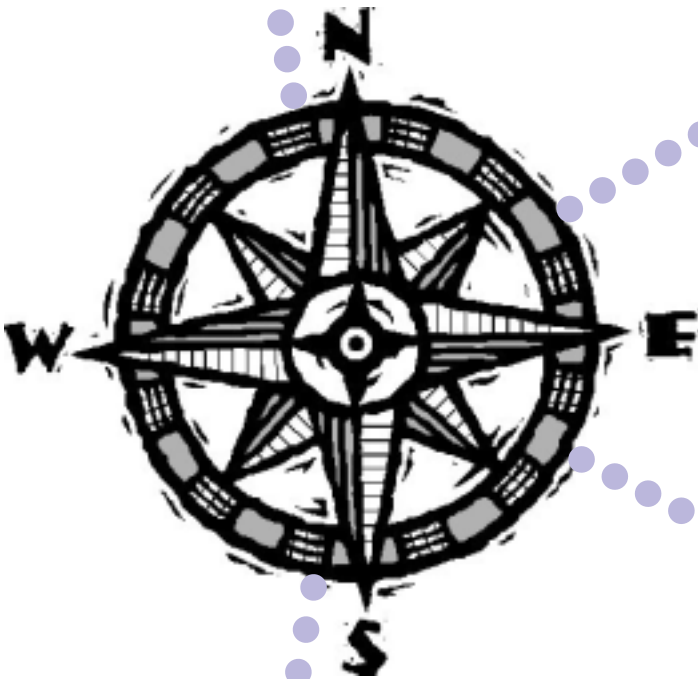


Annual Report 2004-2005



*Pointing the way
to Richmond's future ...*





“In the future, direct and indirect long-range benefits stemming from this project will include new industries, more jobs, a broader and improved tax basis, and improved living, working, shopping and recreational opportunities. ... You may not have realized it, but the American way of life is built around and inescapably tied to highway transportation. A vigorous metropolitan area cannot exist without an adequate highway transportation system.”

— Elmer K. Timby, Partner of HNTB, at a public hearing
on the proposed Richmond Expressway System
November 8, 1966



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Welcome

It is our pleasure to present the Richmond Metropolitan Authority's 2004-2005 Annual Report for fiscal year 2004-05. As you will read in this letter and the pages that follow, the past year presented many challenges and successes for the RMA.

Tropical Storm Gaston

Less than a year after experiencing the wrath of Hurricane Isabel, Central Virginia was caught by surprise when Tropical Storm Gaston virtually parked itself over the region during the afternoon and evening of August 30, 2004. Parts of Richmond received more than a foot of rain during the storm. The RMA's Powhite Parkway was harmed extensively by flood waters. In addition to pavement damage, every piece of toll collection and traffic counting equipment in the service tunnel under the mainline toll plaza was destroyed. Main Street Station, which has been no stranger to flooding in its 100 years in Shockoe Bottom, experienced flood waters in its lobby. The most devastating damage there, however, was to the parking area and equipment outside the historic train station. In both locations, RMA employees and our contractors tackled the task of debris removal, sanitizing, equipment salvage and replacement in an expedient manner. Working around the clock, we were able to repair vital equipment and have the expressway system back in operation within 24 hours, thereby minimally disrupting the travel of our commuting customers.



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

Smart Tag

Smart Tag continued to enhance our ability to save our patrons time and money by using our expressway system. This fiscal year, our sixth using electronic toll collection, the RMA processed nearly 24 million Smart Tag transactions. Gaston's impact on the Powhite Parkway delayed our plans to incorporate *E-ZPass* into our system by December 2004; we now anticipate full integration this summer. *E-ZPass* enables Smart Tag and *E-ZPass* users to enjoy the convenience of electronic toll collection here in Richmond, across Virginia and in many other states.

