There’s no denying the tremendous progress that our team has made on the Elizabeth River Tunnels Project over the last two years. The signs are evident throughout the Project area – from the rehabilitation taking place in the Downtown Tunnel, to the piles that have begun lining the corridor of what will soon be the new MLK Extension, to the first litter of tunnel elements moored at the PMT awaiting placement. All of this has been a direct outcome of the concentrated effort of all partners on this Project – VDOT, ERC and SKW – and their single-minded focus on delivering a high quality product for the citizens of Hampton Roads.

Our team has been proactively streamlining processes, becoming even more efficient in our second year of operating and maintaining the Downtown and Midtown tunnels. Our incident response times continue to decrease, our levels of service continue to increase and our entire team remains dedicated to delivering excellent customer service across all work streams.

We’ve faced our challenges with tenacity and determination, and each one has served as another opportunity to demonstrate our continued commitment to improving connectivity in the Hampton Roads area. I am extremely proud of what our team has accomplished on the ERT Project to date and I look forward to more great things to come.

Greg Woodsmall
CEO, ERC
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ERC and VDOT merged the existing ERT Community Roundtable with the proposed ERT Community Resource Board to create the Elizabeth River Tunnels (ERT) Project Community Transportation Leadership Roundtable. This concise group is designed to assist ERC and VDOT in fostering a positive relationship between Project partners and the impacted residents, businesses and communities during the life of the ERT Project. The first meeting of this consolidated group was on June 24, 2014. Here, Hampton Roads community leaders, civic leaders, local college representatives and a representative from the Portsmouth Naval Hospital were able to interact with VDOT and ERC about their specific concerns. They were also provided an update of Project Construction as well as a brief prepared by the Civil Rights District Manager regarding the commitment to equal opportunity employment and labor compliance. The DBE and SWaM impact in the region and on-the-job training opportunities afforded by the Project were also discussed. According to the meeting facilitator, participants were pleased with the format and the opportunity provided by the Roundtable. Engaging community leaders was a priority for ERC and VDOT. This forum will continue to be a vital means of outreach in the region. The group has committed to continue meeting on a quarterly basis through construction.

ERC far exceeded the 2013 goal for both DBE and SWaM participation and continued this success into the second quarter of 2014. The table below shows the achievements in 2012, 2013 and through Q2 in 2014 as well as the cumulative participation since the beginning of the Project.

<table>
<thead>
<tr>
<th>Year</th>
<th>DBE</th>
<th>%DBE</th>
<th>SWaM</th>
<th>%SWaM</th>
<th>Total Expenditures</th>
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<td>2012</td>
<td>$2,137,314</td>
<td>10.30%</td>
<td>$7,061,383</td>
<td>34.20%</td>
<td>$20,672,716</td>
</tr>
<tr>
<td>2013</td>
<td>$2,489,002</td>
<td>24.20%</td>
<td>$4,600,196</td>
<td>44.70%</td>
<td>$10,284,467</td>
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<tr>
<td>2014 (Q1-Q2)</td>
<td>$2,090,781</td>
<td>31.00%</td>
<td>$1,687,081</td>
<td>25.02%</td>
<td>$6,743,850</td>
</tr>
<tr>
<td>Cumulative</td>
<td>$6,717,097</td>
<td>17.82%</td>
<td>$13,348,660</td>
<td>35.41%</td>
<td>$37,701,033</td>
</tr>
</tbody>
</table>

In 2014, it was calculated that $21.7 million of projected expenditures have the potential for DBE and SWaM firms. Currently, ERC has contracts (or sub to prime contractors) or purchasing agreements in place with 28 DBE and 124 SWaM vendors.
Company Milestones

Elizabeth River Crossings reached many milestones over the past year, the most notable being the commencement of all-electronic tolling on February 1, 2014.

