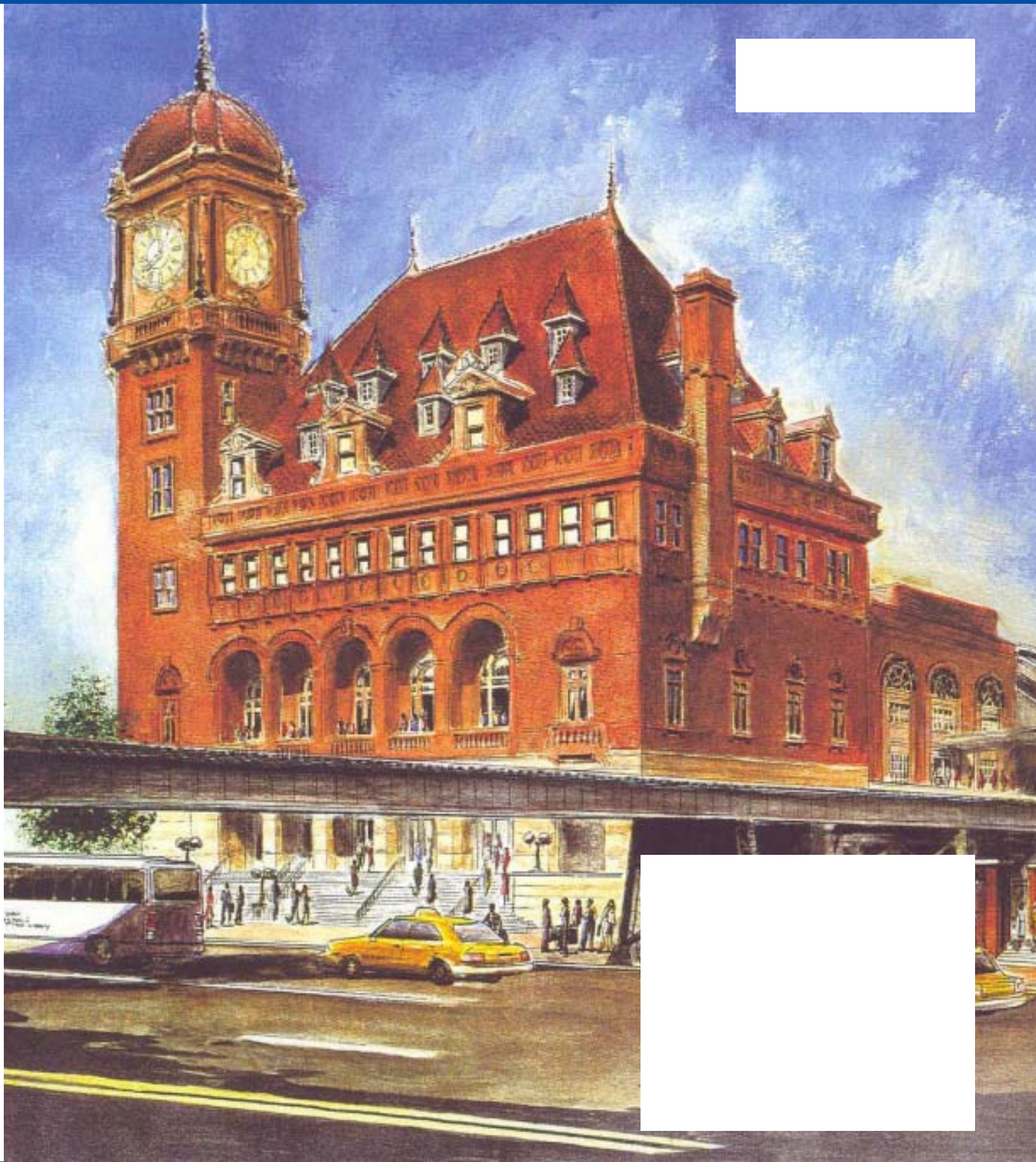


# Annual Report 2002-03





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

## A message from the Chairman and General Manager

It is our pleasure to present the Richmond Metropolitan Authority's 2002-2003 Annual Report to our customers, bondholders, government and elected officials, employees and other members of the Richmond metropolitan community.

Smart Tag continues to be a popular and growing feature for patrons traveling on our expressway system, especially during the weekday morning and evening commutes. At these times more than 50 percent of Powhite Parkway transactions and more than 60 percent of Downtown Expressway transactions use Smart Tag. Not only does this save our patrons time, but they obtain a 10 percent savings at our mainline toll plazas. The RMA is the only toll system in the metropolitan region offering a discount to its users.

