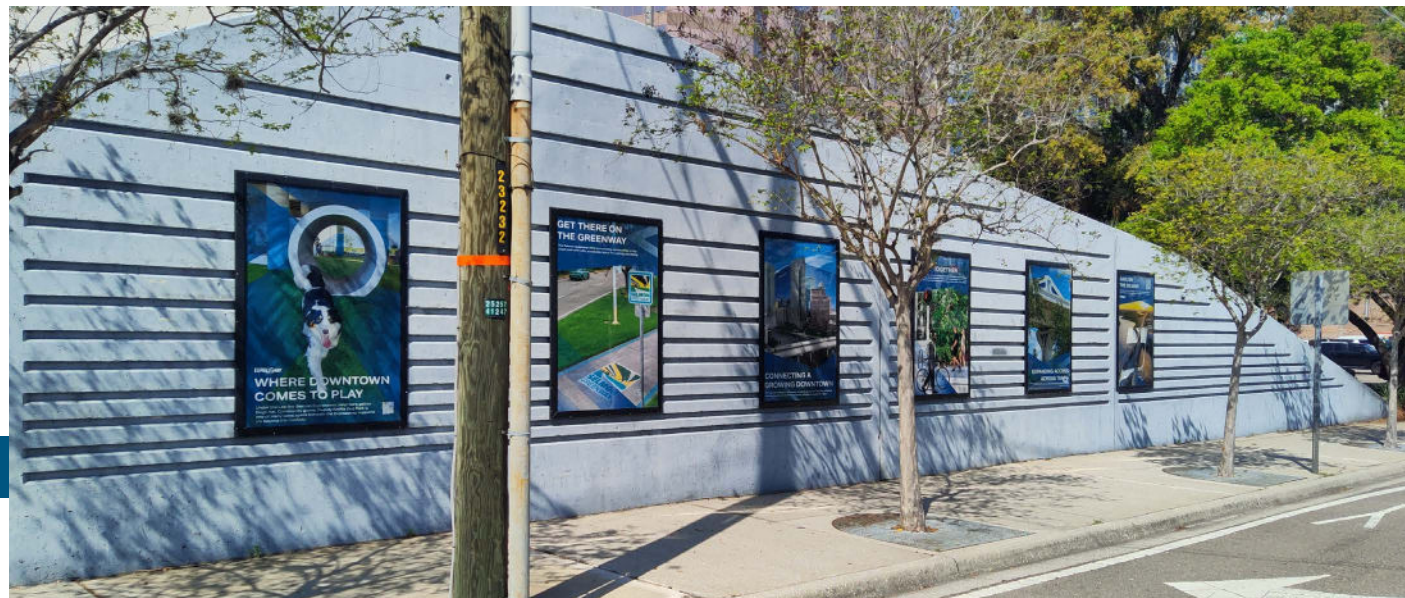


Frames on Franklin

A signature installation in downtown Tampa, Frames on Franklin transforms a prominent expressway wall at South Franklin Street into a platform for curated public art and storytelling. One of this year's installations, in partnership with the Florida Museum of Photographic Arts, featured "A Soldier's Lens"—a collection of photographs taken by active-duty service members and veterans.



This was followed by THEA's own installation, "Connected to Downtown", continuing the transformation of the space as a dynamic canvas where art and infrastructure intersect. Look for more activations and artistic partnerships in FY 2027.



Activating Space in the Urban Core

Meridian Fields was branded as the temporary home for this year's Gasparilla Music Festival. By permitting use of the site, THEA helped bring new energy and activity into the urban core, transforming underutilized space into a vibrant gathering place.

While not a permanent venue, the activation demonstrates how strategically located space can be leveraged to support beloved community events, strengthen partnerships, and contribute to the evolving fabric of downtown Tampa.





Tax Collector Partnership

THEA improved the toll collection registration hold and release process by implementing targeted system enhancements, including developing a new, secure, and efficient Registration Hold/Release API to replace the legacy file-based solution, and integrating with the existing DHSMV API to enable seamless data exchange.

These system updates enhanced operational efficiency, ensured compatibility with external agency interfaces, and streamlined onboarding for future collections vendors. As a result, the Hillsborough County Tax Collector's Office implemented a more efficient, streamlined approach to releasing registration holds through its kiosk and online applications.

#America250

The Selmon West Extension was illuminated in red, white, and blue in recognition of #America250, joining a statewide effort to celebrate this historic milestone. The lighting reflects THEA's participation in honoring the nation while showcasing the expressway as a visible and connected part of the community.



