

**MINUTES OF THE MEETING
OF THE BOARD OF DIRECTORS OF THE
RICHMOND METROPOLITAN TRANSPORTATION AUTHORITY
HELD MARCH 11, 2025**

A meeting of the Board of Directors was held on the 11th day of March 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, Davis, Dabney, Fountain, Hardiman, Hawthorne, Millikan, Mulroy, Schneider, Story, Tart (via Zoom), West, and Williams. Board member absent: deFrane, Nelson.

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 Lauren Fisher White, of Christian & Barton, filling in for Board Secretary, Belinda Jones; 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. Fisher White acting as Secretary. There was a quorum present throughout the meeting. Chairman Lynch called the meeting to order at 12:01 p.m. Ms. Fisher White conducted a roll call.

Chairman Lynch then entertained a motion for Director Tart to participate via electronic communication due to personal reasons pursuant to Virginia Code Sections 2.2-3707 and 3708.3

of the Virginia Freedom of Information Act and Article 3, Section 6 of the RMTA Bylaws and the RMTA Board Policy Governing Remote Participation and All-Virtual Meetings. Upon motion duly made, seconded, and unanimously carried by the affirmative votes of all Board members present, the Board granted Director Tart the ability to participate in the Committee meeting via electronic communication.

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 January 14, 2025, were approved, as previously distributed.

Chairman Lynch called on Director Hawthorne to report on behalf of the Finance and Operations Committee. Director Hawthorne reported that the Committee met on February 20, 2025, with the primary purpose to hear from executive staff regarding the status of AET installation and proposed revenue assurance project. Highlights from the presentation include: (i) bids for civil and ITS work on the Powhite were received on February 13 and are currently under evaluation with a Notice to Proceed expected this month after final review of contract by legal; (ii) expect gantry site construction to begin in June with gantry erection and installation of the toll equipment in August, equipment testing in September, and go-live in December; (iii) long-lead items have been purchased thereby minimizing concerns regarding tariffs and delivery time; (iv) the schedule for the DTE and Boulevard Bridge conversion to AET remains targeted for December 2027; (v) AET conversion will require a transition to a pay-by-plate system for those customers that don't have E-ZPass with the rate for pay-by-plate of \$2.00 on the main line and \$1.00 on the ramps for processing costs; (vi) the transition to pay-by-plate requires a revenue assurance plan in conjunction with processing by a vendor for which a current RFP has been

issued; (vii) customers using pay-by-plate will receive an invoice which if paid within 30 days, the customer will not be penalized with additional fees, if the invoice is not paid within 30 days, fees will be assessed; (viii) for those customers that prefer cash payment, the RFP calls for proposals related to prepaid and post-paid cash accounts and other mechanisms; (ix) the Authority is looking to maintain cash collection on the DTE through 2027 and is working with vendors to see if logical solutions are available.

A question was posed related to continued cash collection at the DTE toll booths. Ms. Dean responded that cameras will be placed in the lanes on the DTE which would alleviate the need for cash collection ahead of the December 2027 schedule previously communicated to staff. The Authority is diligently investigating solutions as to whether cash collection is feasible through 2027 during the transition to AET. Another question was posed related to whether a cash option will be available following the transition to pay-by-plate. Ms. Watson responded that the current RFP requests proposals inclusive of a cash solution for customers preferring cash or perhaps without a banking relationship. Director Clarke emphasized the need for robust marketing on the fact that if payment is made within 30 days in the pay-by-plate system, no additional fees will be incurred. Staff confirmed a communication plan is being developed which will communicate that message. A discussion ensued regarding toll scammers. Ms. Dean discussed public education and intervention throughout the industry. Mr. Lynch thanked staff and the Committee for the thorough report. Mr. Hawthorne complimented executive staff on the planning of the Committee meeting and their report.

Chairman Lynch then called on Director Williams to report on behalf of the Compensation and Benefits Committee. Director Williams reported that the Committee met earlier this morning. Director Williams expressed his gratitude to executive staff for keeping

RMTA on the forefront of benefit administration for staff. Specifically, executive staff is preparing the full staff for the transition to AET in a very forward looking fashion, including one-on-one individual meetings with staff. The Committee is awestruck by the work of executive staff. Director Williams presented the Board with a Resolution to continue benefits administration through the Local Choice. Director Williams explained that there will be a 12% percent increase in premiums, the allocation of which the Committee discussed at length. The Committee recommends a shared pay plan, where employees share in the increase. The Committee recommends that the Authority maintains its HSA contributions totaling \$1000 for each employee and \$1500 for family plus plan. As set forth in the Resolution, the estimated costs for the benefit program is roughly \$890,000. Upon motion and recommendation of the Committee, unanimously carried by the affirmative votes of all Directors present, the Resolution was approved.

Mr. Williams further reported on the Committee's work on the review of retiree benefits. Currently, retirees pay 5% but not less than \$15.00 per month for their healthcare. The Committee recommends that that retiree premiums be increased to \$25.00. Upon motion and recommendation of the Committee, unanimously carried by the affirmative votes of all Directors present, the change in retiree premium was approved. Mr. Lynch thanked Mr. Williams and commented on the hard work on the Committee and executive staff.