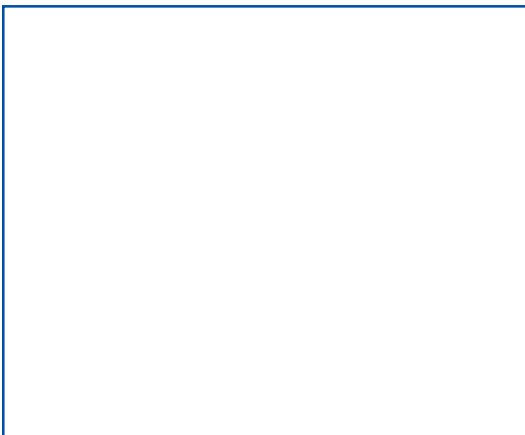
In our continuing efforts to reduce congestion in 2004, the RMA will be moving forward with plans to widen the Powhite Parkway in the area of the mainline toll plaza. This should afford a smoother and speedier commute over this portion of the road.

The RMA has stayed busy working with designers, architects and the Richmond Braves on plans to renovate The Diamond in the near future. Though The Diamond was a state-of-the-art facility when it opened in 1985, the stadium does not meet today's more stringent Americans with Disabilities Act requirements, nor does it meet the current Professional Baseball League standards for a AAA ballpark. The RMA's renovation plans address these discrepancies and add some creature comforts suggested by a panel of our own fans. We look forward to working with The Braves to make these plans a reality.

The scope of the RMA is broadening again this year with the announcement that the RMA will be managing the operation of Main Street Station when it returns to passenger train service in December 2003. We look forward to this new challenge and another opportunity to serve the transportation needs of metropolitan Richmond.

In the wake of the severe flooding that affected parts of Central and Southeast Virginia last year, the RMA decided to test the success of holding a canned food drive on its expressway system last October 16 (National Hunger Awareness Day). For two and a half hours on a Wednesday morning, the RMA collected more than three tons of canned goods for the Central Virginia Foodbank. The experience gained in this first-time event will enable the RMA to put such a drive into operation at a moment's notice following a regional disaster, collecting vital supplies to keep the Foodbank stocked for the less fortunate.

We take pride in the trust the region has placed in us to provide a wide range of services, and we thank you, our customers, for your support. We look forward to serving you in the upcoming year.



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## The Richmond Metropolitan Authority *is ...*

*Powhite Parkway*

*Cary Street Parking Decks*

*Downtown Expressway Parking Deck*

*Downtown Expressway*

*Second Street Parking Deck*



# 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 automobiles and the demise of Richmond's 70-year-old trolley 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 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.

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 the City Council 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 to cross 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 and remaining portions to I-95 were completed the following year. The RMA demolished and replaced the aging Parker Field with a state-of-the-art baseball stadium, The Diamond, in the mid-1980s. Since 1991, the RMA has built three parking facilities in the downtown Richmond area. The RMA's role in enhancing transportation in the Richmond region took on a new facet this year as renovations neared completion for the reopening of Main Street Station, Richmond's original 19th-century rail station. The City of Richmond has appointed the RMA to manage the station upon completion in late 2003.

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 modified concrete with latex. The overlay has extended the life of the structure. The project also included re-striping the bridge, thereby expanding the

northbound lanes from four to five. These numerous construction projects and improvements help 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, tens of 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, where office parks at the Koger Center, The Boulders and The Arboretum are located.

Economic development has followed the expressway. In 1973, when the Powhite Parkway Bridge opened, there was little to foretell the economic boom that would hit western Chesterfield County. In the more than 20 years since then, Midlothian Turnpike has rivaled 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 climate of the region and in people's lives. With the completion of Route 288 and its western loop around Richmond expected in mid-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.

Smart Tag, Virginia's electronic toll collection system, debuted in the Richmond area in July 1999. This system has revolutionized Virginia's transportation and travel industries and is used on all RMA and Virginia Department of Transportation toll facilities. The community has embraced the electronic toll collection system. In May 2001, the RMA celebrated its 25 millionth Smart Tag transaction at its facilities. By Spring 2003, Smart Tag transactions outnumbered all other transactions at the RMA's mainline toll plazas during weekday rush hours.

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.

