



VRA NEWS

Volta River Authority

Fourth Quarter Newsletter

SPECIAL EDITION



END OF YEAR THANKS-GIVING SERVICE - CE'S MESSAGE

Story on Page 2

In this Issue

Christmas Messages from Departmental Heads.



Chief Executive Engages with Premium Customers.
- Story on Page 5



Chief Executive Fetes Past VRA Executives.
- Story on Page 6



VOLTA RIVER AUTHORITY

VRA... We Add Value to Lives

END OF YEAR THANKS GIVING SERVICE - CE'S MESSAGE

Theme: "Thanking God with a Grateful Heart for Sustaining VRA's Business"



My Dear Colleagues,

The Year 2022 has gone by so quickly! It seems to me that it was only "a few days ago" that we gathered to mark the 2021 End of Year Thanksgiving Service and here we are again! I am truly glad that by God's grace, I have the opportunity once again to share a few thoughts with you.

Today marks a very special day in our lives as individuals and as a corporate institution. This is because it gives us another opportunity to come together to express our profound gratitude to God for His Mercies and Grace upon us this year.

Indeed, this act of annual corporate thanksgiving, is in direct response to the scripture in Psalm 100:4, which states, ***"Enter His gates with Thanksgiving and his courts with praise; give thanks to Him and praise His name."***

Acknowledgements

Colleagues, please join me, first of all to give thanks to God Almighty, who has preserved and seen us through this year. Secondly, I like to extend my appreciation to the Board for the steer and guidance of the affairs of the Authority throughout the year. To my hardworking colleague Executive and Management, I say thank you. Last but not the least, to all staff of the Authority who have worked tirelessly, I say ayekoo for a great job done!

I believe we have every reason to give thanks to God Almighty for how far we have come!

We began the year, full of enthusiasm, with the aim of building on our financial and operational sustainability for the 2022-2025 timeframe.

As you will recall, the second half of the year has been rather challenging, particularly, because of the headwinds occasioned by significant challenges, in our economy. As a result of these happenings and its ramifications on our operations, we will not be able to end the year as we had originally planned, rather unfortunately.

Contd. from page 2

END OF YEAR THANKS GIVING SERVICE - CE'S MESSAGE

Notwithstanding the challenges we faced in the year, it will be worth mentioning some of the positive happenings in the Authority or should I say, "let us count our blessings":

1. In April, we celebrated our 61st Anniversary with a resolve to remain innovative and creative.
2. In August, the 13MWp Kaleo Solar Power Plant was commissioned by His Excellency, the President.
3. In September, for the first time in many years, we engaged a crop of brilliant young men and women as Management Trainees.
4. In October we commissioned an ultra modern 3D mammogram machine at the VRA Hospital in Akosombo.
5. In November, the Society of VRA Engineers (SOVRAE) celebrated its 30th anniversary.

More significantly, we were also recognised by our peers and third parties on several occasions for the way we run our business.

Therefore, on behalf of the Board and Management, I would like to thank everyone for your commitment, determination, dedication, resilience, and hard work during the year. Without your support, the business of the Authority would have suffered.

On a personal note, I would like to thank the Board, my colleagues in Management, our Retirees, Staff, our Subsidiaries, VRA Ladies Association, Staff Groups, SOVRAE, AVRATE, the Creativity and Innovation Team, the DTI and other stakeholders for assisting Management to create an environment that has supported the growth of the Authority.



As we close out on this year (2022), I urge us all to have "**An attitude of Gratitude**" at all times as the theme for the year enjoins us to.

It is my expectation that we will face the coming year with hope and courage as an Authority and continue to work together effectively and efficiently to meet our goals for the year.

As we enjoy the upcoming festivities, let us do so with caution and wisdom in order to safeguard our health and wellbeing. I am sure we are looking forward to seeing each other, God willing, in the new year. As our Safety Theme for the Year goes, "**A Safer You is a Safer ME**"

Let us return in the New Year, whole, hearty, and healthy to make a positive difference in the Authority.

On this note, I wish each and every one of us and our families a Merry Christmas and a Prosperous New Year, Afehyia Pa!

May God bless us all.