**October 7, 2013**
ERT Customer Service Center opens.

**October 31, 2013**
The Supreme Court of Virginia ruling reversed the Portsmouth Circuit Court’s order, allowing ERC to continue delivering the ERT Project.

**January 15, 2014**
Comprehensive Agreement is amended to allow for toll rate changes through construction proposed by Governor McAuliffe and ratified by the Commonwealth Transportation Board.

**January 31, 2014**
The Comprehensive Agreement is amended to exempt first responders, fire trucks, ambulances, local police, school buses, and employees of the transportation facility on official business from ERT tolls.

**December 18, 2013**
Hampton Roads Transit annual subsidy is signed.

**February 1, 2014**
Tolling begins on the ERT Project.

**July 12, 2014**
0&M second anniversary.
The Elizabeth River Tunnels (ERT) Project made significant progress over the past year on the three work streams: the fabrication of the new Midtown Tunnel, rehabilitation activities at the I-264 Downtown Tunnel and construction of the Martin Luther King (MLK) Extension. The team is proud to highlight construction milestones on all of these work streams as they continue to deliver the ERT Project safely and ahead of schedule.

**JANUARY**
First permanent concrete pour complete at the Portsmouth Approach.

**FEBRUARY**
Closure of South London Blvd. ramp and two lanes on US-58 West/East on MLK Freeway for reworking.

**MARCH**
Removal of the pedestrian bridge over I-264 near Frederick Blvd.

**APRIL**
- Barrier repairs complete in I-264 West Downtown Tunnel.
- Permanent closure of South St. I-264 West on-ramp.
- Temporary closure of Exit 5 Frederick Blvd. on I-264 East.

**MAY**
Tunnel fabrication of the first litter of Tunnel Elements 1-6 at Sparrows Point, Maryland complete.
- LED lighting installation complete in I-264 West Downtown Tunnel.
- Tile repairs complete in I-264 West Downtown Tunnel.

Lay barge arrives from Turkey.
**JUNE**
- 850,050 cubic yards of material dredged from Elizabeth River.
- Excavation of approximately 146,000 cubic yards of unsuitable material complete in the slot section for Tunnel Elements 1-3.
- Float out of first six elements from graving dock at Sparrows Point and tow 200+ miles down the Chesapeake Bay to the Portsmouth Marine Terminal Dock.
- Construction of the second litter of Tunnel Elements 7-11 at Sparrows Point, Maryland begins.
- Foundations installed for both the northbound and southbound obelisks near London Blvd.

**JULY**
- Lay barge overhauled and updated.
- Rehabilitation activities on the I-264 East Downtown Tunnel begin.

**AUGUST**
Rehabilitation activities begin on the I-264 West Downtown Tunnel.

**NOVEMBER**
- Construction begins on MLK Extension.
- Project awards: two major contracts for work on MLK Extension.
- Permanent closure of Des Moines Ave. I-264 East off-ramp.
- Work begins on I-264 East Frederick Blvd. ramp modifications.

**DECEMBER**
Promat installation complete in I-264 West Downtown Tunnel.
Rehabilitation of the I-264 West Downtown Tunnel began in 2013 with full weekend tunnel closures. Public outreach began in July 2013 with open houses in Portsmouth and Norfolk, giving stakeholders opportunities to learn of the work taking place, speak with engineers and ask questions. In addition, a full schedule of paid advertising as well as an earned media campaign and press briefing helped inform the public of upcoming travel impacts, detours and the significance of the work taking place.

Full weekend tunnel closures were suspended and work was shifted to nightly full tunnel closures following an updated rehabilitation schedule issued by the Virginia Department of Transportation (VDOT) in November 2013. This extended the time required to complete rehabilitation of the westbound Downtown Tunnel by several months.

As of June 2014, crews have completely installed the new LED tunnel lighting system in both lanes and 16 jet fans on the tunnel ceiling. Additionally, crews finished tile replacement and barrier repairs, and installed new fire pull stations along the roadway. Remaining work includes installation of new traffic cameras and lane use signals.