The RMA is a good neighbor and friend to the Richmond community and has demonstrated a high-level of social responsibility for the 37 years it has been in existence. In turn, the Richmond community has been a great neighbor and friend to 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 customers, who frequently choose to use our facilities as they travel to and from various destinations in the area.

# Making Connections for 37 Years

**March 30, 1966**

RMA created by an act of the Virginia General Assembly

**1973**

Enabling Act amended to authorize the RMA to provide parking facilities

**November 28, 1975**

Second Street Parking Deck opens

**1984**

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

**September 1, 1977**

Connecting ramps to and final portions of Interstate 195 completed

# 1966

**November 24, 1969**

RMA purchases the Boulevard Bridge

**January 23, 1973**

Powhite Parkway opens to Cary Street

**July 30, 1978**

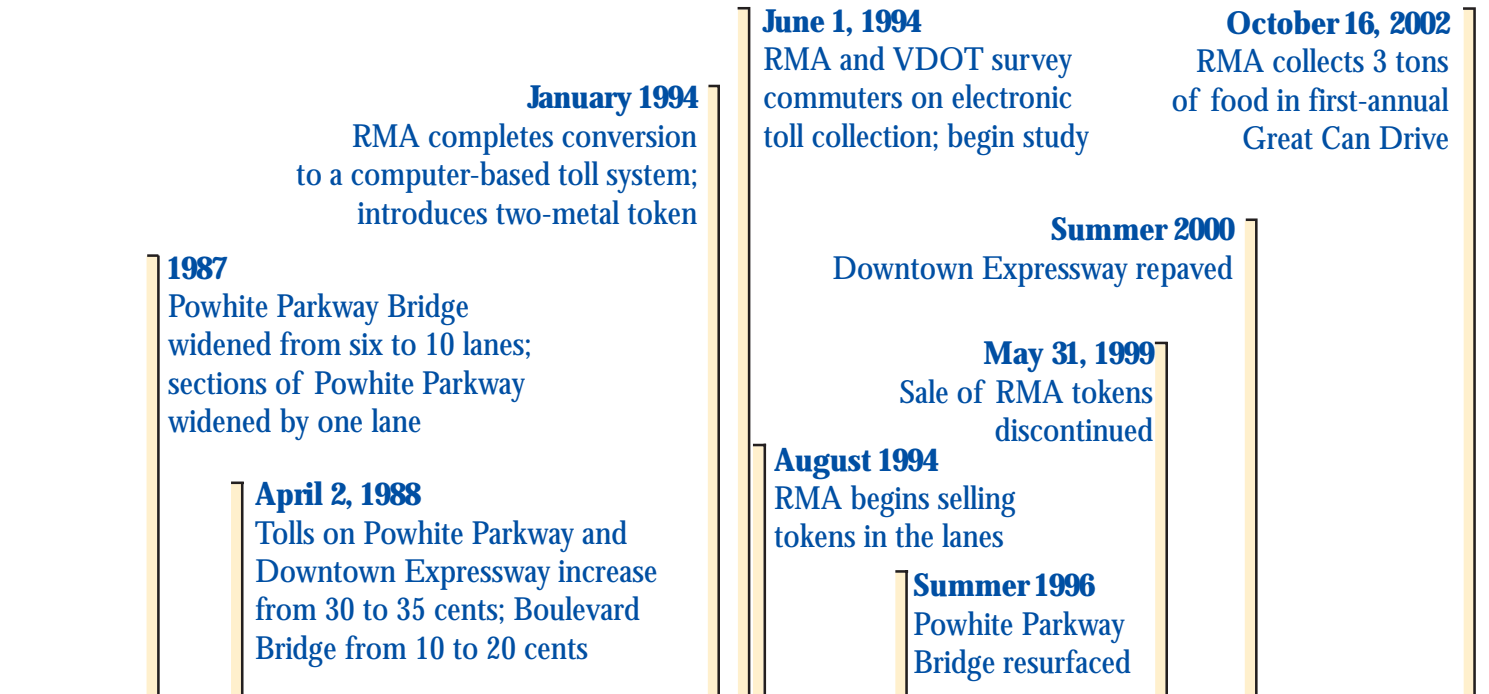
Tolls on Powhite Parkway increase from 20 to 25 cents, Downtown Expressway from 15 to 25 cents