PHOTOS FROM THE THANKSGIVING SERVICE





CHIEF EXECUTIVE ENGAGES WITH PREMIUM CUSTOMERS

The Chief Executive of the Volta River Authority (VRA) on Wednesday, December 21, 2022 engaged with Executives of the Authority's premium customers at an exclusive dinner at the Marriot Hotel, Airport City in Accra.

Facilitated by the Commercial Services Department as part of its annual customer engagement strategy for maintaining and creating new business relations, the dinner afforded VRA Executives an informal platform to engage with the decisionmakers of our premium customers. The very interactive engagement had the discussions centred around achievements, expectations and challenges as experienced by the customers, and how to improve the identified situations.

In a brief remark, the Chief Executive, Ing. Emmanuel Antwi-Darkwa, reflected on the fruitful relationship VRA has with its premium customers throughout the years, and looked forward to the upcoming year, where VRA will further build on that relationship and provide more customer-centric services.

Among the premium customers present were AngloGold Ashanti (Iduapriem) Limited, AngloGold Ashanti Obuasi Limited, Diamond Cement Company Limited, Savanna Diamond, and Asanko Gold Mines.





CHIEF EXECUTIVE FETES PAST VRA EXECUTIVES

It was a total bundle of joy and profound excitement when the current Management of the Volta River Authority (VRA) met with Past Executives at the Chief Executive's End-Of-Year dinner organised in honour of the Past Executives.

The objective was part of Management's efforts to promote engagement between the current and past administrations of VRA to share common ideas and reflect on the growth and development of the Authority.

The event saw a beautiful blend of the current and past executive members sharing infectious embraces, warm handshakes, outstanding fun, and impactful experiences at the Labadi Beach Hotel.

Notable figures were former Chief Executive, Mr. Erasmus Alexander Kwabla Kalisti, Ing. Freddie Sowah, Ing. Kirk Koffi, Rev. Bright Obeng Boampong, Rev. I.N. Ghansah, Ing. Richard Nii Agyemfra Badger, Ing. Rev. Joseph Sutherland, Mr. Maxwell Odoom, Mr. Kofi Ellis among others.

In a brief address the Chief Executive, Mr. Emmanuel Antwi-Darkwa, expressed gratitude to them for honouring his invitation, especially to Mr. Kalisti.

He said, the extraordinary commitment and initiatives of these past Executives have not only sustained VRA operations, but also made it possible for the Authority to evolve to be the market leader in the energy sector.

He told them the VRA they entrusted in the hands of the current administration is intact and assured that Management will continue to work hard to improve its market share and operations.

Former Chief Executive (1991-1998), Mr. Erasmus A. K. Kalisti commended Mr. Antwi-Darkwa for emerging the Energy Personality of the Year for the third consecutive time at this year's Ghana Energy Awards.

On behalf of the Past Executives, he expressed gratitude to the Chief Executive and his colleague Management members for the honour to feast, share ideas and reflect on the growth of VRA together.

There were prayers, optional speeches, and proposal of toast for the wellbeing of the Authority, its Management, and employees.

-END-

PHOTOS FROM THE ENGAGEMENT EVENT WITH PAST VRA EXECUTIVES





MERRY
Christmas
& HAPPY NEW YEAR

CHRISTMAS MESSAGES

From Departmental Heads



CORPORATE STRATEGY DEPARTMENT



Mr. Clement Boakye,
Director, Corporate Strategy

Once again, the yuletide approaches, and despite the trying economic times, God has proved divine in seeing us through.

Ladies and Gentlemen, this year has been an uphill battle globally, mainly from the effects of the Russian-Ukraine war, and the residual effects of the COVID-19 pandemic. Ghana like many other nations is going through one of its worst economic crises. The Authority is not immune to the dire effects but our resilience for over 60 years in this industry is a testament that together, we will sail through again. Let's therefore see this season as another opportunity to live up to our vision to become "A Model of excellence for Power Utilities in Africa"

We cannot not deny the hurdles and the challenges will come our way as we navigate the current crisis, but we believe we can weather the storm through hard work, continued collaboration, cooperation and innovation. Noting that opportunity favors the prepared, our common commitment to the S.P.I.CE objectives in the coming year, will surely help us make the most out of the present circumstances.

