

# **Annual Report 2003-04**

**An integral link  
in the future of  
the Richmond region**

# Message from the Chairman & General Manager



RMA Board Chairman James L. Jenkins (left) and General Manager Robert M. Berry

It is our pleasure to present the Richmond Metropolitan Authority's 2003-2004 Annual Report.

## Road Improvements

During the past year, the RMA continued its efforts to reduce traffic congestion in the region. In May 2004, the RMA broke ground on a project that will widen the Powhite Parkway in the area of the mainline toll plaza. The creation of additional approach lanes both northbound and southbound, along with improved alignment and sightlines, should afford a smoother and speedier commute over this portion of our expressway system.

## Smart Tag

Smart Tag continued to be a success story in transportation across Virginia and marked its fifth year serving patrons on the RMA expressway system. Today, more than 60 percent of our rush-hour commuters choose Smart Tag as their means of fast, safe and convenient passage. It will be even more convenient when we complete our work with the Virginia Department of Transportation to merge our Smart Tag system with the *E-ZPass* network of electronic toll-collection systems by the end of 2004. After this merger, patrons using their Smart Tags on the RMA expressway system will also be able to use them on toll roads in many other states – and patrons of those out-of-state systems will be able to use their tags on our expressway system.

## Storm Relief

Few will forget the devastation that Hurricane Isabel brought to Central Virginia in September 2003. In her wake, however, the people of the region learned that our greatest strength shines in the face of tragedy. The RMA responded by authorizing the American Red Cross to set up disaster relief operations at The Diamond. This center served as a distribution point for food and other supplies for hurricane victims, and a staging area for the Red Cross' relief operations in Central Virginia.

## The Diamond Ballpark

The RMA continued to work with the Richmond Braves to improve The Diamond, which turned 19 years old with the opening of the 2004 baseball season. Richmond, Henrico and Chesterfield agreed to finance an \$18.5 million renovation to bring the stadium up to current professional-league ballpark standards. This renovation plan was conditioned upon a new long-term agreement with the Braves; however, the Braves decided to first explore building a new stadium in Shockoe Bottom. Consequently, a new long-term agreement with the Braves was not signed; instead, we entered into a three-year agreement providing for annual options.

## Route 288

In the future, the RMA expressway system will take on a new role with the completion of Route 288 in late 2004. This new road will enable the Powhite Parkway, which now provides a link between Chesterfield and the heart of Richmond, to also serve as a convenient connector between Route 288 and points inside the beltway. We look forward to serving our existing patrons and new customers who find the combination of Route 288 and our expressway system to be a convenient method of navigating the metropolitan area. As always, we take pride in the trust the citizens of the region have placed in us, and we look forward to serving you in the future.

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The **rma** Richmond Metropolitan Authority *is ...*

***Powhite  
Parkway***



***The  
Diamond***



***Downtown  
Expressway***



***Downtown  
Expressway  
Parking Deck***



***Boulevard  
Bridge***



***Second Street  
Parking Deck***



***Main Street  
Station***



***Cary Street  
Parking  
Decks***





# History of the RMA

The idea for the Richmond Metropolitan Authority (RMA) dates back to the 1940s, when expressways for the city were first proposed. Expressways were needed to relieve traffic congestion on the narrow city streets due to the increase in automobile use and the demise of Richmond's 61-year-old streetcar system. The RMA was established in response to that need.

Following the development of the Richmond-Petersburg Turnpike in the 1950s, the City of Richmond's Planning Commission appointed the Trafficways Committee to explore the feasibility of an expressway system connecting Richmond with its surrounding areas. After almost two years of study, the committee won the endorsement of the Richmond, Chesterfield and Henrico members of the Virginia General Assembly. The RMA was created by an act of the General Assembly on March 30, 1966.

Initially, \$2.05 million was borrowed for operating money, and \$20 million was guaranteed by the City of Richmond to cover the cost of planning, designing, and acquiring the right-of-way for an expressway. This commitment led to the City having greater representation on the RMA's Board of Directors.

With more than 900 businesses and residents displaced by the construction of the Downtown Expressway, the RMA, in cooperation with the Richmond Redevelopment and Housing Authority and City Council's Housing Committee, coordinated a massive relocation effort. Even so, numerous lawsuits, land acquisition negotiations, and construction difficulties caused the completion of the expressway system to be delayed for several years.

The RMA purchased the Boulevard Bridge in 1969, making several improvements to the 45-year-old structure including the installation of automated toll equipment. In response to escalating demands for another route across the James River, the RMA built the Powhite Parkway in 1973. The Downtown Expressway, linking Interstates 195 and 95, opened in 1976. The connecting ramps to I-95 were completed the following year. In the mid-1980s, the RMA demolished and replaced the aging Parker Field with a state-of-the-art baseball stadium, The Diamond. Since 1991, the RMA has built three parking facilities in the downtown Richmond area.

In 1993, extensive renovations to the Boulevard Bridge were completed. Specifically, the concrete deck was replaced, which allowed the RMA to widen the lanes and walkway. All the while, the historic look of the bridge and toll plaza building was maintained. In 1996, the RMA resurfaced the Powhite Parkway Bridge with a layer of concrete modified with latex. The overlay has extended the life of the roadway surface. The project also included re-striping the bridge, thereby expanding the northbound lanes from four to five. These numerous construction projects and improvements helped the RMA to be more efficient while simultaneously improving service to customers.

Since the Powhite Parkway and Downtown Expressway connections were completed in 1976, the areas along the expressway corridor have flourished. Carytown has become a highly successful retail district, attracting shoppers from the West End and Southside using RMA facilities. The same can be said of Shockoe Slip and Shockoe Bottom, which have been transformed from abandoned warehouses

to thriving districts with shops, galleries and restaurants. The RMA expressway system provides convenient, safe access to these areas. Every week, thousands of commuters use the Powhite Parkway and Downtown Expressway to reach their offices in the Federal Reserve Bank, James Center and Riverfront Plaza. The Powhite Parkway leads into the Powhite Parkway Extension in Chesterfield, where office parks at the Koger Center, The Boulders and The Arboretum are located. The new Bon Secours-St. Francis Medical Center is under construction at the end of the Powhite Parkway Extension.

Economic development has followed the expressway system. In 1973, when the Powhite Parkway Bridge opened, there was little to foretell the economic boom that would hit western Chesterfield County. More than three decades since then, Midlothian Turnpike rivals Broad Street as a major thoroughfare offering restaurants, shopping centers, automobile dealerships and more. Since 1987, the RMA has spent more than \$61 million on improvements to the expressway system, because we realize it is an integral factor in the economic prosperity of the region and in people's lives. With the completion of Route 288 and its western loop around Richmond in late 2004, the RMA's expressway system realizes a new purpose of providing a link from the new circumferential highway into the heart of the City. The RMA embarked on a long-term project in May 2004 to widen the area around the Powhite Parkway Mainline Toll Plaza to further accommodate future traffic patterns and ease congestion on that busy thoroughfare.