**February 4, 1976**

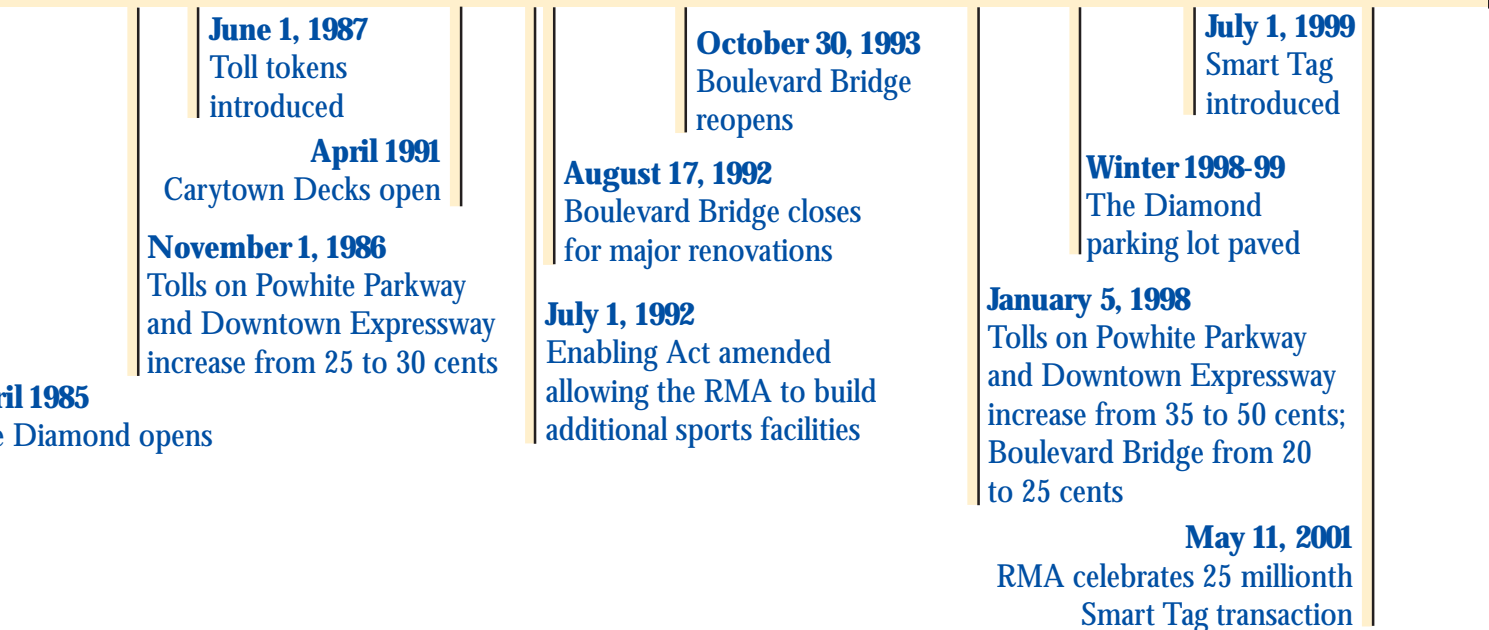
Downtown Expressway opens to Seventh Street

Apr  
The

# RMA Timeline



## 2003



# 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

Charmaine A. Aird	Boulevard Bridge Supervisor
Gloria D. Anderson	Administrative Assistant
Nadene K. Baptiste	Toll Collection Attendant
Sharon D. Barnes	Toll Collection Attendant
Whalen L. Bates III	Toll Collection Shift Supervisor
David G. Baugh	Vault Attendant
Robert M. Berry	General Manager
Maxine T. Bishop	Toll Collection Attendant
Hortense M. Bland	Part-time Toll Collection Attendant
Rose M. Booker	Boulevard Bridge Supervisor
Donna Brewster	Toll Collection Attendant
Anthony P. Briglia	Vault Attendant
Annette C. Brown	Toll Collection Attendant
Marian R. Brown	Parking Deck Attendant
Raymond Brown	Maintenance Superintendent
Kevin R. Burke	Information Systems Analyst
Laponda C. Carter	Toll Collection Attendant
David T. Caudill	Assistant Director of Operations
Veronica H. Chambers	Toll Collection Attendant
Denise J. Charles	Part-time Toll Collection Attendant
Melissa L. Cheatham	Toll Collection Attendant
Linda D. Clemons	Toll Collection Attendant
Zina R. Cook	Parking Deck Attendant
Marian J. Corbett	Administrative Assistant
Kay J. Cox	Toll Collection Attendant
Ella M. Curtis	Toll Collection Attendant
C. Meade Daffron	Public Relations Manager
Tiffany A. Davenport	Toll Collection Attendant
Thomas P. Degroat	Boulevard Bridge Supervisor
Ruthie M. Dixon	Toll Collection Attendant
Jeanne H. DuBose	Financial Systems Manager
William A. Ellison	Boulevard Bridge Supervisor



RMA Board Vice Chairman Dr. Roy West celebrates the 2002 Employee Recognition Awards with two of the employees honored at the event: Richard McBee Jr., who was honored for 25 years of service, and Judy Wickham, who was honored for five years of service.