Route 288

Gaston was not the only event to have an impact on the Powhite Parkway this year; the opening of Route 288 in November 2004 brought the long-anticipated completion of Richmond's circumferential beltway. As a result of damage to our toll equipment from Gaston, it has been difficult to measure the precise impact of Route 288 on our traffic volume, but we have been able to determine that traffic on the Powhite Parkway has decreased by approximately 8 percent.

Powhite Enhancements

Anticipating that Route 288 would impact traffic on the Powhite Parkway, we have taken a cautious approach to improvements on our busiest highway. We currently are in the process of widening the approaches to the mainline toll plaza and adding an additional lane southbound between Forest Hill Avenue and the plaza; these improvements are designed to help reduce rush-hour backups and increase sightlines both northbound and southbound. We anticipate completion of this project in early FY 2005-06. We will examine the ongoing effects of Route 288 before moving forward with other projects in the area.

When the RMA Expressway System was built in the early 1970s, industry and city leaders lauded its connection of city and suburbs as vital to the region's future. Thirty years later our system is connecting the city and the suburbs with the newly completed circumferential highway, making the RMA Expressway System a convenient radial artery for both daily commuters and visitors from out of town. For our in-town customers, we provide four parking decks in the downtown and Fan areas to address your parking needs. Looking forward, Main Street Station is the intended hub for Richmond's intermodal transportation plans. In whatever capacity you use — or *will* use — the RMA, we thank you for your patronage. As always, we take pride in the trust you have placed in us, and we look forward to serving you in the future.

RMA History

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.

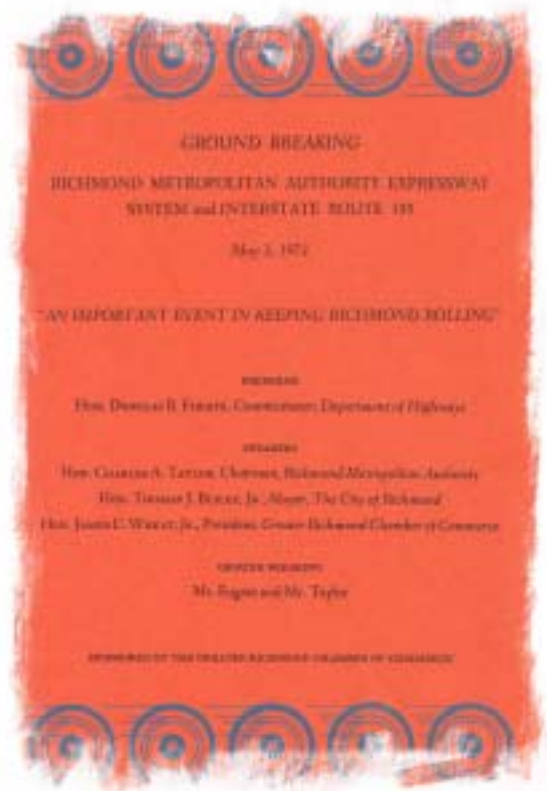
Initially, \$2.05 million was borrowed for operating money, and \$20 million was guaranteed by the City of Richmond to cover the cost of planning, designing,

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 Authority 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. In December 2003, the RMA took on another role in helping shape the future of transportation in Central Virginia. At the City's request, the RMA assumed management and maintenance duties at Main Street Station, Richmond's original 19th-century train station. The station was reopened in December 2003 after sitting idle for two decades in Shockoe Bottom.



With the completion of Route 288 and the long-awaited final link of Richmond's circumferential highway now open, the RMA's expressway system realizes a new purpose of providing a link from 288 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.



Just as that project was getting under way, Tropical Storm Gaston crept through Virginia, nearly stalling out over the Richmond area during the afternoon and evening of August 30, 2004. Parts of the city received over a foot of rain in only a few hours, resulting in flooding of historic proportions.