As we go on a much-needed holiday, I wish you a Christmas full of peace of mind, joy and most of all, hope. May God be with you and your families, keep you safe and bring you back in the New Year full of energy! - Merry Christmas & a Happy New Year!!



ENGINEERING SERVICES DEPARTMENT



**Mr. Kwaku Wiafe,
Director, Engineering**

Dear Colleagues,

We are thankful to God Almighty for guiding us through another challenging year. I also wish to thank all staff for their support since my transfer to the department on March 1, 2022.

I am privileged to have such dedicated multi-disciplinary staff in the Department who are committed to professional excellence in the performance of their work. Some of the notable achievements for this year include the completion of SCADA works at Akosombo Units 3, 5 and 6, the completion of the 13 MWp Kaleo 1 project and the commencement of the 15 MWp Kaleo 2. In line with the Authority's focus on renewable energy, we also completed the preparation of tender documents for the 60 MW Bongo Solar project, commenced the Feasibility Study for a 50 MW Floating Solar Plant, which KfW is funding, issued a Request for Proposal for a 5MW floating solar plant at the Kpong Headpond, as well as identified several potential new solar sites for development. As Owner's Engineers for the Ministry of Energy, several SHEP IV projects were completed in the Northeast, Savannah and Northern Region Electrification Project with Eighty-three (83) communities successfully energised.

The contract for the ESD building, which has been under construction for more than eight years, was finally terminated, and a new contractor has now been engaged to complete the project. I am confident that next year's message will be sent from the comfort of the completed building.

The department continued its usual activities of reservoir monitoring and flood forecasting, dam safety monitoring and Emergency Preparedness Plan (EPP) sensitisation workshops. We also developed the Energy Supply Plan for 2023 and carried out the mandated quarterly updates to the 2022 Energy Supply Plan to guide decision-making by the Executive as well as the efficient operation of the Authority's plants.

With 2023 expected to be a very difficult year financially because of the country's economic challenges, the Department's role in ensuring the efficient delivery of the Authority's capital projects will become even more critical. We will strive to continue to meet the needs of our client departments in a timely and effective manner.

The Project Management Section will no longer be part of our department from next year following an Executive decision to transfer it to the Technical Services Department. We will continue to work with them to deliver projects in a timely and cost-effective manner.

On behalf of Management and my behalf, I would like to express my sincere gratitude for your hard work and dedication to duty and wish you and your families Merry Christmas and a Happy and Prosperous New Year.



TECHNICAL SERVICES DEPARTMENT



Ing Samuel Lamptey
Director, Technical Services

As the curtains draw on 2022, I would like to seize the opportunity to reflect on a year that saw us end up with a larger family at the Technical Services Department (TSD) than we started with at the beginning of the year. This was occasioned by Management's realignment of the Engineering & Operations Branch. In the process, the Project Implementation Unit of the Engineering Services Department, Marine Services, and Ada Dredging Units of the Environment and Sustainable Development Department were added to the Technical Services Department.

While the realignment might have impacted many facets of the Department, our core tenets of developing staff capabilities to deliver responsive, timely, quality, and client-centric services to meet the needs of our client departments remain unchanged. We remain steadfast in our core values of accountability, commitment, teamwork, integrity, excellence, reliability, safety, and mutual respect. These values, in my estimation, form the bedrock for nurturing the desired private sector mindset, which Management is championing.

In terms of key accomplishments, the Department, in tandem with the Authority's automation drive, collaborated with the MIS Department to deploy a user-friendly vehicle requisition platform to enable our client departments to request pool vehicles remotely. Similarly, to streamline the issuance of driving permits, the Department deployed a digital platform to allow applicants to apply online and track their driving test results.

To monitor the movements of the Authority's Pool vehicles, check driving practices, reduce fuel wastage and ultimately improve staff safety, the TSD, with the approval of Management, deployed a vehicle tracking system on a pilot basis in Akosombo. We intend to scale up the tracking system after evaluating the performance of the pilot project in January 2023.

Beyond these, the TSD was able to deliver on almost all of its safety, technical audit, power support, project management, and transport support services in 2022. Over 95 per cent of all requests forwarded to the Department were honoured. We hope to achieve a 100 per cent response rate as we enter 2023. The Akosombo Utility Service Unit continued to provide reliable 24/7 power supply to the Akosombo township and its environs.