Local TV personality Mark Down, representing sponsor Sheehy Ford, hams it up during the first-annual Great Can Drive. RMA employees collected more than three tons of food for the Central Virginia Foodbank during the 2-1/2-hour event.

Dorothy M. Fields	Toll Collection Attendant
Thomas S. Fields	Toll Collection Shift Supervisor
Bryan G. Fisher	Part-time Toll Collection Attendant
Anna E. Fleming	Toll Collection Attendant
Audrey A. Gadson	Toll Collection Attendant
Cynthia D. Gilliam	Toll Collection Shift Supervisor
Emory P. Godsey	Parking Deck Attendant
Eliezer Gonzalez	Maintenance Worker
Sherry L. Goode	Toll Collection Attendant
Lola D. Harmon	Toll Collection Attendant
Carolyn G. Harper	Toll Collection Attendant
Carl V. Harris	Maintenance Worker
Debra C. Hart	Senior Toll Collection Attendant
Cheryl A. Haskins	Toll Collection Attendant
Donna S. Hayden	Part-time Toll Collection Attendant
Julie R. Height	Toll Collection Attendant
Leta S. Heinle	Part-time Toll Collection Attendant
Samuel E. Henley Jr.	Part-time Toll Collection Attendant
Yamilia M. Hicks-Hockaday	Part-time Toll Coll. Attendant
Claude E. Hines Sr.	Toll Collection Shift Supervisor
Tyrron D. Hinton	Vault Attendant
Ursele V. Hockaday	Toll Collection Attendant
Mary H. Holden	Toll Collection Attendant
Brian D. Holmes	Part-time Toll Collection Attendant
Philinda Howard	Senior Toll Collection Attendant
Donna W. Hyler	Toll Collection Attendant
Beverly Jackson	Part-time Toll Collection Attendant
Boylann G. Johnson	Administrative Assistant
Brenda S. Johnson	Receptionist
Brian E. Johnson	Toll Road Operations Manager
Germaine G. Johnson	Toll Collection Attendant
Lawrance Johnson	Part-time Toll Collection Attendant
Nathaniel Johnson	Toll Collection Attendant

Sheryl B. Johnson	Human Resources Manager
Veda M. Johnson	Toll Collection Attendant
Alma M. Jones	Toll Collection Attendant
Cheryl L. Jones	Part-time Toll Collection Attendant
Nikol C. Kelly	Part-time Toll Collection Attendant
Wilhelmina B. Kennard	Toll Collection Attendant
James B. Kennedy	Director of Operations
George J. King	Toll Collection Shift Supervisor
Frederick G. Kneifer	Toll Collection Attendant
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
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 E. Morgan	Senior Toll Collection Attendant
John H. Morton	Training and Development Coordinator
Alpheus Patterson	Toll Collection Attendant
Alice F. Pegram	Toll Collection Attendant
Alice W. Perry	Accounting Technician
Tahiyya S. Perry	Part-time Toll Collection Attendant
Ingeborg G. Pershing	Toll Collection Attendant
Bobby E. Phillips	Senior Toll Collection Attendant
Robert A. Poe	Special Police Officer



Director of Operations Jim Kennedy (center) gives the Board of Directors a tour of the lobby of Main Street Station.



Special Police Officer Mike Rollston describes potential robbery weapons to RMA employees during annual Robbery Awareness Training.

Brenda C. Reynolds	Toll Collection Attendant
Kenneth L. Roberson	Maintenance Worker
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 D. Sewell	Toll Collection Attendant
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
Carrie V. Spencer	Part-time Toll Collection Attendant
John D. Spitzer	Toll Collection Shift Supervisor
Howard Starkes	Maintenance Worker
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
Randy G. Temple	Part-time Toll Collection Attendant
Carolyn L. Tucker	Human Resources Assistant
Joseph Tullo	Plaza Superintendent
Robert A. Turnbell	Toll Collection Attendant
Robert N. Valentine	Toll Collection Shift Supervisor
Jacqlyn L. Washington	Part-time Toll Collection Attendant
Jaclyn P. Watson	Toll Collection Attendant
Stuart J. Wemyss	Parking Operations Manager
Wayne W. Whitmore	Toll Collection Attendant
Judy Wickham	Senior Toll Collection Attendant
Elsie G. Wilcox	Toll Collection Attendant
Robert J. Wingo	Information Systems Manager

# RMA Facilities at a Glance

The Diamond

Powhite 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.