The RMA's Powhite Parkway was one of the hardest hit areas in the city that night as the swollen Powhite Creek spilled over its banks and flooded the highway and the mainline toll plaza, filling the tunnel under the plaza and destroying all of the toll-collection and lane controlling equipment there. RMA employees wasted no time as the water receded, draining the tunnel, removing tons of mud and debris on the highway and coordinating pavement repairs – resulting in the road's reopening less than 24 hours later. It would be a long road to recovery, since the outdated equipment had to be redesigned, manufactured and installed – and coordinated into the RMA's computer network. As attendants collected tolls



by hand in the lanes above them, RMA employees and contractors worked round-the-clock shifts in the tunnel, and by late spring 2005, the toll plaza was functioning normally once again.



Main Street Station shared Shockoe Bottom's plight during Gaston, also receiving its share of flooding and damage – although most of the damage occurred in the parking areas outside the station. RMA employees implemented repairs to these hard-hit areas immediately, and the station reopened in

ten days.



Gaston's arrival punctuated what already had been one of the wettest summers on record in the Richmond area. The wettest June and August in Richmond's history tested The Diamond's 50-year-old field drainage system to its limits, and proved that the field could not handle that amount of rain in that short a time. As a result, several games were cancelled at The Diamond.

Near the end of the summer, before Gaston's arrival, the RMA made its first attempt to improve drainage by



installing a trench system. Gaston provided the ultimate test for this system, which had the field ready for play within two days of the storm's visit. No matter how well the trenching system handled that deluge, however, it was a temporary fix to help keep the field playable through the end of the season.

In the fall of 2004, the RMA Board of Directors approved up to \$500,000 to bring the field and its drainage system up to current professional league standards. The funding for these renovations was available through revenues from Superbox leases, so the RMA did not have to submit any requests for additional funds to Richmond, Henrico and Chesterfield.

A relatively mild winter helped the RMA finish replacing the field ahead of schedule and under budget, and the field received many compliments during the 2005 season.

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 embraced the new technology, recording 25 million Smart Tag transactions in only two years. By Spring 2003, Smart Tag transactions outnumbered all other transactions at the RMA's mainline

toll plazas during week-day rush hours. Smart Tag's inclusion in the multi-state *E-ZPass* system, scheduled to occur on the RMA Expressway System early in the next fiscal year, will allow Smart Tag users to enjoy the benefits of electronic toll collection in many states.

For 39 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.





RMA Timeline

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

July 30, 1978

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

January 23, 1973

Powhite Parkway opens to Cary Street

November 24, 1969

RMA purchases the Boulevard Bridge

February 4, 1976

Downtown Expressway opens to Seventh Street

April 1985

The Diamond opens

2005

August 30, 2004
T.S. Gaston floods
Powwhite Parkway,
Main Street Station

May 2004
Widening of
Powwhite plaza
area begins

**December
2003**
RMA begins
operation of
Main Street
Station

May 11, 2001
RMA records 25 millionth
Smart Tag transaction

June 1, 1994
RMA and VDOT survey
commuters on electronic
toll collection; begin study

Summer 2000
Downtown Expressway repaved

July 1, 1999
Smart Tag introduced

August 1994
RMA begins selling
tokens in the lanes

Summer 1996
Powwhite Parkway
Bridge resurfaced

January 1994

RMA completes conversion
to a computer-based toll system;
introduces two-metal token

1987

Powwhite Parkway Bridge
widened from six to 10 lanes;
sections of Powwhite Parkway
widened by one lane

April 2, 1988

Tolls on Powwhite Parkway
and Downtown Expressway
increase from 30 to 35 cents;
Boulevard Bridge from 10 to
20 cents

Winter 2004-05

RMA replaces
50-year-old field &
drainage system
at The Diamond

May 31, 1999

Sale of RMA tokens
discontinued

Winter 1998-99

The Diamond
parking lot paved

October 30, 1993

Boulevard Bridge
reopens

August 17, 1992

Boulevard Bridge closes
for major renovations

July 1, 1992

Enabling Act amended
allowing the RMA to build
additional sports facilities

January 5, 1998

Tolls on Powwhite Parkway
and Downtown Expressway
increase from 35 to 50 cents;
Boulevard Bridge from 20
to 25 cents

