

**MINUTES OF THE MEETING  
OF THE BOARD OF DIRECTORS OF THE  
RICHMOND METROPOLITAN TRANSPORTATION AUTHORITY  
HELD JANUARY 14, 2025**

A meeting and board retreat of the Board of Directors was held on the 14th day of January 2025, at the RMTA Main Office, 901 East Byrd St., Ste. 1120, Richmond, Virginia, pursuant to due notice and electronic communication (via Zoom) as noted below.

The following Directors were present and acting throughout the meeting in person unless otherwise noted: Chairman Lynch and Directors Clarke (12:05 p.m.), Dabney (12:11 p.m.), duFrane, Fountain (12:22 p.m.), Hardiman, Hawthorne, Mulroy, Nelson (12:05 p.m.), Schneider, Story, Tart, West and Williams. Board members absent: Directors Davis and Millikan.

Authority staff present were Ms. Dean, Ms. M. Johnson, Ms. S. Johnson, Ms. Moss, Ms. Murphy, Mr. Owen, Ms. Watson, and Ms. White. Also present were Board Secretary, Belinda Jones of Christian and Barton; Heidi Abbott of Hunton Andrews Kurth; Phil Eshelman of Stantec (via Zoom); Dan Papiernik of HNTB; Cherie Gibson of HNTB; and Brad Stimpson of HNTB; Rosa Rountree of Atkins Realis (via Zoom), Bob LaGotta of Atkins Realis (via Zoom), Danny Baiden of Atkins Realis, and Dee Baker-Amos of DBA & Associates, LLC (via Zoom).

Chairman Lynch presided over the meeting with Ms. Jones acting as Secretary. There was a quorum present throughout the meeting. Chairman Lynch called the meeting to order at 12:02 p.m. Ms. Jones conducted a roll call.

Chairman Lynch turned to the agenda item of the previous Board minutes. Upon motion duly made, seconded, and unanimously carried by the affirmative votes of all Directors present,

the Board minutes of the Authority's meeting held on November 20, 2024, were approved, as previously distributed.

Chairman Lynch called on Director Williams to report on behalf of the Compensation and Benefits Committee. Director Williams reported that the Compensation and Benefits Committee met earlier that morning and received good information from Executive Staff on the upcoming operational and staffing changes with the transition to AET. Director Williams stated information is being gathered so a presentation to the full Board can later be made. Director Williams reported that a Request for Proposals is currently being drafted to address operational, "back-office," services. Mr. Williams further reported the Committee is reviewing the Retiree Benefits Plan, and costs for medical insurance for retirees and staff. The Committee will meet again in February and March and will present recommendations to the Board likely in April.

Chairman Lynch then turned to Ms. Dean for her CEO comments. Ms. Dean reviewed with the Board two recent snow events and was happy to report successful road treatment and no safety concerns. Ms. Dean reported that the closure of the Boulevard Bridge was a result of action taken by the Richmond Police Department, not the RMTA. Mr. Stimpson reported that the roads were brined and cleared by the time the snow ended.

Ms. Dean then reported on the regional water crisis, which had been detailed in a prior written memo to the Board. Water has been restored to all RMTA facilities. During the water crisis, bottled water was delivered to staff and Ms. Dean reported that she visited staff in the field during this time to ensure provisions were available.

Ms. Dean reported on the Employee Recognition Lunch, which Chairman Lynch attended. The poster of employees with anniversaries was displayed at the office entry. Ms. Dean then

reported on recent activity at the General Assembly including HB2368, a bill to provide toll relief for those toll users that spend over \$200.00 per month. There is additional relief incorporated for TANF recipients. The bill is similar to one introduced last year and is not likely to progress. Ms. Abbott will be monitoring for the Authority.

Ms. Dean next moved to the Toll Beautification Project and called on Ms. White to report. Ms. White reported that 20 students showed interest in the project and 8 students attended the site visit. The two submissions selected were presented to the Board. The first work was designed by a student from VCU and will be displayed on the Downtown Expressway. The second work was designed by a student from Virginia State and will be displayed on the Powhite Parkway. The students each received a \$2,000 scholarship. The Board applauded the students and their designs. The designs should be installed at the plazas in April.

Ms. Dean then presented a “Toll Industry Moment,” an opportunity to present some facet of the tolling industry to the Board at each meeting. Ms. Dean highlighted other geographic areas with recent toll increases including West Virginia, Pennsylvania, and the Elizabeth River tunnels. Ms. Dean also discussed congestion pricing in New York. Ms. Dean then presented images of tolling infrastructure around the world, including the Ivory Coast.