Where would we be without the expressway system? Commutes would take much longer. Visits to downtown Richmond and the counties' economic hubs might not be as quick and easy.

Smart Tag, Virginia's electronic toll collection system, debuted in the Richmond area in July 1999. This system has revolutionized Virginia's toll road system and is used on all RMA and Virginia Department of Transportation toll facilities. RMA patrons have embraced Smart Tag; in May 2001, the RMA celebrated its 25 millionth Smart Tag transaction on its expressway system. By Spring 2003, Smart Tag transactions outnumbered all other transactions at the RMA's mainline toll plazas during weekday rush hours. Smart Tag's upcoming inclusion in the multi-state *E-ZPass* system will allow Smart Tag users to enjoy the benefits of electronic toll collection in many states.

In December 2003, the RMA's role in enhancing transportation in the Richmond region took on a new facet. The RMA approved the City of Richmond's request to manage and maintain Main Street Station, Richmond's original 19th-century train station. The station was reopened after sitting idle for two decades in Shockoe Bottom.

For 38 years, the RMA has been a great example of what can be accomplished through regional cooperation. In turn, the Richmond community has been supportive of the RMA. This is evident in our many accomplishments – the construction of a major expressway system, the creation of a renowned baseball stadium, the establishment of parking decks throughout the city – all of which are the result of collaborative efforts by the City of Richmond, Chesterfield County and Henrico County and their residents. We are indebted to our patrons who choose to use our facilities as they travel to and from various destinations in the area.

# From bridges and parking decks ...

**March 30, 1966**

RMA created by an act of the Virginia General Assembly

**November 28, 1975**

Second Street  
Parking Deck opens

**1984**

Enabling Act amended  
authorizing the RMA to  
construct and own a  
baseball stadium

**1973**

Enabling Act amended  
to authorize the RMA to  
provide parking facilities

**September 1, 1977**

Connecting ramps to  
and final portions of  
Interstate 195 completed

## 1966

**January 23, 1973**

Powhite Parkway  
opens to Cary Street

**July 30, 1978**

Tolls on Powhite Parkway  
increase from 20 to 25 cents,  
Downtown Expressway  
from 15 to 25 cents