June 1, 1987

Toll tokens
introduced

April 1991

Carytown Decks open

February 14, 1992

Downtown Expressway
Parking Deck opens

November 1, 1986

Tolls on Powwhite Parkway
and Downtown Expressway
increase from 25 to 30 cents



RMA Board of Directors



James L. Jenkins
Chairman
Henrico County



Dr. Roy A. West
Vice Chairman
City of Richmond



A. Peter Brodell
City of Richmond



Herman L. Carter, Jr.
City of Richmond



Stuart G. Christian, Jr.
City of Richmond



Charles H. Foster, Jr.
Chesterfield County



Gerald P. McCarthy
Commonwealth
Transportation Board



Jennifer L. McClellan
City of Richmond



Jonathan Murdoch-Kitt
City of Richmond



Reginald H. Nelson, IV
Henrico County



Charles Richard White
Chesterfield County

RMA 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 interest.

Our mission can best be 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. These projects are financed primarily through user fee schedules that offer the lowest possible costs to the public, fairly compensate employees, and offer financial safety to bondholders.

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 replaced The Diamond's original 50-year-old playing field and drainage system with one that meets Professional League Baseball standards during the 2004-05 off-season.



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 reopened it as a train station in December 2003. That month, the RMA began operating and maintaining the station for the City. The RMA also manages rentals of the station for meetings, receptions and other functions.





Carytown 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 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.



Second Street Deck

- The Second Street Deck opened on November 28, 1975.
- Built at the request of the City of Richmond, it 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 honor parking.
- 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.

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.
- 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.



Operations Division

Mission

The mission of the Operations Division is to provide safe, convenient, efficient facilities and excellent customer service while maintaining the lowest feasible costs. We will work with various consultant firms to maintain and improve present facilities and to design and construct new facilities. We will promote a safe and pleasant work environment and provide employees an opportunity to advance according to their abilities, and fairly compensate them based on performance. We will actively promote the use of all RMA facilities and encourage a positive attitude about the Authority throughout the community.



James B. Kennedy
Director of Operations

2004-05 highlights

Toll Operations and Maintenance

Toll Operations and Toll Maintenance were the two areas of Operations most impacted by Tropical Storm Gaston when it caused severe flooding on the Expressway System during the night of August 30, 2004. The entire toll collection system on the Powhite Parkway was destroyed along with the Field Operations office trailer. The toll plaza building was seriously damaged. Immediate arrangements had to be made to collect money by hand at all seventeen lanes at the Powhite mainline toll plaza. The highway was open and tolls were being collected less than 24 hours later. Many employees worked out of temporary quarters for extended periods of time. By late March the hardware for the toll system had been replaced and report functions were in place about a month later. Even though Gaston created a tremendous interruption to Toll Operations for an extended period of time, with the exception of ongoing goals, all other goals were completed for the year.

Parking

The Parking Department had a successful year. Monthly parking at the Second Street Deck was increased through some special new group parking contracts. The Expressway Deck was utilized for a variety of after-hours events such as concerts in nearby parks, the Grand Illumination and the Harley Davidson gathering. A number of organizations continue to rent the parking areas at The Diamond during off-peak times for driver training. The Parking Department also handles all of the rentals for the RMA Diamond Superbox during baseball season. With the exception of ongoing goals, all of the goals for Parking were met this year.