Construction of the MLK Extension began in November 2013. Scheduled work includes widening of roadways and bridges on Interstate 264 (I-264), replacement of the pedestrian bridge over I-264, extension of the MLK Freeway from London Blvd. to I-264 with an interchange at High St., and aesthetic treatments from Turnpike Rd. to London Blvd. This work will be performed through a series of lane closures along with temporary and permanent I-264 ramp closures.

An open house was held in Portsmouth in November 2013 to educate the public on the new traffic configuration and to answer questions about construction.

Extending the MLK Freeway from London Blvd. to I-264 with a partial interchange at High St. will:
- Provide more direct access between the Midtown and Downtown tunnels.
- Add a shorter, more direct route to Western Freeway (VA 164) to I-264 in Portsmouth.
- Allow motorists to easily choose between the Elizabeth River Tunnels.
- Better communicate traffic conditions via changeable message signs on the MLK Freeway.

As of June 2014, the most visible construction work is occurring at I-264 between Portsmouth Blvd. and Des Moines Ave., and at London Blvd., close to where the new road will tie in. In anticipation of permanently closing Harbor Dr. between High St. and Turnpike Rd. and constructing the freeway extension, the ramps at London Blvd. have been reconfigured.

On both sides of the MLK Extension, the foundations for 40-foot tall brick obelisks are now being built as a gateway to downtown Portsmouth. Other activities at the intersection include construction of a storm water retention pond, light pole foundations and new barriers under the bridge.

Notable ramp closure milestones, both temporary and permanent, include:
- I-264 East Des Moines Ave. off-ramp (November 2013)
- I-264 West South St. on-ramp (April 2014)
- Temporary closure of I-264 East Frederick Blvd. off-ramp for 18 months (April 2013)
- Short term closures of the MLK ramps to London Blvd.
- Closure and removal of the pedestrian bridge near Frederick Blvd. for replacement (March 2013).
- One lane on either side of I-264 has been closed for construction.

Additionally, long-term lane closures on Frederick Blvd. remain in effect through the end of the year. The MLK Extension is scheduled for completion at the end of 2016.
June 10, 2014 was a milestone for the Elizabeth River Tunnels Project team: the first six elements of the new Midtown Tunnel began their journey down the Chesapeake Bay from Sparrows Point, Maryland to Portsmouth for immersion and placement under the Elizabeth River.

In the early morning hours of June 9, crews flooded the graving dock. After the first six elements of the new Midtown Tunnel underwent final inspection, each element began the 200-mile trip down the Chesapeake Bay to the Portsmouth Marine Terminal in Hampton Roads. The first element left Sparrows Point on June 10 and arrived in Portsmouth on June 13. The final element of the litter arrived July 3, 2014. Each tunnel element was accompanied by a shadow boat manned by tunnel builders in the event that adjustments, like rebalancing the water in the ballast tanks, were needed along the way.

In the months before the float out, crews outfitted the six reinforced concrete elements with ballast tanks, piping, pumps, temporary power and lighting, access doors and temporary concrete bulkheads at both ends of the tunnel elements. The ballast tanks—temporary tanks constructed inside each completed tunnel element—were filled with water for buoyancy and stability so elements could be towed to the Project site and immersed during placement.

Rubber Gina gaskets were also installed on the end of each element to provide a waterproof seal between the elements after they are placed together. Once the six elements were outfitted, each was power blasted and covered in waterproof coating before undergoing rigorous testing.
With all six elements of the first litter now safely moored in Hampton Roads, installation can begin. Each tunnel element will take around a month to set in place.

Crews are already hard at work on the remaining elements. As the last five elements are completed in Sparrows Point, they will also be towed down the Chesapeake Bay to the Project site in Portsmouth.