# Powhite Parkway



- The Powhite 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 Powhite Bridge crossing the James River.
- In September 1975, the Powhite Parkway Toll Plaza was widened to accommodate increased traffic. It was widened again in November 1988. At the same time, the Powhite Bridge was widened, and a new northbound on-ramp was built at the Forest Hill interchange.
- Also in November 1988, VDOT opened the Powhite Extension which connects the RMA's Powhite Parkway to western Chesterfield County.
- In 1992, the Powhite 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 Powhite 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 Powhite Parkway.
- The Douglasdale ramps north of the river have two unmanned lanes connected to the parkway.
- Today the Powhite Parkway is one of the most heavily-traveled corridors in the Richmond metropolitan area. Nearly 90,000 vehicles travel on the Powhite 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 Powhite 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.

# 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.

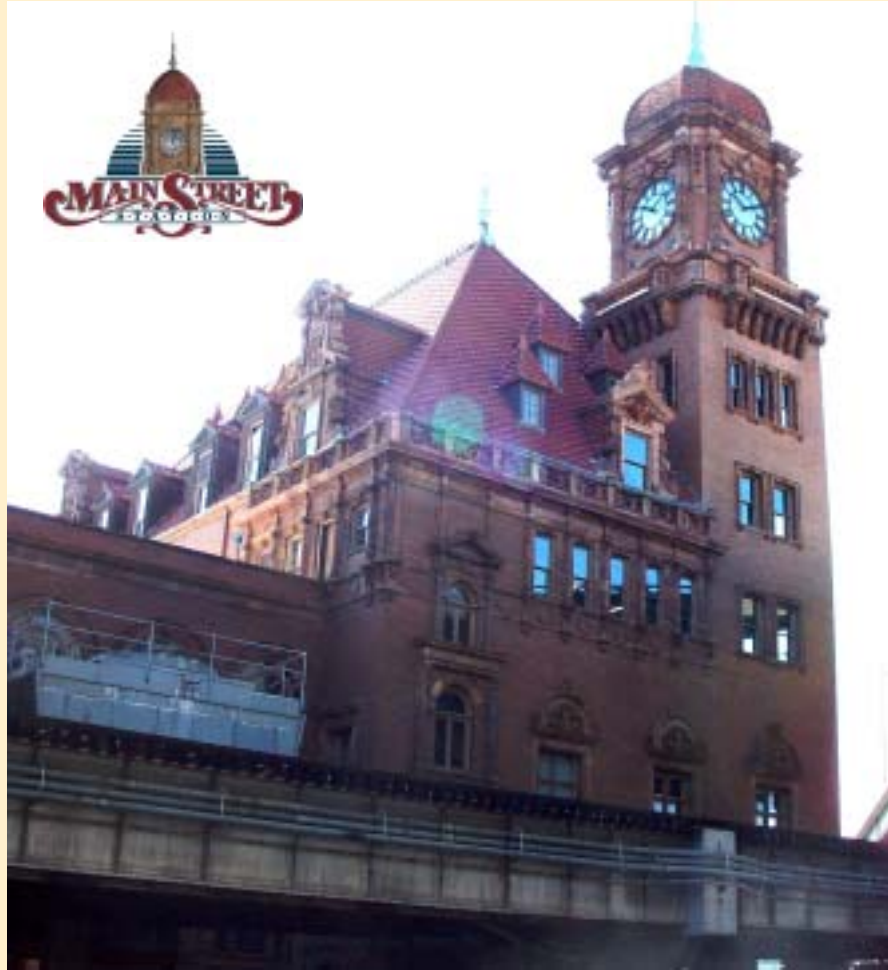
## Boulevard Bridge

- 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 18 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 any future the station had, a fire damaged the station 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.
- Now that the city's floodwall protects Shockoe Bottom and the area is thriving once again, with the prospects of multimodal transportation in Richmond's future, the RMA has signed an agreement with the City of Richmond to take over operation of the station when it opens once again as a train station, with room for light retail and offices, in December 2003.