Main Street Station

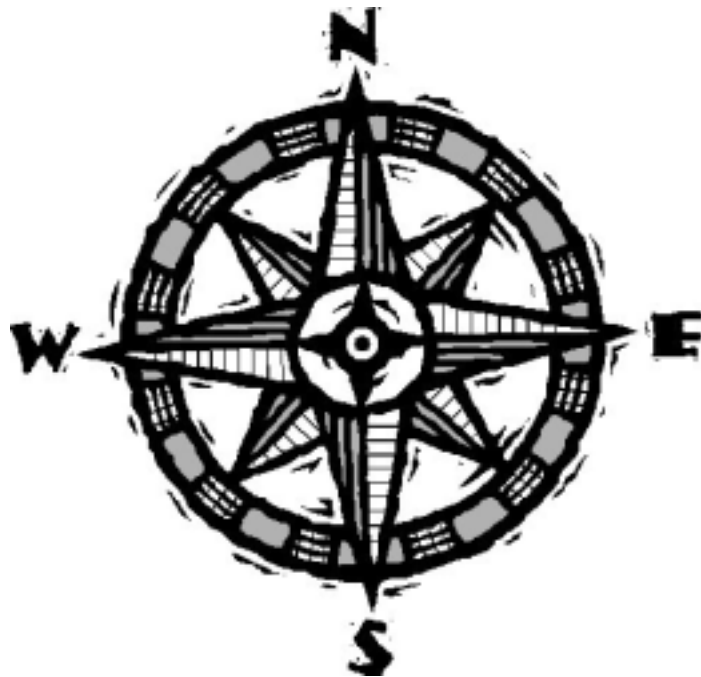
Main Street Station has proven to be a successful venue for special events such as anniversary parties and wedding receptions. Operations is contractually responsible for the operations and maintenance of this City-owned facility. Unfortunately Tropical Storm Gaston seriously damaged the Station and its surrounding parking lots. The Station was back open for train service in a matter of a few days; however, the parking equipment and parking lots outside the Station were totally destroyed. Because of this, parking was not available for patrons for several months and the equipment and ability to collect revenue for parking was not restored until March. Operations staff was asked to make a proposal to the City to operate and maintain additional properties at Main Street Station including the Shed, the Seaboard Building, a parking garage and several surface parking lots. That proposal was delivered to the City in early April. As with last fiscal year, revenue for the Station was minimal this fiscal year.

Public Relations

Public Relations met its goals this year and carried several ongoing projects into next fiscal year. Tropical Storm Gaston also had a huge impact on our Public Relations Department. Numerous press conferences, media inquiries and photo opportunities were dealt with and resolved by Public Relations. The department also dealt with a significant number of media inquiries relating to field drainage at The Diamond. Even though the several hundred thousand dollar improvement to the field was announced and completed over the off-season, media contacts continued with the Braves' announcement of their intent to move downtown and vacate The Diamond at a future date. Additionally Public Relations helped plan and coordinate several Board events including several nights at The Diamond, the annual Christmas function, and the Board Retreat in Williamsburg. Public Relations extensively updated the RMA website and added an online customer comment form.

Engineering

The Engineering Department was responsible for the entire field improvement project at The Diamond. At the same time Engineering was responsible for a number of other maintenance contracts at various RMA facilities as well as oversight for the Powhite widening project. Gaston also had a big impact on Engineering. Numerous highway repairs both to pavement and slopes was required, and those repairs had to take place on an emergency basis. Our Emergency Incident Plan prepared by Engineernig was put into effect, and pre-planned actions worked very well for the situation. The Downtown Expressway was closed westbound for only a couple of hours before emergency crews had it reopened. The Powhite Parkway was reopened within 24 hours, even though cleanup efforts were monumental. Through all of this, the Engineer maintained and ultimately completed his studies in the MBA program at Virginia Commonwealth University.





Administration Division

Mission

The mission of the Administration Division is to provide support services necessary to the daily operations of the RMA as well as to the accomplishment of both short-term and long-term plans. Support services include Information Systems, Human Resources, Training and Development, and Administrative Support sections.

The Information Systems section provides information services and project support to all RMA divisions. This section maintains and develops reliable information systems solutions which impact all divisions of the RMA and which are consistent with the long-term goals of the organization.