None of the above could have been achieved without our most cherished staff's hard work, dedication, commitment, and selflessness. Per our work culture, I know that most of you continue to put in long hours of extra work and sometimes wonder if anyone ever noticed your sacrifices. I want to assure you that we do see, appreciate, and value such deeds. On that note, I would like to express my profound gratitude to every staff of TSD for your hard work, dedication, imagination, and innovative ideas.

Indeed, the intricacies and inner workings of a Department like ours can be likened to a tree full of monkeys, all on different limbs and levels. While some monkeys climb up, some descend, and yet others engage in activities that might seem unimportant or even frivolous to an ordinary observer. But at the end of the day, they come together against the forces of nature and prevail. Like these monkeys, we play different roles in this Department, but the success or otherwise of the Department lies in our collective efforts and not that of a single individual. We could meet our targets for 2022 because of the magic of synergy.

Beyond our staff, it is clear that we could not have achieved the strides we made in our service delivery in 2022 without the steadfast support and collaboration of our stakeholders, particularly the Executive and our cherished client Departments. We are therefore very grateful for your continued support.

On this note, I wish you and your families a Merry Christmas and a very productive and healthy New Year.

HYDRO GENERATION DEPARTMENT



Ing Kwaku Sarpong Mensah
Ag. Director, Hydro Generation

Dear colleagues,

As the year 2022 draws to a close, I want to take this opportunity to look back on a year that turned out much differently than anyone could have imagined. While it was certainly challenging in many ways, it also showed how strong we are as a department, even in the toughest of times.

At the beginning of the year, we were given as a department a generation target of GWh 6,500. Due to how impressive our performance was in the course of the year; management saw the need to review our target upwards when there were challenges with gas supply. I know that we as a department would continue to work tirelessly around the clock towards achieving the new target by the end of the year.

The various projects and the Planned annual maintenance were executed on schedule.

Together we have maintained a high Plant reliability by maintaining a Unit starting reliability level of 98.5% as against a target of 95% and a forced outage factor of 0.08% as against an internal target of 1% and industrial benchmark average of 5.2%. These and many others were only possible due to your dedication and commitment to the Hydro business.

Through the efforts of everyone in the department, we successfully replaced the Unit 6 transformer in record time due to your hard work, commitment, creativity and innovation, saving ten 10days. This transformer had been in service at the Akosombo GS Plant since it was commissioned in 1972.

The year also saw the completion of the backup server and installation of anti-virus for the Supervisory Control and Data Acquisition (SCADA) for Kpong GS. The SCADA upgrade at Akosombo GS units is also on-going and five out of the six units were completed. The last Unit is expected to be completed in the first quarter of 2023.

With the introduction of systems such as the SCADA and the migration to the Oracle fusion, the operator's visibility will be improved and there will also be a user-friendly asset management application, a tool that will help enhance and develop our Long-Term Asset Register (LTAR). The fusion applications will also automate our business processes and support better decision making, while preserving customer choice of solutions and reducing costs.

In a nutshell this is going to positively impact our operational cost and optimize our processes in order for our Plants to run more efficiently and make the Authority as a whole more competitive in the power supply market.

On the Renewable front, the Authority officially commissioned the 13MWp Kaleo Solar Power Plant at Kaleo in the Nadowli District of the Upper West Region, on August 23 2022. The event was very colorful and was graced by H.E. Nana Addo Dankwa Akufo-Addo, President of the Republic. This increases our renewables footprint to 22MWp, all operated and maintained by the Hydro Generation Department. The Kaleo phase 2 project, which will add additional 13MW had commenced and would be completed by April 2023.

Although the economic condition of the country was quite challenging in 2022, I believe we can work together as citizens to improve the situation. I am very hopeful there are better days ahead so let face the new year with optimism.

I want to thank you all for the hard work and commitment you've shown over the past year. Our combined strength is what makes us successful as a department.

I hope that when you're celebrating the holidays with friends and family, you look back on the year with the same sense of accomplishment that we all should feel.

Once again, I want to wish you a happy holidays and fruitful new year.

Afehyia pa!