Investing in the Next Generation: Selmon STEM Partnership

Rooted in the legacy of Lee Roy Selmon, THEA's Selmon STEM Partnership Program provides paid internships and mentorship opportunities to University of South Florida students pursuing engineering and related fields. A cornerstone of this effort is the annual USF-SE Bridgebuilding Competition, held each year during the USF Engineering Expo.

Giovane Dos Santos



Amelia Armogan



Daniel Neil



About the annual USF-SE Bridgebuilding Competition

Hosted by the American Society of Civil Engineers USF Student Chapter and sponsored by THEA since 2010, the competition brings together middle and high school students from across Tampa Bay to design, build, and test balsa wood bridges. The hands-on experience connects classroom learning to real-world engineering challenges, introducing students to STEM careers and inspiring the next generation of innovators.



Middle School Winners

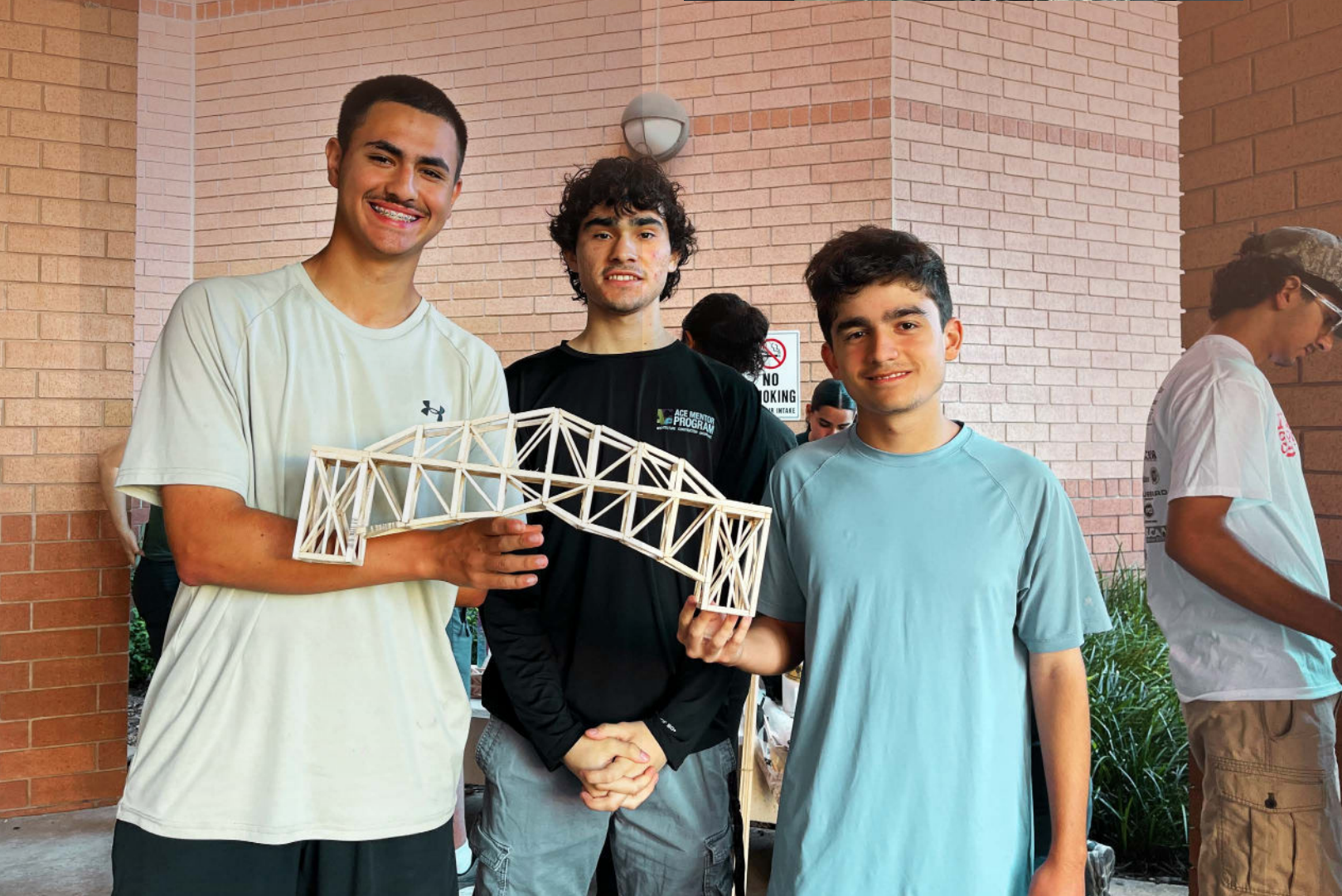
- 1st Place: Bridgettes, Cambridge Christian School
- 2nd Place: Essa Gallasites, Terrace Community Middle School
- 3rd Place: Bridge One, Cambridge Christian School