**November 24, 1969**

RMA purchases the  
Boulevard Bridge

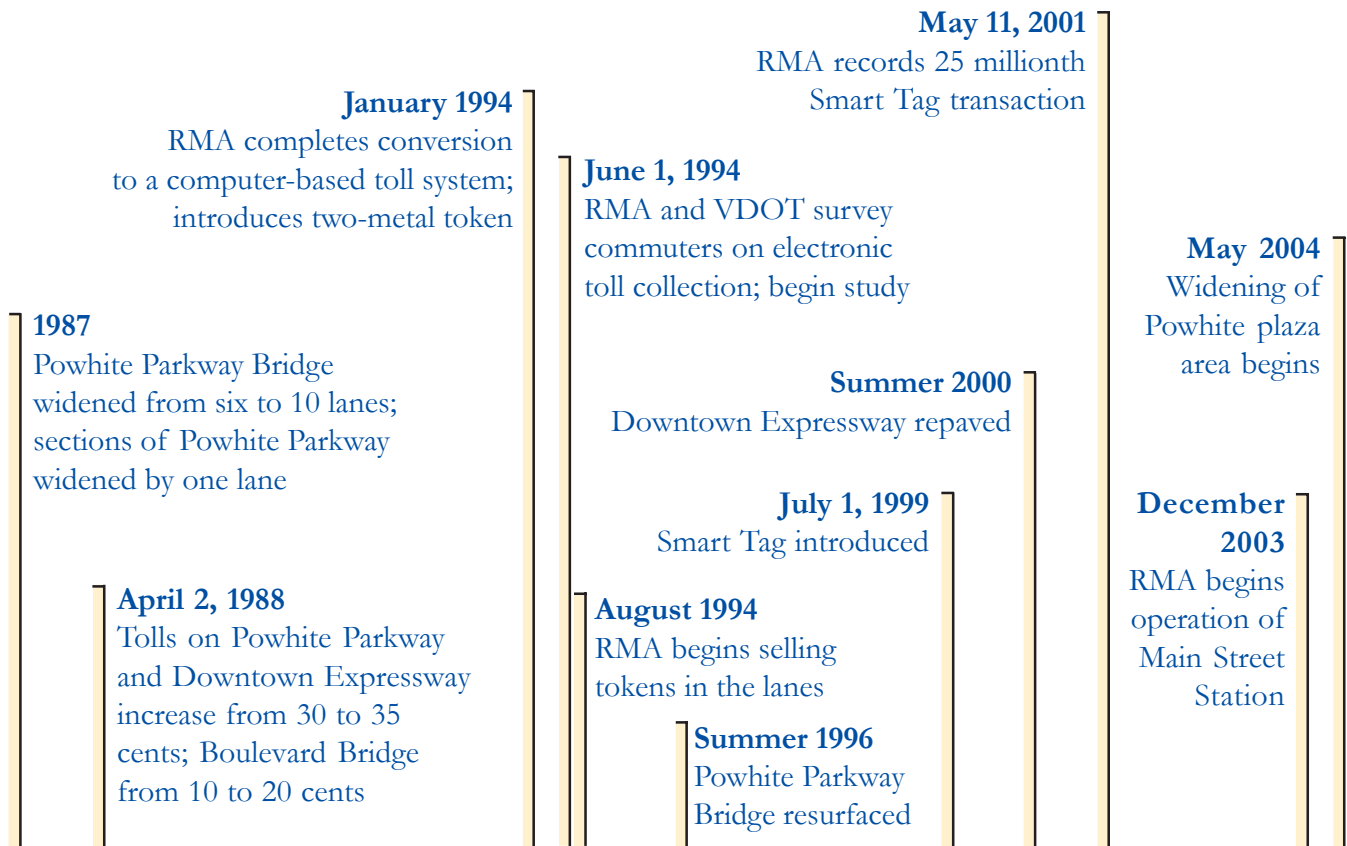
**February 4, 1976**

Downtown Expressway  
opens to Seventh Street

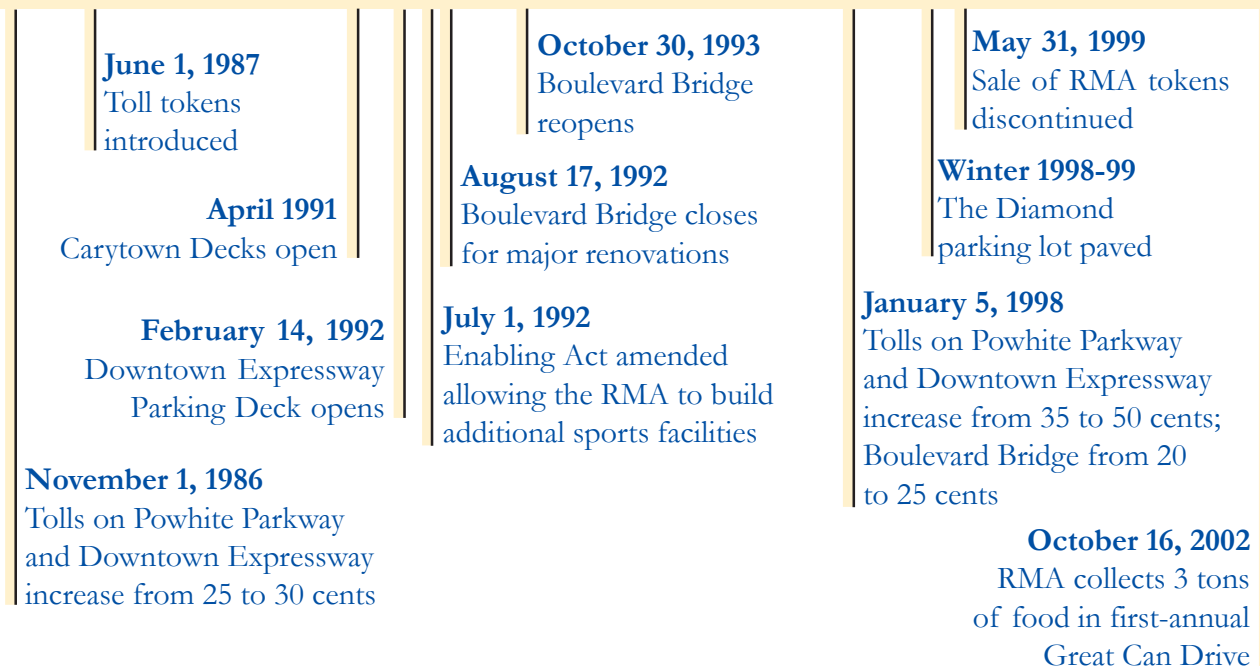
**April 1985**

The Diamond opens

# RMA Timeline



## 2004



# RMA Board of Directors



James L. Jenkins  
Chairman  
Henrico County



Dr. Roy A. West  
Vice Chairman  
City of Richmond



Robert A. Buerlein  
City of Richmond



Herman L. Carter, Jr.  
City of Richmond



Stuart G. Christian, Jr.  
City of Richmond



G. Lee Crenshaw, II  
City of Richmond



Charles H. Foster, Jr.  
Chesterfield County



Gerald P. McCarthy  
Commonwealth  
Transportation Board



Jonathan Murdoch-Kitt  
City of Richmond



Reginald H. Nelson, IV  
Henrico County



Charles Richard White  
Chesterfield County



# Our Mission

The mission of the RMA is to build and operate a variety of public facilities and offer public services, especially transportation related, within the Richmond metropolitan area, each of which is operated and financed primarily by user fees. Our efforts are dedicated to the following constituents:

**To our patrons,** we will provide safe, convenient, efficient facilities and excellent customer service while maintaining the lowest feasible costs.

**To our employees,** we will promote a safe and pleasant work environment, provide an opportunity to advance according to their abilities and fairly compensate based on performance.

**To our bondholders,** we will operate in a financially sound and prudent manner and meet all debt payments and other legally imposed requirements to insure the protection of their interests.

Our mission can be best accomplished through the sound management of existing projects and consideration of additional projects as approved by the City of Richmond and the Counties of Chesterfield and Henrico.

## RMA Administrative Staff



Robert M. Berry  
General Manager



James B. Kennedy  
Director of Operations



Roland M. Kooch  
Director of Finance



Paulette Y. Smith  
Director of  
Administration

# The People of the RMA

Basim S. Abdullaah  
 Eunice O. Adeoye  
 Charmaine A. Aird  
 Sharon D. Barnes  
 Whalen L. Bates III  
 Robert M. Berry  
 Maxine T. Bishop  
 Hortense M. Bland  
 Rose M. Booker  
 Donna Brewster  
 Anthony P. Briglia  
 Annette C. Brown  
 Marian R. Brown  
 Raymond Brown  
 Kevin R. Burke  
 David T. Caudill  
 Veronica H. Chambers  
 Melissa L. Cheatham  
 Linda D. Clemons  
 Zina R. Cook  
 Marian J. Corbett  
 Ella M. Curtis  
 C. Meade Daffron  
 Tiffany A. Davenport  
 Thomas P. Degroat  
 Ruthie M. Dixon  
 Jeanne H. DuBose  
 Judy Dornay Duke  
 William A. Ellison  
 Kevin L. Evans  
 Dorothy M. Fields

Senior Toll Collection Attendant  
 Toll Collection Attendant  
 Boulevard Bridge Supervisor  
 Toll Collection Attendant  
 Toll Collection Shift Supervisor  
 General Manager  
 Toll Collection Attendant  
 Toll Collection Attendant  
 Boulevard Bridge Supervisor  
 Toll Collection Attendant  
 Vault Attendant  
 Toll Collection Attendant  
 Parking Deck Attendant  
 Maintenance Supervisor  
 Information Systems Analyst  
 Assistant Director of Operations  
 Toll Collection Attendant  
 Toll Collection Attendant  
 Toll Collection Attendant  
 Parking Deck Attendant  
 Administrative Assistant  
 Toll Collection Attendant  
 Public Relations Manager  
 Toll Collection Attendant  
 Boulevard Bridge Supervisor  
 Toll Collection Attendant  
 Financial Systems Manager  
 Toll Collection Attendant  
 Boulevard Bridge Supervisor  
 Vault Attendant  
 Toll Collection Attendant



Keeping tabs on Smart Tag equipment is just one of the responsibilities of Steve McLaughlin, a 10-year employee who has taken on new duties with the creation of his new position, Toll Maintenance Administrator. "They'd have to run me off with a stick," he says of the RMA. "It's a nice place to work."



Faye Lohr, Executive Director of the Central Virginia Foodbank, presents General Manager Mike Berry and Operations Director Jim Kennedy with an award recognizing the RMA's Great Can Drive as the Foodbank's 9th largest food drive in 2003.