Best regards

THERMAL GENERATION



Ing Jacob B. Yawson

Ag. Director, Thermal Generation

My Dear Colleagues,

As the year comes to an end and we are about to sign off a challenging 2022, let me on my own behalf and that of the Management of the Thermal Generation SBU congratulate you all for a very successful year.

We started 2022 after an impressive performance in the previous year which saw us manage and operate our only combined cycle plant to produce the highest ever recorded energy generated since its commissioning in 2000. The hardworking, can-do-spirit exhibited, sacrifices and enthusiasm exhibited by all staff was worthy of commendation. We tasked ourselves to go the extra mile and improve on the performance of the previous year. It was therefore not surprising that we were given much higher targets to meet this year. I wish to report that as at the end of Q3, we had achieved more than the YTD Q3 targets; generating 2713.51 GWh against a target of 2108.66 GWh (29% more energy). Through our collective efforts, we were also able to ensure plant availabilities greater than 85% with T1 operating in combined cycle mode at an availability of 94.5% as at the end of Q3.

This achievement notwithstanding, we didn't relent on safety. This was rewarded at the just ended VRA Safety Awareness Day celebration, when our Plant with a respectable mark of 99.56% won the 2022 Safety Award for VRA Operational Areas. Congratulations to TTPC.

On a joyous and memorable occasion like this, I cannot but express my deepest gratitude and sincere appreciation to all Staff and to your families, as they have all in no small way contributed to this success story.

The TG SBU has also greatly contributed to the VRA Sustainability Plan. We collaborated with other departments to see to the commencement of the process towards two of our main projects namely; T3 repowering and KTPS expansion project, not forgetting the relocation of the Ameri & Siemens Power Plants to Kumasi. We also look forward to successfully executing our major maintenance activities at TTPS, KTPS and TTPC in 2023.

Colleagues, we are aware of the challenging environment and it is my wish that as we take time off from work, we rest and reflect on these challenges and come back in 2023 refreshed and with increased commitment and dedication. With God on our side we will sail through 2023 successfully. Let us remain thankful and grateful to God that despite our challenges, we have life and more opportunities to keep on with our work.

To you all and your families, warmest wishes for the holidays and a happy and prosperous new year. May the season pave way for a fresh and bright new year for us all.

Afehya biom pa! Afe nko, beto yen



HUMAN RESOURCE DEPARTMENT



**Mr. Eric Mensah Bonsu,
Director, Human Resources**

By the grace of God, the year has come to an end, the good Lord has added another year to our working life.

As we break for Christmas, it is appropriate to express our love for our families, relations and friends and take stock of our activities in the past and plan for the coming year.

The year 2022 was full of challenges and I thank you all for your diligence, support, patience and hard work which enable us surmount these challenges.

In 2023 the department will work conscientiously to achieve its mandate of assisting the authority to attain excellence through its employees by developing, implementing and maintaining systems and policies to plan, recruit and retain the right number of committed and multi-skilled employees thriving within a harmonious work environment.

To better understand the changing work environment and the various needs of Staff, we will continue to work together with our key stakeholders to create fresh strategies to improve our operations, processes and services in general.

I wish to extend a hand of gratitude to Management and Staff for their support, which provided the impetus for Human Resources Department's satisfactory performance in the year under review.

I urge you to develop passion and devotions to see opportunities where others see challenges, and together we can make the Volta River Authority a flagship organization. I envisage the year 2023 will present us with challenges but how we position ourselves to deal with the challenges will make the difference in the new year. Let us therefore look forward to the new year 2023, full of hope and expectations for an accomplished year.

Colleagues, it is that time of year when many of us will settle to wind down for some much-needed rest and relaxation. As you unwind, do well to spend time with family and friends who have not had much of you within the year, due to your busy schedules at work. However, while unwinding and having fun, do so responsibly to make the festive season a real memorable.

Remember when the sunflower stands tall to beam at the sun, it ought not forget the nourishment that comes from beneath the soil. The VRA is that "Nourished soil". Hence you the sunflowers ought to take good care of yourself to continue standing tall to beam the sun in the new year. With much gratitude and cherished love.

I wish you all a Merry Christmas and a prosperous New Year.