The new US 58 West Midtown Tunnel is scheduled for completion in Q4 2016.
Toll Marketing/E-ZPass Awareness
With the Oct. 31, 2013 unanimous Virginia Supreme decision, the ERC communications team received the green light to begin an aggressive marketing campaign. With only three months to actively market all electronic tolling, weekday E-ZPass tag penetration for the Downtown and Midtown tunnels is at 72 percent, 32 percent higher than the original goal. The team took advantage of every opportunity to increase awareness and push E-ZPass acquisitions.

The Project’s annual survey results show an increase in understanding basic facts about the Project. In 2014, 89 percent of those surveyed were aware that there would be no toll booths. Additionally, support for tolling the existing Downtown Tunnel and Midtown Tunnel to pay for the Project has increased to 42 percent, indicating either medium support (27%) or strong support (15%). This is an increase of eight percentage points compared to 2013.

From Nov. 1 through toll launch on Feb. 1, the team gave more than 25 presentations to the following groups highlighting Project and tolling facts and providing E-ZPass information:

- Education
- Medical Centers
- Large Employers
- Civic Leagues
- Community Groups
- Military

Our outreach didn’t end with toll launch. From November through June, the team averaged 6 presentations or informational tabling events per month.

Job Fair
Nearly 1,000 people turned out for the Elizabeth River Tunnels (ERT) Job Fair, held Sept. 5 at the Renaissance Hotel and Conference Center in Portsmouth. Attendees had the opportunity to speak to and in some cases, interview with several ERT contractor representatives looking to hire for the Project.

Representatives from SKW Constructors, 3M, Faneuil, Curtis Contracting, and more were at the event to share information on employment opportunities.

Awards
In recognition of ERT’s community outreach and marketing efforts in 2013-2014, the Project was awarded over a dozen awards:

- Hermes Creative Awards: 9 awards in Platinum, Gold and Honorable Mention categories for public outreach efforts.
- Communicator Awards: 2 Integrated Campaign awards for All-Electronic Tolling and ERT Marketing Effectiveness.
- PRSA Hampton Roads Pinnacle Awards: 1st Place for Outreach Campaign over $3,500 for MLK Outreach Campaign.
- MarCom Awards: 1st place for the Elizabeth River Tunnels Tolling Video.
**MLK Extension Outreach**

The Project team has actively sought out opportunities to meet with community groups and present information related to the ERT Project and the work streams associated with the MLK Extension. In November, the team hosted an MLK Extension Open House at a site close to the affected area to give the public an opportunity to ask Project engineers and the public affairs staff questions about upcoming construction and travel impacts.

Close coordination and communication with the City of Portsmouth has been key to the success of these communication efforts:

- 20,000+ brochures distributed to community groups, churches, residents, businesses, emergency responders and commuters near the affected areas.
- Distributed approximately 300 toolkits to businesses in the five zip codes nearest the Project corridor. The tool kits included a letter to notify businesses of the construction activities, posters of the MLK construction map (seen in the brochure) and MLK construction brochures.

**I-264 Downtown Tunnel Rehabilitation**

In July 2013, ERT shared design concepts and information relating to the rehabilitation of the I-264 West Downtown Tunnel at two open houses in Norfolk and Portsmouth. Attendees learned about the fire, life and safety improvements being made to extend the life of the 61-year-old facility; got details on closures related to the rehabilitation work and received information about alternate routes.

ERT held a press conference near the Downtown Tunnel in August 2013 to brief press on rehabilitation and closures. Full weekend closures for the I-264 West Downtown Tunnel began Aug. 9.

ERT held tabling events to create awareness around full tunnel closures and construction activities at several events on both sides of the river including First Fridays, Fountain Days, nTelos Pavilion concerts and Norfolk Tides baseball games.
The Project team implemented a two-phased advertising campaign beginning on Nov. 7, 2013 to educate and increase community awareness of all-electronic tolling for the Project, and to drive E-ZPass acquisitions by demonstrating that using an E-ZPass to pay tolls is the cheapest and easiest way. All advertising drove traffic to the Project website, www.DriveERT.com, and the toll-free customer service number, 855-ERT-ROAD, for more information.