Thomas S. Fields  
 Bryan G. Fisher  
 Anna E. Fleming  
 Cynthia D. Gilliam  
 Emory P. Godsey  
 Sherry L. Goode  
 Carolyn G. Harper  
 Carl V. Harris  
 Gloria D. Harris  
 Debra Coleman Hart  
 Cheryl A. Haskins  
 Donna S. Hayden  
 Julie R. Height  
 Leta S. Heinle  
 James Hickman  
 Yamilia M. Hicks-Hockaday  
 Claude E. Hines Sr.  
 Ursele V. Hockaday  
 Geraldine H. Horne  
 Philinda Howard  
 Donna W. Hyler  
 Beverly Jackson  
 Boylann G. Johnson  
 Brenda S. Johnson  
 Brian E. Johnson  
 Germaine G. Johnson  
 Sheryl B. Johnson  
 Alma M. Jones  
 Cheryl L. Jones  
 Nikol C. Kelly  
 Wilhelmina B. Kennard

Toll Collection Shift Supervisor  
 Vault Attendant  
 Toll Collection Attendant  
 Toll Collection Shift Supervisor  
 Parking Deck Attendant  
 Toll Collection Attendant  
 Toll Collection Attendant  
 Maintenance Worker  
 Administrative Assistant  
 Senior Toll Collection Attendant  
 Toll Collection Attendant  
 Toll Collection Attendant  
 Toll Collection Attendant  
 Part-time Toll Collection Attendant  
 Parking Deck Attendant  
 Part-time Toll Coll. Attendant  
 Toll Collection Shift Supervisor  
 Toll Collection Attendant  
 Parking Deck Attendant  
 Senior Toll Collection Attendant  
 Toll Collection Attendant  
 Part-time Toll Collection Attendant  
 Administrative Assistant  
 Receptionist  
 Toll Road Operations Manager  
 Toll Collection Attendant  
 Human Resources Manager  
 Toll Collection Attendant  
 Part-time Toll Collection Attendant  
 Toll Collection Attendant  
 Toll Collection Attendant



James B. Kennedy	Director of Operations
George J. King	Toll Collection Shift Supervisor
Roland M. Kooch	Director of Finance
Cheryl A. Langford	Accounting Technician
Dorethea H. Laughinghouse	Toll Collection Attendant
Bessie L. Lewis	Toll Collection Attendant
Vonda A. Lundy	Toll Collection Attendant
Keshia W. Manuel	Toll Collection Attendant
Judith L. Martin	Toll Collection Attendant
Charles W. Matt	Part-time Toll Collection Attendant
Richard H. McBee Jr.	Toll Collection Shift Supervisor
Joseph McCaskill	Maintenance Worker
Stephen C. McLaughlin	Toll Maintenance Administrator
Mary A. Miles	Parking Deck Attendant
Van D. Miller	Toll Collection Attendant
Chad Eugene Morgan	Senior Toll Collection Attendant
John H. Morton	Training and Development Coordinator
Mary M. Nash	Toll Collection Attendant
James R. Nester Jr.	Special Police Officer
Alpheus Patterson	Toll Collection Attendant
Alice F. Pegram	Toll Collection Attendant
Ingeborg G. Pershing	Toll Collection Attendant
Nancy Pinchbeck	Part-time Toll Collection Attendant
Robert A. Poe	Special Police Officer
Brenda C. Reynolds	Toll Collection Attendant
Latonya Robinson	Part-time Toll Collection Attendant
Michael J. Robinson	Senior Toll Collection Attendant
Michael B. Rollston	Special Police Officer
James E. Schultz Jr.	Special Police Officer
Monica Denice Sewell	Toll Collection Attendant



General Manager Mike Berry presents Toll Collection Shift Supervisor Tommy Fields with an award recognizing his 25 years of service to the RMA at the second-annual Employee Recognition Luncheon in November 2003.



Internal Auditor Paula Strickland participates in CPR training, one of several training workshops hosted by the Administration Division for RMA employees in the past year.

James A. Sherrod	Maintenance Worker
Brian K. Smith	Toll Collection Attendant
Paulette Y. Smith	Director of Administration
Ray C. Smith	Part-time Toll Collection Attendant
Tameka M. Smith	Part-time Toll Collection Attendant
Tiyi Dayton Smith	Part-time Toll Collection Attendant
Carrie V. Spencer	Part-time Toll Collection Attendant
John D. Spitzer	Toll Collection Shift Supervisor
Theodore E. Stevens	Part-time Toll Collection Attendant
John H. Steward	Toll Collection Shift Supervisor
Paula D. Strickland	Internal Auditor
Loretta M. Studwood	Toll Collection Attendant
Betty Y. Taylor	Accounting Technician
Dorothy B. Taylor	Toll Collection Attendant
Wayne L. Taylor	Toll Collection Shift Supervisor
Carrie E. Thierry	Toll Collection Attendant
Carolyn L. Tucker	Human Resources Assistant
Joseph Tullo	Plaza Superintendent
Robert N. Valentine	Toll Collection Shift Supervisor
Jacqlyn L. Washington	Part-time Toll Collection Attendant
Stuart J. Wemyss	Parking Operations Manager
Felecia S. White	Toll Collection Attendant
Wayne W. Whitmore	Toll Collection Attendant
Judy Wickham	Senior Toll Collection Attendant
Elsie G. Wilcox	Toll Collection Attendant
Robert J. Wingo	Information Systems Manager
Ebony A. Winston	Toll Collection Attendant
Juliet A. Winston	Toll Collection Attendant
Young M. Woods	Accounting Technician