# 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.



- 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 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 have access cards which allow them to enter or leave the deck at any time.
- The deck has nine levels; three of them underground.
- In spring 1993 the Expressway Parking 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.



# The Year in Review: RMA Milestones

## Finance

Monitoring of the Expressway System's outstanding debt continues each year. In November 2002 (fiscal year 2003), in order to redeem \$9,420,000 of then-outstanding 1992 bonds, the Authority placed cash of \$8,892,000 and transferred funds from the 1992B Interest and Principal Accounts into an irrevocable trust with an escrow agent to provide for all future debt service payments on this portion of the 1992 bonds. The RMA in effect reduced its aggregate debt service payments by approximately \$293,400 over the next 20 years and obtained an economic gain of approximately \$263,888.

A more efficient, user-friendly payroll service provider was selected in April 2003 with a slight cost savings. Utilizing a windows-based system and the capability to review our payroll prior to transmitting offers the opportunity to avoid processing errors.

Preparation and planning in accounting, banking, and other aspects of finance for Main Street Station was completed prior to June 30, 2003 in anticipation of the facility being managed by RMA on July 1, 2003.

Due to implementation of General Accounting Standards Board Rule 34, the consolidated annual financial report for fiscal 2003 was completely reformatted. The most significant change was the expansion of management's discussion and analysis of financial performance. Also, additional disclosures were required as to the condition of our roads and bridges.

For the ninth consecutive year, the Certificate of Achievement for Excellence in Financial Reporting was awarded to RMA. This award is the highest for published financial reports given by the Government Finance Officers Association.

## Human Resources

As a continued response to the 2001 Benefits Audit, phase 2 included the addition of the following benefits for RMA employees:

A Floating Holiday benefit was implemented July 1. This offered employees more flexibility in scheduling time off.

All full-time employees were offered short-term disability insurance through AFLAC.

Introduced long-term disability insurance for all full-time employees through American General, effective 2003-04 fiscal year.

RMA began sponsorship of the Virginia College Savings Plan for participation by all employees.

# The Year in Review

Offered deferred compensation to part-time employees.

Began sharing information about the deferred compensation match of \$10 for full-time employees, effective 2003-04 fiscal year.

The Benefits Reference Booklet was revised to include the new benefits.

Revised the service recognition program to include a luncheon honoring employees for their years of service. Dr. Roy West, Vice Chairman of the RMA Board of Directors, was the guest speaker. Board Chairman James Jenkins gave remarks on behalf of the Board.

The 2002 honorees were:

25 years:	Richard H. McBee Jr., John D. Spitzer
15 years:	Ellie M. Curtis, Patricia Gladfelter, Ursele V. Hockaday
10 years:	Roland M. Kooch, Theodore E. Stevens
5 years:	Rose M. Booker, Kevin R. Burke, David T. Caudill, Paulette Y. Smith, Carolyn L. Tucker, Joseph Tullo, Judy Wickham, Elsie G. Wilcox

## Information Systems

Security was on the minds of most I.S. personnel during 2002 and 2003. The RMA I.S. department was no exception. The RMA has always had top-notch protection from Internet dangers with enterprise-level virus protection and a state-of-the art firewall, but some new terms have entered the I.S. lexicon, such as Spam, Worm and Trojan Horse. To combat many of these new threats, the RMA is utilizing the Message Labs service to pre-scan all mail in and out of the RMA for Spam, Viruses, Worms or other suspicious attachments. The e-mail scanning, in combination with enterprise level virus scanning, has proven to be extremely effective.

The I.S. Department upgraded all the servers to Windows 2000 and upgraded the e-mail system to Exchange 2000. The workstations have been upgraded to either Windows 2000 or Windows XP from Windows NT. Many of the outdated PCs were replaced and the move away from old CRT-based monitors to new, energy-efficient LCDs has begun.

Updates to several systems took place, including Payroll, Accounting and Internet Filtering.

## Operations

Organized and held the Great Can Drive, an effort to collect canned food for the Central Virginia Foodbank, on the cold, rainy morning of October 16, 2002. Despite the inclement weather, the RMA managed to collect 6,375 pounds – more than three tons – of food in the 2-1/2 hours of the event. The RMA used its

experience with this event to enable the implementation of similar car drives at a moment's notice in the wake of natural disasters or other events that deplete local resources for the needy.