Advertising efforts were approached in two phases:
- Phase 1: Education and Awareness (Nov. 9, 2013 – Jan. 3, 2014)
- Phase 2: Call to Action and E-ZPass Acquisition (Jan. 4, 2014 – March 2, 2014)

Marketing Incentive
A “5 Free Trips” marketing incentive was launched with two promotional deadlines in January 2014 to motivate the public to obtain their E-ZPass. With the incentive, Hampton Roads residents who acquired new Virginia E-ZPass transponders would receive five toll-free trips to use at the tunnels by June 2014.
On-the-Go Events

Over 250 local partners were identified and sent electronic and printed tolling education and preparation toolkits including social media messaging, website language and widget button, email templates, brochures and posters reinforcing the E-ZPass acquisition message.

- 4,912 transponders were distributed by ERT in less than one month.
- ERT team hosted 20 On-the-Go events in Hampton Roads with businesses, education centers, medical groups and the military.

Results

Campaign efforts exceeded the initial marketing goal of 40,000 new transponders in the Hampton Roads market. A stretch goal of 75,000 new E-ZPass transponders was then targeted and was also exceeded by toll launch. On Feb. 1, 2014, the first day of tolling, over 90,000 new E-ZPass transponders in the Hampton Roads market were distributed since Nov. 1, 2013, exceeding the acquisition goal by 50,000. As of June 2014, over 183,938 new transponders have been obtained.
In January 2014, the Commonwealth Transportation Board (CTB) adopted a resolution proposed by Governor McAuliffe contributing additional funding to the ERT Project, allowing a reduction in toll rates at the Downtown and Midtown tunnels through construction. Governor McAuliffe’s toll revision plan, outlined in Amendment No. 3 to the Comprehensive Agreement between the Virginia Department of Transportation (VDOT) and Elizabeth River Crossings (ERC), is as follows:

- From Feb. 1, 2014 through the end of 2014, the off-peak rate for passenger vehicles is $0.75, reduced from $1.59; and peak-hour toll rate is $1, reduced from $1.84.
- In 2015, the off-peak toll rate will be $1, and the peak-hour rate will be $1.25.
- In 2016, the off-peak toll rate will be $1.25, and the peak-hour rate will be $1.50.
- In 2017, or upon substantial completion of the new Midtown Tunnel, the ERT toll rates will be in accordance with the comprehensive agreement, established at $1.84 peak and $1.59 off-peak.

After construction, toll rates revert to the originally contracted rates listed above, and toll increases will follow the schedule outlined in the Comprehensive Agreement. The Pay by Plate processing fee will also increase incrementally each year as allowed for within the Code of Virginia.

There was a diversion of approximately 20% from the start of tolling Feb 1, 2014 through summer 2014 when compared to the same months in 2013. Several factors influenced traffic volumes in 2014 including construction closures on I-264 for Downtown Tunnel rehabilitation, which included full weekend and full nightly closures, decreases in travel associated with weather events and the commencement of tolling.

The chart on the right outlines the daily and monthly traffic counts for cars and trucks from Toll Commencement through June 2014. The monthly average traffic number indicates the average number of vehicles per day in each specified month.

By November 2014, this diversion percentage begins to trend down. Traffic volumes rose steadily in fall 2014 with a 12% diversion from November 2013 numbers.
October 2013 became a milestone for the ERT Project with the opening of the Portsmouth-based Elizabeth River Tunnels Customer Service Center to serve the local community. Over 135 employees work at the ERT Customer Service Center’s front desk and back office to help customers set up and manage their Pay by Plate accounts, make payments and answer billing or toll-related questions.