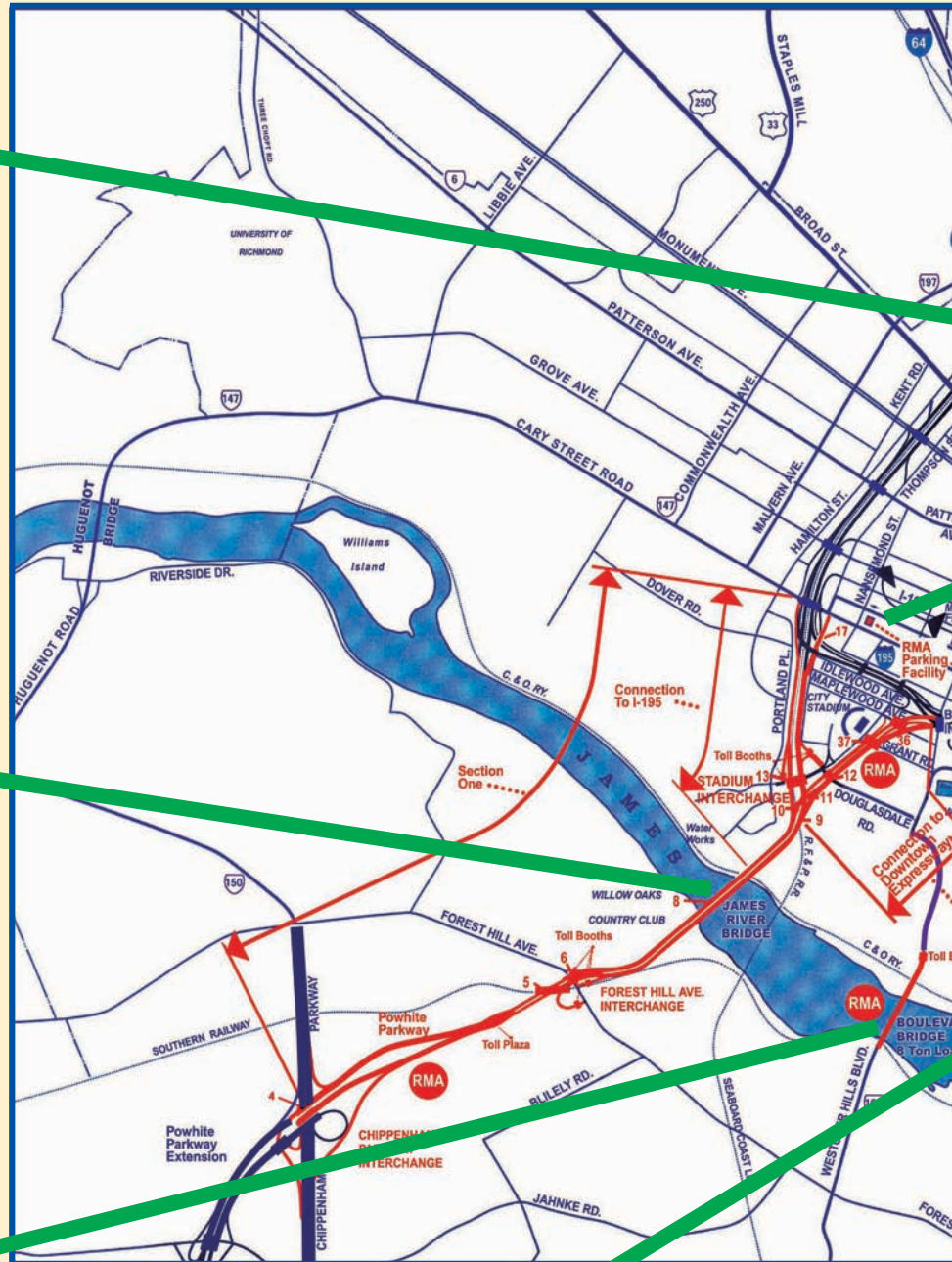
# RMA Facilities at a Glance

**The Diamond**

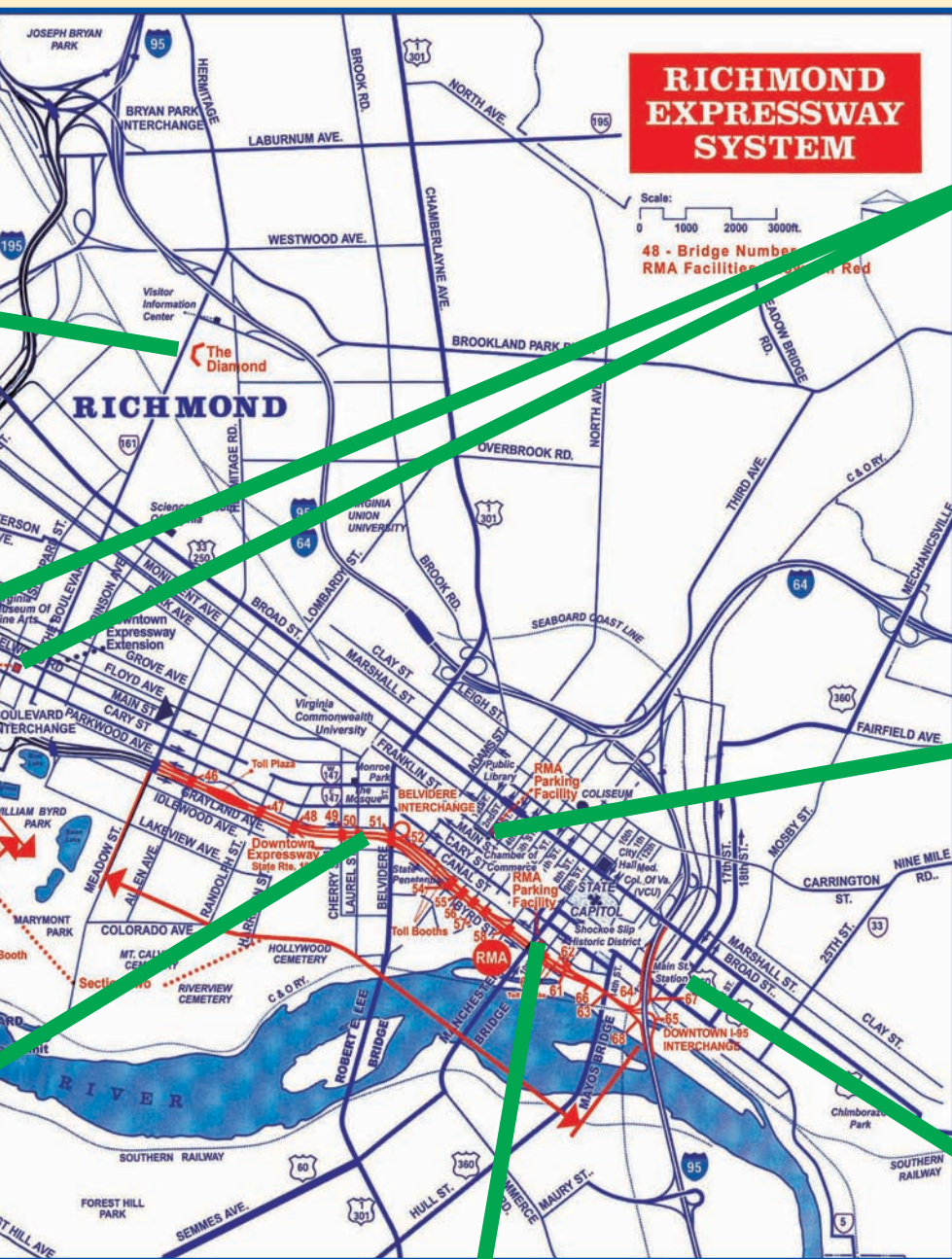
**Powwhite  
Parkway**

**Boulevard  
Bridge**

**Downtown  
Expressway**







**Carytown  
Parking  
Decks**

**Second Street  
Parking Deck**

**Downtown  
Expressway  
Parking Deck**

**Main Street  
Station**

# The Diamond



- The Diamond baseball stadium was constructed between the 1984 and 1985 baseball seasons and officially opened its gates on April 17, 1985. It was built on the same site as its predecessor, Parker Field.
- The City of Richmond and the neighboring counties of Chesterfield and Henrico agreed to absorb any shortfall in operating revenue and debt repayment. The remaining funds were raised through private sector donations and the lease of the Superboxes.
- The Diamond operates primarily as a baseball facility for the Richmond Braves, the AAA Minor League team of the Atlanta Braves. The site has also hosted special events such as concerts and fireworks displays.
- The stadium has a seating capacity of 12,148. Of those seats, 12,018 are stadium seats and 130 are in the 15 luxury Superboxes. The Superboxes are leased by area corporations for employee and social events.
- A full-service restaurant called The Diamond Room overlooks the playing field. The restaurant seats 150 and also offers catered cookouts in the picnic area adjacent to the stadium.
- The Diamond parking lot was paved, and new lighting, fencing and gates were added, in spring 1999.
- The RMA is currently working with the Braves and its member jurisdictions on a plan to renovate The Diamond and bring its facilities to current Major League Baseball standards.