Chairman Lynch then turned to Ms. Dean for her CEO comments. Ms. Dean commented first on the Strategic Plan update and meetings between executive staff and the Authority's consultant, Dee Baker-Amos. Ms. Dean then called on Ms. Baker-Amos to report on the Strategic Plan. Ms. Baker-Amos first reported on RMTA Strategic Priorities: Regional Leadership and Collaboration; (ii) Sustainability and Financial Stewardship; (iii) Innovation and Operational

Excellence; and (iv) Community and Customer Engagement. Ms. Baker-Amos commented on the prior meeting of the Board and Board's desire to place employees and commitment to staff in a more prominent role. Ms. Baker-Amos then presented two options. The first option revises the fourth priority from "Community and Customer Engagement" to "Employee and Community Engagement." The second option adds a Strategic Priority titled "Employee and Customer Commitment" and revises "Community and Customer Engagement" to "Community and Industry Engagement." Discussion ensued regarding the Strategic Priorities. Ms. Baker-Amos then presented how the Strategic Priorities identified in option 2 connect to the projects of the RMTA and identified the next step as reviewing the projects to develop KPIs for the Board. Director West commented that she is in favor of option 2 as the Strategic Priorities relate to the projects. The Board further discussed the Strategic Priorities. Ms. Dee-Baker then turned to the Mission Statement and presented three options. She stated that certain words like "safe," "reliable," "efficient," "innovation," and "region" consistently appear throughout the options. Board discussion ensued regarding the mission statement. Ms. Baker-Amos then shared draft RMTA Values for consideration. Hard copies will be distributed to the Board of Ms. Baker-Amos' presentation.

Ms. Dean reported on the Boulevard Bridge 100th Anniversary Celebration, which occurred over the weekend in conjunction with the Richmond Half-Marathon, sponsored by the RMTA. RMTA gave out cowbells, water bottles, and information to sign up for E-ZPass. Ms. Dean shared pictures of the event and reported on her interview with NBC 12, the link of which will be shared with the Board. There was great feedback and participation. Ms. Dean thanked Ms. White for spearheading the event.

Ms. Dean next reported on the General Assembly Update. The session was uneventful. Ms. Dean thanked Ms. Abbott for her excellent representation of the Authority. For the “Toll Industry Moment,” Ms. Dean reported on the status of congestion pricing in New York, which is the first congestion pricing in the United States, although congestion pricing occurs internationally. The Board discussed congestion pricing and congestion management, with Mr. Papiernik commenting on his experience in the area. Lastly, Ms. Dean reported on the diligence of the Authority concerning the toll scammers and text messages occurring throughout the industry.

Chairman Lynch then turned to Mr. Stimpson for his Operations Report. Mr. Stimpson stated the Operations Report is on page 5 of the Board packet. Mr. Stimpson reported that MR-24 steel repairs are continuing. Site and pavement inspections are complete with no issues. The pavement inspections are good or very good. As to the snow report, February was busy with two snow events. The second event used a lot of salt. The Authority maintained roads clear and passable during both events. The Authority has 25% capacity for salt in its sheds, which will need to be filled this summer. Mr. Millikan asked whether the Authority is on budget for snow events. Mr. Stimpson stated the Authority is under-budget because the budget accounts for six events. Chairman Lynch thanked Mr. Stimpson and his team.

Chairman Lynch then called on Mr. Owen for the Finance Report. Mr. Owen stated that the Finance Report is on page 6 of the Board packet. Year-to-date revenue is 70.2% of the annual projected budget at the end of January. Fiscal year 2025 toll revenue of \$30.7 million is just over 1.7% of the projected year-to-date toll revenue. Fiscal year-to-date expenses are 9.6% 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 77.3% in FY2024 to 77.2% to date in FY2025.

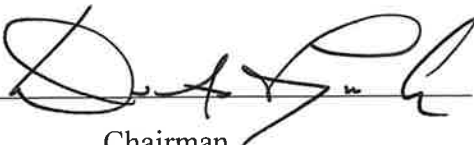
Mr. Owen then called on Mr. Eshelman to discuss January and February traffic and revenue in light of the water crisis and two snow events. For key takeaways, these events are not considered trends for forecasting purposes. Mr. Eshelman explained that the Authority was 6.3% below forecast but only for January 2025. If normalized by taking away days impacted by the water crisis, the result is approximately 2.5% growth year over year and 1.8% above forecast. The same is true for February 2025. Once the impact of snow days are removed and the data is normalized, the result is 1.5% percent growth year over year. Fiscal year to date through February, actual traffic is only 0.1% below forecast and actual collected revenue is only 1.0% below forecast. The forecast is still strong and even if no growth occurs in the remaining months, the forecast will be achieved. As to return to work, we are now in a steady state of growth. Discussion ensued regarding reduction in federal workforce and other potential reductions in force.

For new business, Chairman Lynch announced Budget Workshops scheduled for April 9 and April 30, 2025 at 10:30 a.m. The Board meeting will take place on May 13, 2025, when the Board will vote on the budget.

Having no further business, the Board Meeting was adjourned at 1:13 p.m.


Secretary

APPROVED:


Chairman