Since opening, the ERT CSC has maintained high standards of service for its customers. From October 2013 to July 2014, staff assisted over 13,000 walk-in customers and fielded over 78,000 phone calls. During this time, the center boasted an average 90-second wait time to the toll-free phone line and an average response time of 24-48 hours for all email inquiries. In January, the center extended its hours of operation Monday through Saturday, from 7 a.m. to 7 p.m. to accommodate the growing number of walk-in customers.

At toll launch in February, VDOT E-ZPass representatives provided temporary co-located support at the ERT Customer Service Center to conveniently offer E-ZPass transponders and accounts services through August 2014. Concurrently, ERT began providing and continues to provide co-located Pay by Plate representatives at the local Norfolk and Portsmouth E-ZPass offices to further assist customers. While full service E-ZPass assistance is no longer offered at the ERT Customer Service Center, the center has become an E-ZPass On-the-Go retailer and maintains a bank of computer kiosks for customer use to service or switch their accounts from Pay by Plate to E-ZPass. To date, 6,428 E-ZPass On-the-Go Kits have been distributed from the ERT CSC location.
Charitable Giving

Elizabeth River Crossings (ERC) is committed to operating responsibly within the Hampton Roads community and strives to be active in the communities in which it operates. ERC positively contributes to the local communities of Norfolk and Portsmouth through outreach, sponsorships and charitable donations in four main areas: education, youth development, environment and health and wellness.

Over the past year, ERC has proudly supported these areas with the help of its employees.

Top Photo: Joel Caffrey is Granby High School’s recipient of the 2014 ERC Good Citizenship Scholarship. He’s pictured with his guidance counselor, David Bunting, and ERC’s own Anita Brooks, Granby HS alum and original Granby Comet mascot!

Bottom Photo: ERC’s Jeff Mosher volunteered to be auctioned off at the Edmarc Hospice Charity Date Auction and Gala in November. Staff members pose in 1920’s attire, the theme for the evening.

Health and Wellness

ERC served as the premier sponsor of the 17th Annual Edmarc Hospice for Children Annual Charity Golf Classic in August at the Cypress Creek Golfers’ Club in Smithfield, Virginia. All proceeds are used to help ease the trauma of child illness or death and to reduce the disabling effects on Hampton Roads families who struggle to cope with illness, loss and bereavement. The tournament brought in nearly $40,000 for Edmarc and the children they help.

In October, ERC participated in the annual Boo-Yah! 5K event in the Port Norfolk neighborhood of Portsmouth. Race participants were encouraged to dress in costume. Proceeds from the race went to the Foodbank of Southeastern Virginia and the Port Norfolk Civic League.

ERC team members rolled up their sleeves and pitched in to help the Foodbank of Southeastern Virginia at the 17th Annual Mayflower Marathon in November. 2013’s food drive collected a record 577,678 meals for families in need in Hampton Roads.

With the onset of tolling, ERC made a contribution to the CHKD Halo Fund to assist families in need with transportation costs associated with travel to the hospital through the Elizabeth River Tunnels. The team also supported CHKD for the second year by fielding a team for the CHKD Run for the Kids, and ERC employees also laced up their sneakers for the American Cancer Society’s Portsmouth Relay for Life.
ERC Employees volunteered at the 17th Annual Mayflower Marathon in November to support the Foodbank of Southeastern Virginia.

Youth Development
In the area of education, ERC proudly served as the Children’s Champion Sponsor for the ForKids’ 2013 Phoenix Awards in November, honoring and recognizing individuals who have shown remarkable tenacity and courage to break the cycle of homelessness and poverty.

In June, ERC awarded eight graduating seniors from the Portsmouth and Norfolk public high schools with the second annual ERC Good Citizen Scholarships and provided financial support to Portsmouth Public School’s Starbase Victory math and science program.

Environment
To encourage the use of public transportation across the water, ERC is funding enhancements to Hampton Roads Transit ferry and bus services between Norfolk and Portsmouth. ERC is reimbursing HRT $2.1 million annually to cover the cost of service improvements.