# Powwhite Parkway



- The Powwhite Parkway opened to traffic on January 24, 1973. It was the first section of the RMA Expressway System to be completed.
- The parkway covers 3.4 miles between Chippenham Parkway and the Cary Street ramps, and includes the .4-mile-long Powwhite Bridge crossing the James River.
- In September 1975, the Powwhite Parkway Toll Plaza was widened to accommodate increased traffic. It was widened again in November 1988. At the same time, the Powwhite Bridge was widened, and a new northbound on-ramp was built at the Forest Hill interchange.
- Also in November 1988, VDOT opened the Powwhite Extension which connects the RMA's Powwhite Parkway to western Chesterfield County.
- In 1992, the Powwhite Parkway was widened from three to four lanes northbound between Chippenham Parkway and the toll plaza. The number of lanes north of the bridge to Cary Street was increased from four to six.
- The Powwhite Parkway Toll Plaza has 14 lanes, three of which can be reversed depending on traffic needs.
- The Forest Hill interchange has a total of eight lanes to its on- and off-ramps to Powwhite Parkway.
- The Douglasdale ramps north of the river have two unmanned lanes connected to the parkway.
- Today the Powwhite Parkway is one of the most heavily-traveled corridors in the Richmond metropolitan area. Nearly 90,000 vehicles travel on the Powwhite Parkway each day with that figure rising to more than 100,000 on peak days.
- From May until October 1996, extensive work to resurface the Powwhite Parkway Bridge took place. The \$2.8 million project involved replacing the deck surface with a concrete and latex mixture to extend the life of the facility. After re-striping, the number of northbound lanes on the bridge increased from four lanes to five.
- In May 2004, the RMA began work on a long-term project to widen the approaches to the mainline toll plaza to accommodate future traffic patterns and ease congestion.

# Downtown Expressway



- The Downtown Expressway opened to traffic from Interstate 195 (near Byrd Park) eastward to 7th Street on February 3, 1976.
- The northbound connections to the Richmond-Petersburg Turnpike (I-95) opened in August 1976, and the southbound connections were completed on September 1, 1977.
- In 1992, additional lanes were added to the 7th Street and 12th Street westbound on-ramps. At that time, the 11th Street on-ramp and Canal Street off-ramp were widened to two lanes each.

- The stretch from Meadow Street to the junction with I-95 is 2.5 miles long. It contains a barrier toll plaza with 12 lanes. Four of the lanes there are reversible.
- The Second Street ramps have two unmanned tolls. Beginning in March 1994, a toll collection attendant was stationed at the 11th Street and Canal Street ramps during peak traffic times.
- An average of approximately 54,000 vehicles utilize the Downtown Expressway each day.

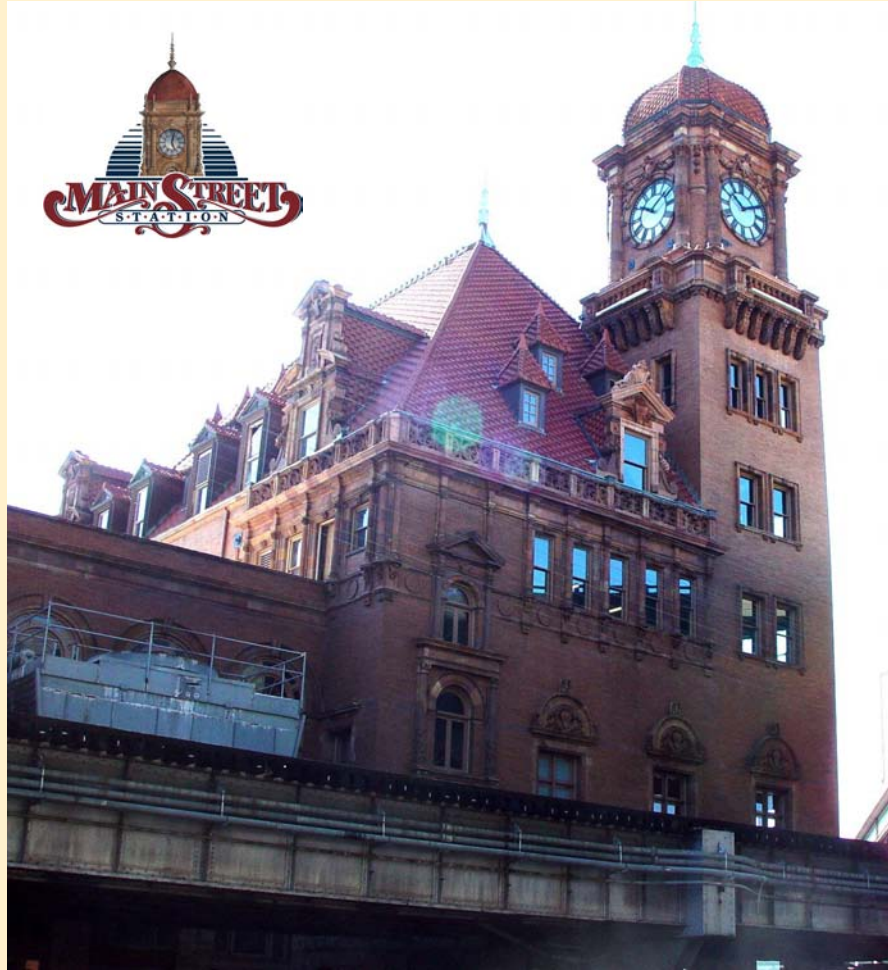
## Boulevard Bridge

- The Boulevard Bridge was built by the Boulevard Bridge Corporation to make the Westover Hills community south of the James River more accessible for development. It opened in 1925.
- The RMA purchased the 2,030-foot bridge on November 24, 1969. The toll was a dime then and remained so until 1988, when it increased to 20 cents.
- In January 1998, almost 10 years later, the toll rate increased five cents to 25 cents.
- Many Richmonders still call the Boulevard Bridge “The Nickel Bridge” because of its initial five-cent toll.
- The steel-truss bridge was closed on August 17, 1992, for 14 months of renovation work. The renovation included replacing the concrete deck; widening the existing lanes on the bridge; and replacing the old toll building, booths, and equipment. A new reversible toll lane was installed to handle traffic from either direction. The bridge reopened on October 30, 1993.