The Human Resources section supports the RMA by maintaining a productive and highly skilled workforce through the recruitment, employment, compensation, benefits, employee relations and health/safety programs and by monitoring RMA activities to ensure compliance with state and federal employment laws and regulations.

The Training and Development section provides technical, managerial, and professional development activities, coordinates the health wellness program and events, and manages the career counseling and development activities to improve the job performance of RMA employees and positively impact both customer and employee relations.

The Administrative Support section provides a variety of administrative and clerical services in the RMA's central administration office, including coordinating telephone, office equipment, office supply, and building maintenance activities.



Paulette Y. Smith
Director of Administration

2004-05 highlights

Benefits

Benefit enhancements were made to existing Anthem direct plans, which included hearing coverage and an Employee Assistance Program. Flyers and information packets were distributed to all full-time employees explaining the new benefits. Human Resources conducted a benefits survey to measure employees' level of understanding and satisfaction with plans being offered. Individualized benefit statements were prepared that detailed the value of each full-time employee's benefits package. For the first time, employees received a snapshot that included vacation, sick leave and deferred compensation.

Recruitment

Continued to use the RMA website and utilized area newspaper internet advertising to announce job openings with great response; we received internet/e-mail requests daily from applicants responding to our website announcements. Also we participated in two area job fairs. The HR manager worked with the Plaza Superintendent to expand and enhance the second interview phase for toll collection attendants.

Compliance

Extensive training was conducted for HIPPA compliance. A HIPPA policy was implemented. The new policy was posted at all RMA facilities and distributed to all managers with a policy handbook.

Employee Relations Programs

The RMA held its annual employee service recognition luncheon, where 21 employees were recognized for their service with the RMA. Employee relations efforts included distribution of fresh fruit and antibacterial hand soap to promote health and wellness, and hot chocolate was distributed during the winter.

The wellness contract program continued, with 43 active “contracts” and approximately 33 employees involved in the Walk for Your Health campaign. Ongoing programs such as Mystery Driver and Attendance Recognition continued, along with the addition of Customer Service Week in October. The Customer Service Week theme was “Dedicated to Service” and activities included daily puzzles, drawings for giveaways and refreshments. The Attendance Recognition Program had an increase in participation from 20 to 28 employees. A Lunch and Learn series was conducted with a very informative final session about Identity Theft.

Safety

HR staff and the IS Manager worked with the Safety Committee to create a Robbery Awareness video which is in circulation at the plazas. This mandatory training replaces the traditional sessions previously held at the police precinct. Two safety grants were awarded by the Virginia Municipal League and used to purchase reflective safety vests. They also assisted with the purchase of a defibrillator for the Expressway Parking Deck. CPR training continued, with added training for the defibrillator units.

Special Projects

HR staff worked with Palmer and Cay consultants to conduct a preliminary study concerning the RMA and its retiree medical obligations under GASB 45 regulations. GASB requires the RMA to book these obligations starting in the FY 2008-09 budget.

Gaston

During Powhite Parkway recovery operations, IS assisted in the restoration of telephone service and data capabilities at the plaza. Staff ordered and replaced the router, switches and wiring in time for the new lane controllers to be implemented. IS also helped coordinate the movements of the phone and data lines for the plaza renovation and the new office trailer.

Human Resources staff was involved with temporary staffing needs. The Training and Development Coordinator conducted customer service training to all temporary attendants.

Frame Relay Project

To be ready for the increased bandwidth requirements of the *E-ZPass* file downloads, IS switched from ISDN to Frame Relay communication between the main office and the Powhite Parkway, Downtown Expressway and Boulevard Bridge plazas. This increased communications speeds by five times and allowed for the new Voice over IP telephone system to be installed with the relocation of the main office.

Other IS Projects

IS implemented the ability for a user to run RMA programs on the Citrix server from home, provided the user has an Internet connection at home. This capability is also being utilized to allow staff at Main Street Station to access the RMA e-mail system.

Finance Division

Mission

The mission of the Finance Division is to provide financial expertise and accounting necessary for the proper fiscal management of the RMA.