Service improvements to three bus routes—the 44, 45, and 47—began in July 2014. The 44 and 47 have extended hours, running until 10 p.m. instead of the previous 7 p.m. The 47 is also now operating on Sundays, 7 a.m. to 7 p.m. In addition, the 45 and 47 have increased frequency to 15-minute headways in peak hours compared to the previous 30-minute to 60-minute intervals.

HRT has ordered seven new 40-foot buses to accommodate the new service.
Safety Award Winners

Gold Key Awards Copy
Since 2013, the Gold Key Awards have been presented to ERC employees who have made an outstanding contribution to the safety of drivers or the safety of ERC operations.

The Gold Key Awards derive their name from the 2013 Safety Week slogan “Safety is the Lock and YOU are the Key.” Initially, the Gold Key recognition program was an informal, on-the-spot reinforcement of positive safety behaviors. As ERC grew, a formal award and nomination process was developed. Employee nominations are now submitted to the Environmental Health and Safety Manager. Employees can nominate themselves or their fellow employees for a Gold Key Award. Final award selection is made by the ERC Safety Committee.

Twenty-five Gold Key Awards have been presented since May 2013. Winners receive a gold pin, which many recipients display on their ERC lanyard.
Last year, ERC launched the Employee of the Quarter Award to recognize and reward staff for their many accomplishments and contributions to the overall success of the organization.

The Employee of the Quarter Award can be given under the following categories:

- Job Excellence
- Customer Service
- Innovation/Creativity
- Leadership
- Teamwork
- Environmental Stewardship

The ERC Employee Recognition Committee, with representation from all areas of ERC, solicits and reviews nominations submitted by other ERC employees, customers and vendors before selecting winners.

ERC congratulates the first Employee of the Quarter winners:

Maintenance Foreman Glenn Hilliard was Employee of the Quarter for the fourth quarter of 2013. Glenn has been instrumental in the development and implementation of Maximo, ERC’s new asset management system. Glenn’s positivity and knowledge facilitated the implementation of ERC’s roadway assets in the field and cataloged over 1000 assets into the system.

Finance’s Accounting Specialist Lily Traficante was Employee of the Quarter for the first quarter of 2014. Lily has been instrumental in the creation of the ERC Procurement Policy and the development of procedures for field staff to follow in an effort to improve performance with a zero error goal for O&M procurement. Lily plays an integral role assisting with daily payment processing, monthly reconciliations and quarterly reporting.

Control Room Supervisor Blair Green was Employee of Quarter for the second quarter of 2014. She played a crucial role in the development of the automated response plans for the new Traffic Management System. When implemented, these plans will be used to assist the control room staff in their response to incidents by automating most actions related to traffic signals, lane use signals and dynamic message signs. While developing plans and scenarios for the Traffic Management System, Blair was able to effectively manage her many other job duties and responsibilities.
Staff Events

Top Left: ERC CEO Greg Woodsmall speaks at the 17th Annual Edmarc Hospice for Children Charity Golf Classic in Smithfield, Virginia.

Top Right: Doran Bosso and Christine Mai pose with sweet treats during the O&M celebration last July.

Bottom Left: Staff members and employees enjoy the O&M celebration last July.

Bottom Right: ERC employees and their families pose for a photo during the Relay for Life event in Portsmouth.
Above Left: Jim Doerflinger wears his holiday best at the ERC Holiday Party in December.

Above Right: ERC employees dressed to impress for the short run as part of the Boo yah! 5K in Port Norfolk.

Below Right: Greg Woodsmall announces winners of the raffle at the ERC Holiday Party.

Above: Outside of Pinner’s Point, ERC shows support for National Work Zone Awareness Week in orange.

Right: Employees were asked to wear pink during October’s Health and Wellness Fair in support of Breast Cancer Awareness month.