# Main Street Station



- Main Street Station began its life as Richmond's official train station more than a century ago in 1901. By the mid-20th century, however, area floods, the demise of the Shockoe Bottom district, the increasing popularity of air and auto travel, and the presence of the much-larger Broad Street Station (now the Science Museum of Virginia) led to the station's demise. Even after receiving recognition as a state and national historic landmark in 1970, the station could not survive. This demise was further compounded by the flood associated with Hurricane Agnes in 1972, when the waters of the nearby James River flooded the station's first floor. Following the last train service to the station in 1975, to further exacerbate the station's future, a catastrophic fire damaged it extensively in 1976.
- The station saw a hint of renewal in 1985 when a shopping mall opened in the train shed behind it. Flooding and economic hard times befell this venture, however, and the mall ceased operations two years later. In the early 1990s the shed became home to state health offices for 650 employees.
- With the City's floodwall protecting Shockoe Bottom and the area thriving once again, and with the prospects of multimodal transportation in Richmond's future, the City renovated Main Street Station and returned it to use as an Amtrak station in December 2003. That month, the RMA began operating the station for the City. In addition to its operating responsibilities, the RMA offers the station for rental as a venue for meetings, receptions and other functions.

# RMA Parking Decks

- In January 1991, the Crenshaw Avenue Parking Deck in Carytown opened. That April the Colonial Avenue Parking Deck opened a few blocks away.
- The structures are virtually identical. Each can accommodate 110 vehicles.
- Special care was taken in deck design to transition between residential and commercial areas.
- Parking is free of charge.
- Since opening, these parking decks have contributed to increased business in the Carytown area by offering 220 convenient parking spaces.

## Carytown Decks



## Downtown Expressway Deck



- Expressway Parking Deck construction began on May 8, 1990. The facility opened on February 14, 1992.
- The deck provides 1,000 parking spaces to the downtown Richmond financial district.
- It is bordered by 9th, 10th, Byrd and Canal Streets, and is located, in part, over a depressed section of the westbound lanes of the Downtown Expressway. It is easily accessible from the expressway and I- 95.
- The Expressway Parking Deck is open for transient parking from 7 a.m. until 7 p.m. Monthly parkers, who constitute 85 percent of deck customers, have access cards which allow them to use the deck at any time.
- The deck has nine levels, three of which are underground.
- In 1993 the deck received the Merit Award for Excellence in Parking Design and Program Innovation from the Institutional and Municipal Parking Congress.

- The Second Street Parking Deck opened on November 28, 1975.
- Built at the request of the City of Richmond, the deck provided 370 additional parking spaces to an area that needed more parking to support the retail and office market.
- In 1992 the RMA converted the deck to an honor park system.
- The deck is open from 7 a.m. until 7 p.m.
- Today the majority of the deck's spaces are occupied by monthly renters, but spaces are available for transient parkers.

## Second Street Deck



# The Year in Review: RMA Milestones

## Finance

The Finance Division continued its ongoing function of providing long-range financial planning and debt management for each RMA facility. It also continued to ensure compliance with all legal and policy requirements imposed on the RMA, maintaining appropriate internal controls, control of expenditures, and preparation of financial statements, budgets and other reports.

The Division also continued its ongoing monitoring of long-range traffic and revenue forecasts; and planning, analysis, and review of the Capital Improvement Program.

The Division received the Certificate of Achievement for Excellence in Financial Reporting for the tenth consecutive year. This award is the highest for published financial reports given by the Government Finance Officers Association.

## Human Resources

The Human Resources Department recognized “Customer Service Appreciation Week” October 28-30, 2003. The department distributed refreshments to all employees as an expression of gratitude for their dedicated service to the RMA and its patrons.

Lola Harmon, Toll Collection Attendant at the Powhite, retired on June 30, 2004, after more than 23 years of service.

Human Resources held a luncheon on November 12, 2003, to honor 17 employees for their dedicated years of service. A Powerpoint presentation highlighted each honoree. This marked the second year that employees were recognized during a special celebration luncheon. Along with lunch, each employee received a plaque and a lapel pin indicating their years of service, as well as a gift certificate whose value was based on the employee's years of service. Guests in attendance included RMA Board Chairman Jim Jenkins and General Counsel Eric Ballou.

The 2003 honorees were:

25 years:	Thomas Fields
15 years:	Gloria Harris, Raymond Brown, Claude Hines
10 years:	Marian Brown, Kay Cox, Ruthie Dixon, Vonda Lundy, Steve McLaughlin, Valerie Warren
5 years:	Charmaine Aird, Thomas Degroat, Sherry Goode, Carolyn Harper, Loretta Studwood, Dorothy Taylor, Stuart Wemyss

# The Year in Review

## Information Systems

The Information Systems Department worked to keep the technology used by the RMA up-to-date. There has been an increasing need for vigilance to protect the network from viruses and other predatory attacks in this information age. In response, the department has installed new software that helps protect the RMA network, and keeps it updated on a regular basis. As the move to *E-ZPass* takes shape, IS has taken a careful look at the RMA's Wide Area Network and is preparing to increase its bandwidth so that the increased amount of information required to travel across the RMA network for *E-ZPass* can do so quickly and efficiently.

## Operations

In the spring of 2003, the RMA broke ground on a project that will, in the short term, widen the northbound and southbound approaches to the Powhite Parkway mainline toll plaza, resulting in more efficient traffic flow. A potential long-term phase of this project will result in a split-plaza arrangement at the toll plaza with high-speed, dedicated Smart Tag/*E-ZPass* lanes for greater throughput and safety.

The Division continued the successful Smart Tag Valet program. Located in the Downtown Expressway Parking Deck, Smart Tag Valet enables anyone to drop off applications for new Smart Tag service, make changes to existing service, or drop off transponders for repair or replacement – all with same-day service – at the deck's office at the corner of Seventh and Canal streets. Smart Tag Valet affords patrons a much-needed second point of service in the Richmond area..

The RMA entered into a management agreement with the City of Richmond for Main Street Station upon its opening in December 2003. In order to manage the station's daily activities, an Assistant Facility Coordinator was hired. The coordinator's office in the station allows meetings with people interested in having events there such as weddings, receptions and meetings. The coordinator oversees the security and custodial staffs, monitors the maintenance and operation of the facility, and assists Amtrak by assisting passengers entering and leaving the station. Multiple events were held at the station this year, and it has become a popular tourist attraction.