High School Winners

- 1st Place: Balsa Bosses, Gaither High School
- 2nd Place: Demolition Crew, Newsome High School
- 3rd Place: Dunedin, Dunedin High School

Overall Competition Winners

- Overall Efficiency Winner: Bridgettes, Cambridge Christian School
- Design Aesthetics and Originality Winner: Balsa Brainiacs, Gaither High School





LEADERSHIP IN ACTION

Investing in Community

THEA invested in the communities it serves through strategic sponsorships, partnerships, and on-the-ground engagement. From supporting major regional organizations to hosting students and honoring local heroes, these efforts demonstrated THEA's commitment to being present and engaged beyond the roadway.

Throughout the year, THEA partnered with organizations such as the South Tampa Chamber of Commerce, Tampa Bay Chamber, Tampa Downtown Partnership, and Ybor City Chamber to support events that bring the community together and strengthen regional connections. We sponsored over twenty events throughout the fiscal year, embedding THEA deeply in the communities we serve.

From business and leadership forums to community traditions and educational programs, THEA's involvement reinforces our commitment to supporting the people, places, and partnerships that make Tampa Bay strong.

THEA was visible at over
20 sponsored
events
throughout the
Fiscal Year



A Voice Shaping the Future of Transportation

Throughout the year, THEA's CEO, Greg Slater, was a sought-after voice on the international, national, and local stage, leading the conversation on what a modern transportation agency can and should be.

From advancing innovative funding and delivery strategies to championing regional collaboration and next-generation technology, Greg shared how agencies can better serve and connect their communities. His perspective reflects THEA's role not just as an operator of infrastructure, but as a partner in shaping the future of Tampa Bay and beyond.



Greg was the keynote speaker at the **Institute of Transportation Engineers (ITE) Annual Meeting**, where he shared THEA's evolution from a connected vehicle pilot to a fully integrated, adaptable system of the future, grounded in real-time safety, customer connectivity, and regional mobility.

THEA's leadership was also featured at major global and national forums, including the **Intelligent Transportation Systems (ITS) World Congress** and the **International Bridge, Tunnel and Turnpike Association (IBTTA) Technology Summit**, where Greg contributed to discussions on scaling intelligent infrastructure, interoperability, and the role of data in delivering safer, more efficient transportation networks.



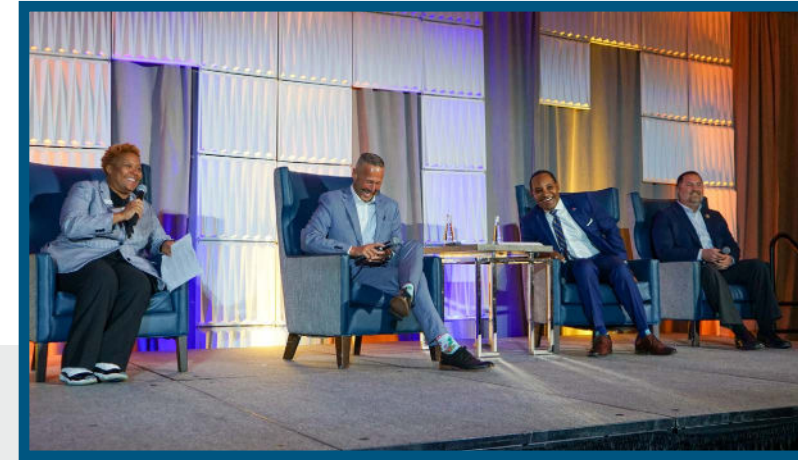
THEA leadership spoke at almost **30** events throughout the Fiscal Year

At the state level, Greg's invitation to speak at the Florida Chamber of Commerce F3 Forum underscores THEA's growing influence in shaping Florida's economic and infrastructure future.

Closer to home, THEA leadership remained deeply engaged across the Tampa Bay region, participating in key forums with the Tampa Bay Chamber, Tampa Downtown Partnership, Leadership Tampa Bay, and local government bodies. These engagements ensure that THEA remains connected to the communities

it serves while bringing forward ideas that support growth, access, and opportunity.

From keynote stages to community conversations, THEA is helping to lead the transportation dialogue.



Board Appointments

Amy Lettelleir was appointed to the IBTTA Board of Directors, a global leadership role representing the tolling and transportation industry.