Ms. Dean introduced Ms. Baker-Amos to discuss updates on the RMTA Strategic Plan. Ms. Baker-Amos stated she would share the notes from the Board Retreat and update the Board on the draft Strategic Priorities and Values. The Strategic Plan will be composed of an introduction, letters from the CEO and Board Chair, strategic plan overview (including mission statement, values, priorities), strategic plan priorities (summaries of key areas and key performance indicators), and identification of Board Members and headshots. Ms. Baker-Amos shared notes from the Board Retreat regarding strategic priorities which include regional leadership and

coordination, operational excellence, innovation and technology, financial stewardship, employee engagement, community engagement, thought leadership, customer engagement, and communications and marketing. Ms. Baker-Amos reviewed the values, successes, and challenges identified at the Retreat. She then presented the mission statements of similar organizations which were reviewed at the Board Retreat and the Board's preferences for language to be included in the Mission Statement.

Ms. Baker-Amos next presented the draft RMTA Strategic Priorities, which include Regional Leadership and Collaboration, Sustainability and Financial Stewardship, Innovation and Operational Excellence, and Community and Customer Engagement. Director West inquired as to which category the Authority's "culture" falls. Ms. Baker-Amos stated she believes it fits into Operational Excellence but questioned whether the Board feels the "culture" should be more a more direct priority. Chairman Lynch stated his agreement with Director West that workforce and culture is deserving of its own priority. Director Dabney recalled from the Retreat a discussion of organizational excellence and culture, which perhaps has been rolled into Innovation and Operational Excellence and could be carved back out as an independent priority. Director Schneider supported promotion of staff organization for public access. Ms. Baker-Amos then shared draft RMTA value statements derived from the Strategic Priorities. Director Williams suggested that the Board review in light of comments made and be prepared to discuss at the next meeting. Ms. Dean stated that the Board presentation would be forwarded to all board members for review.

Chairman Lynch then turned to Mr. Stimpson for his Operations Report. Mr. Stimpson stated the Operations Report is on page 8 of the Board packet. Mr. Stimpson reported that the AET conversion project is progressing with an invitation to bid being completed for the civil work on

the Powhite Parkway. For MR-24, the concrete work is nearly complete with a focus now on steel repairs. The inspections were completed in October and led to prioritization of action items. The Authority is working collaboratively with VDOT on shoulder safety at Chippenham Parkway. The Authority is coordinating with the City of Richmond to provide access around the Douglasdale ramps for the City's combined sewer overflow work. Mr. Stimpson next updated the Board on quantities of snow removal materials. Director West and Director Williams commented on procedures for disaster relief planning from an operational standpoint. Ms. Dean agreed that planning and consideration of policies and procedures in the event of a crisis is important and should continue as a discussion point. Director Williams then thanked Mr. Stimpson for a comprehensive report.

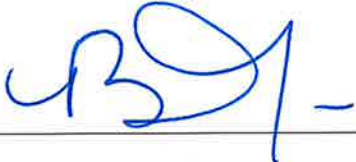
Chairman Lynch then called on Mr. Owen for the Finance Report. Mr. Owen stated that the Finance Report is on page 9 of the Board packet. Year-to-date revenue is 51.1% of the annual projected budget at the end of November. Fiscal year 2025 toll revenue of \$22.4 million is just over 2.6% of the projected year-to-date toll revenue. Fiscal year-to-date expenses are 9% lower than budget expectations. Fiscal year 2025 revenue and expense amounts demonstrate compliance with debt coverage ratios. Mr. Owen reported a slight decrease in E-ZPass usage from 77.1% in FY2024 to 76.9% to date in FY2025.

Mr. Owen then called on Mr. Eshelman to discuss December traffic and revenue. For key takeaways, Mr. Eshelman explained that for December there was a 3.6% growth in transactions from FY2023 to FY2024. Revenue growth was 7.8% in December FY2024 as compared to FY2023. December 2024 revenue is 1.9% above forecast and traffic 2.2% greater than forecast. Fiscal year to date transaction data is 2.6% above forecast and revenue is 2.1% above forecast.

There is slow and steady growth year over year on the traffic side. In comparison to pre-Covid, transactions are comparable with 2019 with an increase in revenue.

For new business, Chairman Lynch announced the next Board meeting will take place on March 11, 2025.

Having no further business, the Board Meeting was adjourned at 1:10 p.m.

  
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Secretary

APPROVED:

  
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Chairman