Implemented Smart Tag Valet. Based 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 at the corner of Seventh and Canal streets. After 9 a.m. each weekday, RMA vault attendants shuttle any applications and transponders dropped off that morning to the Smart Tag Customer Service Center in Chesterfield County and deliver new or serviced transponders to the deck's office for pickup by 5 p.m. Smart Tag Valet affords patrons a much-needed second point of service in the Richmond area..

Officially began working with the City of Richmond in June 2002 to take over operation of Main Street Station, the turn-of-the-20<sup>th</sup>-century train station in Shockoe Bottom. The RMA entered into a management agreement for the station, which is scheduled to open in December 2003.

Starting planning and design work for the widening of the Powhite Parkway from Forest Hill Avenue south to the mainline toll plaza in both directions.

## Parking

The Expressway Parking Deck provided parking for Fridays at Sunset Concerts held at Kanawha Plaza and the Grand Illumination at the James Center.

The Second Street Deck was used for event parking by the Richmond Women's Club, the Greater Richmond Chamber of Commerce, Schwarzschild Jewelers, the Dominion Leadership Fund, the Legislative Reception and the Arts Council of Richmond.

The Diamond Parking Lots were used for a variety of events including Richmond Police Department's Motorcycle and Automobile driver training, Richmond Ambulance Authority driver training, Virginia ABC Board drivers training, shuttle bus service to the Maymont Flower and Garden Show, Virginia Agribusiness Council and Waste Management's Hazardous Materials Collections.

Additionally, The Diamond provided parking for numerous events including those held by Richmond Public Schools, the Arthur Ashe Center, VUU, Sports Backers Stadium, Thomas Jefferson High School, the Richmond Technical Center, MEAC and CAA, CPA Exams, Capitol One, the Baseball Factory, King William Schools and the Richmond City Fire Department.

## Public Relations

Received the 2002 Best of Virginia Award from the International Association of Business Communicators for the 2001-2002 Annual Report.

# RMA Milestones

Redesigned the former *Downtown Parker* brochure, which had been devoted to information for parking patrons only, and renamed it *Connections*, providing information on all RMA services for a wide range of patrons.

Remastered the electronic version of the RMA logo to incorporate a standard PMS color and high-resolution format for easy recognition and uniformity by publishers and printers.

Added new features to the RMA web page including downloadable versions of RMA newsletters, *Connections* and the Annual Report, and a detailed map of RMA facilities.

## Safety Committee

The RMA Safety Committee is chaired by Stuart Wemyss, Parking Operations Manager. Its members are from Human Resources, Public Relations and Operations. During the 02/03 fiscal year:

The committee sponsored the annual Robbery Awareness Training seminar which included Halloween safety tips for children and construction safety for RMA employees.

The committee implemented the monthly safety poster program.

The committee added new videotapes to the safety video library.

Think Safety calendars were distributed to all employees.

## Training & Development

Four training sessions on Workplace Harassment were conducted for supervisory personnel. New-hire training was conducted for Vault Attendants, Toll Collection Attendants and Senior Toll Collection Attendants. Also two new-hire orientation sessions were held for Main Office employees and Parking Deck Attendants.

Two CPR Training sessions were held.

We still have Supervisors pursuing the Supervisor Certification Program at J. Sargeant Reynolds Community College. The Human Resources Department attended the Urban League of Greater Richmond's EEO Educational Day event.

The Lunch and Learn program continued its financial series with a presentation on Insurance Investments.

The Mystery Driver program recognized 14 employees.

The Attendance Recognition Program, which recognizes perfect attendance in six-month intervals, recognized 20 employees in December and June.

# Traffic Volume Highlights, 1972 - 2003

## Expressway System Vehicle Traffic by Fiscal Year

<u>Fiscal Year</u>	<u>Powhite Parkway</u>	<u>Boulevard Bridge</u>	<u>Downtown Expressway</u>	<u>Total</u>
1972	–	8,760,522	–	8,760,522
1973	1,142,360	(3) 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	(4) 6,155,981	1,544,162	(5) 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	(6) 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	(7) 15,412,826	44,869,999
1994	28,853,917	2,654,403	(7) 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

(1) Bridge acquired November 24, 1969. No vehicle counting equipment.

(2) Vehicle counting equipment installed February 4, 1971.

(3) Powhite Parkway to Cary Street opened January 24, 1973.

(4) I-195 connecting the Powhite Parkway with I-64 and I-95 opened July 15, 1975.

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

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

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

*Source: Richmond Metropolitan Authority Internal Accounting System.*



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