Greg Slater was appointed to the Tampa Downtown Partnership Board of Directors, further strengthening THEA's role in the urban core.





Krishna Rentala

Business Analyst

Working closely with technical teams, leadership, and stakeholders, Krishna translates complex end-to-end tolling data into clear, actionable insights that support informed decision-making. Her work spans in-lane transactions, OBOS financial records, image review, commercial processing, and collections, helping improve data accuracy, operational transparency, and performance monitoring.



Toni Atkinson

Procurement Manager

Toni joined THEA in 2023 as a Procurement Coordinator before being promoted to her current leadership role. She specializes in cross-departmental collaboration and process improvement, ensuring all agency departments remain compliant with regulatory standards while delivering high-quality results for THEA's transportation network.



Rachel Lord

Procurement Document Manager

Rachel brings more than 20 years of experience in document control and project administration within the construction and engineering industries. Her background includes a 13-year tenure at HNTB, where she supported major infrastructure initiatives such as Brightline and Tampa Bay Next.



Lisa Pessina

Director of Finance & Accounting

Lisa is a licensed CPA and brings years of experience in the finance industry. She is responsible for full accounting cycles, preparation of financial statements, external audits, payroll, and the agency's compliance with GAAP, GASB, and state requirements, among other duties. Prior to her promotion, Lisa served as Controller and Assistant Director of Finance for seven years.

AN AWARD-WINNING YEAR



Recognition from peers and industry leaders affirms what THEA's customers and communities experience every day: this is an agency operating at a high level, with talented people delivering meaningful results. FY 2026 brought a remarkable sweep of recognition for THEA and its leadership.

GFOA Certificate of Achievement for Excellence in Financial Reporting

For the third consecutive year, THEA earned the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting. This recognition reflects the agency's commitment to fiscal transparency, rigorous reporting standards, and responsible stewardship of public funds. At THEA, financial discipline is the foundation on which everything else is built.



Florida Trend Florida 500 | Tampa Bay Business Journal Top 100 | Top 25 to Watch

THEA's executive leadership was recognized across three prominent regional and statewide platforms. Greg Slater was listed on Florida Trend's Florida 500, the Tampa Bay Business Journal's Top 100, and the Tampa Bay Business Journal's Top 25 to Watch. These recognitions underscore not only effective executive leadership but also the collective efforts of THEA's talented team in delivering forward-thinking transportation solutions, operational excellence, and meaningful community outcomes. Under Greg's leadership, THEA has been positioned as a trusted and influential leader in mobility across the Tampa Bay region and the State of Florida.





Plan Hillsborough Outstanding Contribution Award

The Selmon Greenway Master Plan received an Outstanding Contribution Award from Plan Hillsborough's Planning & Design Awards, recognizing THEA's vision for the Selmon Greenway as a model of thoughtful, community-centered planning. This award reflects the agency's commitment to designing infrastructure that enhances the places people live, work, and gather.



More Awards

- NAGC Blue Pencil & Gold Screen Awards
 - ◇ "Winner of the NAGC Blue Pencil Award, THEA's #SaveOnTheSelmon campaign transformed complex tolling data into a targeted, customer-focused initiative designed to increase SunPass® adoption among Toll-By-Plate customers.
- Design-Build Institute of America (DBIA) Florida Region Design-Build Honor Award earned in recognition of the East Slip Ramps project
- Amy Lettelleir recognized by WTS Tampa Bay with the Rosa Parks Diversity Award



THEA is Entering a Defining Decade

Over the next ten years, more than \$1 billion in infrastructure needs will require disciplined investment, focused execution, and a clear commitment to the customers who rely on this system every day. With a FY 2027 Six-Year Capital Work Program totaling \$767 million, THEA is not just preparing for that responsibility, it is stepping into it with purpose and clarity.

This next phase is about advancing a systemwide approach that strengthens performance today while building capacity for tomorrow. Priority investments such as the Whiting Street Project, the Selmon East/US 301 ramp widening, and targeted downtown pedestrian improvements along Brorein Street and 12th Street Park reflect a pipeline that is defined, sequenced, and ready to move.

The path forward is supported by a strong foundation. Recent progress, coupled with an A2 rating from Moody's Investors Service and an A+ rating from S&P Global Ratings, reflects an organization that has earned the confidence to move forward at scale.

What comes next is a sustained, systemwide effort to meet the demands of a growing region with focus, discipline, and long-term perspective.

With continued leadership from the Board and a clear vision guiding the work ahead, THEA is shaping a system that keeps Tampa Bay moving and positions the region for what comes next.

ENRICHING LIVES BY CONNECTING COMMUNITIES