Operations staff organized the second-annual Great Can Drive, an effort to collect canned food for the Central Virginia Foodbank, on the morning of October 16, 2003. Despite Hurricane Isabel's visit only a few weeks earlier, which prompted many other area food drives, RMA patrons contributed 7,152 pounds of canned food during the 2-1/2 hour event. This amount exceeded the amount collected during the first Great Can Drive in October 2002. The RMA



was recognized by the Foodbank for having the ninth-largest food drive in Central Virginia in 2002-03.

## **Parking**

The Expressway Parking Deck provided parking for numerous special events including the Harley Davidson convention; CAP TECH Bicycle Race; the Grand Illumination at the James Center; the Earth, Wind & Fire concert at Brown's Island; and the Fridays at Sunset Concert Series held at Kanawha Plaza.

The Second Street Deck provided parking for events held by the Richmond Woman's Club, Greater Richmond Chamber of Commerce, Dominion Leadership Fund and the annual Legislative Reception.

The Diamond Parking Lots were used for more than 200 non-baseball events, including multiple events at the Arthur Ashe Center; driver training by the Richmond Police Department, Richmond Ambulance Authority and Greyhound Bus Co.; parking for the Maymont Flower and Garden Show; Richmond Public Schools events; Virginia Union University events and VCU/Sportsbackers Stadium events.

## **Public Relations**

The Public Relations Department coordinated dozens of media interviews during this busy year for the RMA, when subjects like Hurricane Isabel, the second-annual Great Can Drive, the long-term construction project on the Powhite Parkway, and negotiations with the Richmond Braves over the future of The Diamond made frequent headlines.

The Public Relations Manager redesigned the RMA website, adding more features like catering guidelines and a downloadable floor plan for Main Street Station events, and an online Customer Comment Form where visitors can file comments directly with the Public Relations Office. Not only is this convenient for our customers, but having the Comment Form online also means a permanent record is easily maintained.

For years, the RMA has purchased videotaped recordings of every television newscast segment where the Authority receives coverage. These recordings amount to dozens per year, each purchased separately from a private vendor. The Public Relations Office reviewed the cost of these recordings and ascertained that it would be far less expensive to purchase the necessary

# RMA Milestones

recording equipment and cable TV connection, and record the news segments in-house. The equipment was installed in the fall, and by spring the system had paid for itself several times.

## Safety Committee

The Safety Committee conducted safety training on robbery awareness, back injuries and slips, trips and falls. Training was provided to all RMA employees.

The Virginia Municipal League awarded a safety grant to the RMA which assisted the authority in placing Automatic External Defibrillators (AEDs) in all field facilities.

The Safety Committee purchased and distributed 2004 “Think Safety” monthly planners to all RMA personnel.

## Training & Development

The Training & Development Coordinator conducted new-hire skill training for Toll Collection Attendants, Vault Attendants and Senior Toll Collection Attendants. Orientation training was conducted for Main Office employees, the Main Street Station Assistant Facility Coordinator, Parking Deck Attendants and Maintenance Workers.

CPR and AED (defibrillator) training was conducted for all required RMA personnel, as well as additional selected employees.

Supervisors continued to pursue certification in the Workplace Alliance Supervisor Certification Program sponsored by J. Sargeant Reynolds and John Tyler Community Colleges. Human Resources and Training personnel attended a Diversity Conference that was conducted by the Urban League of Greater Richmond.

The newly developed Annual Wellness Health Contract Program, which encourages employees to complete five health contractual goals, had 43 employees participate. The “Walk for Your Health” quarterly campaigns that encourage healthy activities had 33 employees participate.

The Mystery Driver Program promoting quality customer service recognized 13 employees, two of whom received the award twice. All received the “Certificate of Excellence” award.

The Attendance Recognition Program, which recognizes perfect attendance in six-month intervals, recognized 36 employees.

# Traffic Volume Highlights, 1972 - 2004

## Expressway System Vehicle Traffic by Fiscal Year

<u>Fiscal Year</u>	<u>Powwhite Parkway</u>	<u>Boulevard Bridge</u>	<u>Downtown Expressway</u>	<u>Total</u>
1972	—	8,760,522	—	8,760,522
1973	1,142,360	(1) 7,952,042	—	9,094,402
1974	3,610,410	6,580,303	—	10,190,713
1975	4,355,842	6,635,443	—	10,991,285
1976	9,216,255	(2) 6,155,981	1,544,162	(3) 16,916,398
1977	12,400,340	5,531,590	6,276,159	24,208,089
1978	13,733,325	6,139,103	8,886,058	(4) 28,758,486
1979	14,298,958	6,389,514	9,146,862	29,835,334
1980	14,658,008	6,240,340	9,377,191	30,275,539
1981	15,293,288	6,146,860	10,079,216	31,519,364
1982	16,077,193	5,772,375	10,761,889	32,611,457
1983	17,493,136	6,019,006	11,502,286	35,014,428
1984	19,186,849	6,083,672	12,491,478	37,761,999
1985	20,468,194	6,318,763	13,477,534	40,264,491
1986	21,960,987	6,280,412	14,761,386	43,002,785
1987	22,448,585	6,468,931	14,940,854	43,858,370
1988	22,672,228	6,778,408	14,979,860	44,430,496
1989	24,756,727	5,919,925	14,868,113	45,544,765
1990	25,928,525	5,451,376	15,841,955	47,221,856
1991	25,536,454	5,182,383	15,685,539	46,404,376
1992	26,881,535	4,630,670	15,779,105	47,291,310
1993	28,806,062	651,111	(5) 15,412,826	44,869,999
1994	28,853,917	2,654,403	(5) 16,343,200	47,851,520
1995	29,437,725	4,412,948	17,275,983	51,126,656
1996	29,620,000	4,520,588	17,122,383	51,262,971
1997	30,735,425	4,850,331	17,525,897	53,111,653
1998	30,036,225	5,046,300	17,051,919	52,134,444
1999	29,343,068	5,335,716	16,432,803	51,111,587
2000	30,627,361	5,290,849	16,841,337	52,759,547
2001	32,481,885	5,331,493	17,809,228	55,622,606
2002	33,735,578	5,321,892	18,037,150	57,094,620
2003	33,767,965	5,068,404	17,947,925	56,784,294
2004	35,112,800	5,102,544	18,751,860	58,967,204

(1) Powwhite Parkway to Cary Street opened January 24, 1973.

(2) I-95 connecting the Powwhite Parkway with I-64 and I-95 opened July 15, 1975.

(3) Downtown Expressway to Seventh Street opened February 4, 1976.

(4) Final connection to I-95 completed September 1, 1977.

(5) Boulevard Bridge closed August 17, 1992 for rehabilitation and reopened October 30, 1993.

*Source: Richmond Metropolitan Authority Internal Accounting System.*



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