Financial efforts involve compliance with all legal and policy requirements imposed on the Authority; maintaining appropriate internal controls; ensuring debt schedules are reviewed and maintained to ensure the timely payment of outstanding debt; timely preparation of financial statements, budgets, and all other reports; control of expenditures; long-range financial planning; debt management; monitoring long-range traffic and revenue forecasts; and maintaining good relationships with local governments regarding Authority financial matters.



Roland M. Kooch
Director of Finance

2004-05 highlights

Long-Range Planning

Continuing the long-range planning process, several reviews of the long-term debt and financial position of the Authority were conducted. Reviews of the debt structure, toll revenues, electronic toll collection, operating expenses, and future capital projects were completed during the fiscal year. A credit presentation to the rating agency was made to update our performance and discuss the RMA's long-range capital improvement plan. With the impact of the completion of State Route 288 on RMA traffic and the increased processing fees for electronic toll collection, financial planning will take on increasing significance as we enter fiscal year 2005-06 and beyond.

Powwhite Construction

Construction began and was completed on the widening and improvements to the Powwhite Creek. This \$5.5 million project prepares the RMA to enter into Phase II of the Powwhite construction if deemed feasible by the Board of Directors.

Gaston

The flood damage from Tropical Storm Gaston and recovery from the storm has been a major event in FY 2004-05 and will continue into the next fiscal year. Destruction of the toll equipment required emergency measures to collect and account for toll revenue and estimate transactions. Extra work was required to gather information and file insurance claims. Installation of the new toll equipment required the design of new reports and then the testing of these reports for accuracy and functionality. Additional work has also been required, since we now have two separate toll collection systems. Data now has to be combined from two systems to produce monthly reports for the entire expressway system. These efforts will continue into FY 2005-06.

E-ZPass

Preparation for the implementation of *E-ZPass* has been another project during the past fiscal year. Business rules have been established with VDOT regarding the transfer of revenue from away agencies to the RMA. New

reports from VDOT have been reviewed. And new RMA reports to track RMA and away agency *E-ZPass* revenue have been developed and are ready to implement. When *E-ZPass* processing begins, the system will be monitored and tested to ensure accurate reporting. Testing and monitoring of *E-ZPass* will be a continuing project into FY 2005-06.

The Diamond

An extension to the Stadium and Management Agreement with the Atlanta National Baseball Club was finalized during fiscal year 2004-05. Since all contracts for leasing of the Superboxes expired in December 2004, a major effort was undertaken to acquire new leases. Of the 23 leases, 19 were renewed with one tenant taking additional space. In addition, through financial proformas and cash flow analysis, a financial plan was developed to allow for the major renovation of The Diamond's baseball field.

Main Office Relocation

A survey of vacant commercial office space for the relocation of the Central Administrative Office was completed during fiscal year 2004-05. A comparison of suitable office locations was presented to the Office Relocation Committee. Lease negotiations and office design were completed, and with the approval of the Board, a lease was executed with SunTrust Bank for lease of office space beginning May 6, 2005.

Main Street Station

RMA management of Main Street Station has been a continuing project during FY 2004-05. Actual expenses compared to budgeted expenses are monitored monthly. Monthly reports are provided to the City of Richmond on a timely basis. Prompt quarterly billing to the City for expenses incurred has provided the funds needed to insure efficient operation of the facility. At the City's request, we are now providing a monthly cash flow statement for this facility.

Second Street Deck

Study has begun to develop alternative financing proposals for the debt service at the Second Street Parking Deck. Alternatives will be considered and a revision in the debt structure may be necessary and will continue into FY 2005-06.

Award-Winning Performance

The efficient manner in which the Finance Division has performed in FY 2004-05 has contributed immensely to the award of the Certificate of Achievement for Excellence in Financial Reporting for the tenth consecutive year. This is the highest award for published financial reports given by the Government Finance Officers Association.





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