LEGAL SERVICES DEPARTMENT



Mr. Francis Yalley,
Ag. Director, Legal Services

This is the season to reflect upon the goodness of the Lord, whose grace and mercy has seen us through another year. The year, although fraught with many challenges, presented opportunities for us to overcome difficulties in our quest not only to provide reliable legal services to our clients and stakeholders but also to support management in critical decision making.

The Department ordinarily does not engage in revenue generation; however, we contributed our quota through the retrieval of a substantial amount of judgement debts totalling approximately USD \$4m, from Trojan Power in 2022 (1.9m GHS) and Enclave Power (USD 3.5m) in staggered payments from the year before.

The current economic crisis in the country was a clarion call for us to further tighten the proverbial belt and ensure strict implementation of cost cutting measures so as to ease the financial burden on the Authority. We continued to leverage on IT to streamline our processes and initiated the automation of new applications to be developed in collaboration with MIS, having already rolled out the Contracts Register and the Insurance Register. We also continued engaging our clients and stakeholders to address their various legal issues.

To the dedicated and committed staff of LSD both Lawyers and non-lawyers, and Management Trainees (who passed through from time) who worked assiduously to accomplish our goals for the year, I say Ayekoo. We also extend our profound gratitude to Management for their unflinching support, without which we would not have been able to achieve our goals.

As we look forward to the new year with great expectation, we renew our pledge to become a trusted legal hub for business decisions in the Authority and to carry out our mandate with diligence and commitment.

We also pray for a reprieve from the current global economic crisis in the coming year and for the continued success of the Authority.

We wish all VRA Staff a Merry Christmas and a Happy New Year.



VRA ACADEMY / SCHOOLS



**Mr. Kingsley Gyamfi,
Chief Learning Officer,
VRA Academy/Schools**

All too soon another year has come to an end. On behalf of VRA Academy and Schools, I would like to express my gratitude to God Almighty for giving us the enablement to deliver on our mandate as a training centre and a school of choice for VRA staff, our local external and international clients and partners.

The year has been a turbulent one with serious economic crisis that affected the whole wide world with Ghana greatly hit by unprecedented galloping inflation and unstable exchange rates and its attendant problems on businesses and our operations.

We are, however, grateful to God for seeing us through this period; and to management for steering the affairs of the department to end the year successfully.

The Academy, with the support of staff, delivered on its mandate as a training center of choice for VRA staff, and our client institutions such as GRIDCO, Volta Hotel, VLTC, Induaprem Gold Mines, Olam Ghana, West African Power Pool (WAPP), Association of Power Utilities in Africa (APUA), among others. VRA Schools also delivered excellent services to its teaming students, parents and patrons.

The Academy exceeded its revenue target, met training target for VRA staff and exceeded its target for external clients during the year.

Aside excellent teaching and mentoring of students, Akosombo International School (AIS) also achieved laurels in global competition and celebrated its 60th anniversary in the year under review which was climaxed on October 29, 2022. The School received massive support in terms of resources for the celebrations from VRA, the Old Students' Association (AISOSA), the Parent Teacher Association (PTA) and other organizations for which we are much grateful.

I am grateful to the staff of VRA Academy, VRA Schools, students, parents for the various roles they played in the successes we chalked this year.

We are looking forward to more successes in the years ahead of us to turn the two institutions into centers of excellence in the Sub-region.

It is my fervent prayer that staff will get enough rest during the Christmas break, come back to work in the new year well energized to help deliver on our mandate.

Merry Christmas and a Prosperous New Year.

God bless us all.





Renewable Energy

Come Partner us to make a **Huge Difference!**

Our Mission:

The Volta River Authority exists to power economies and raise the living standards of the people of Ghana and West Africa. We supply electricity and related services in a reliable, safe and environmentally friendly manner to add economic, financial and social values to our customers and meet stakeholders' expectations.

OUR VALUES

- ⚙ **Accountability**
- ⚙ **Commitment**
- ⚙ **Trust**
- ⚙ **Integrity**
- ⚙ **Teamwork**

VRA SUSTAINABILITY PLAN

INCULCATING PRIVATE SECTOR MINDSET IN PUBLIC SERVICE DELIVERY

IMPROVE OPERATIONAL EFFICIENCY

INCREASE RENEWABLE FOOTPRINTS

IMPROVE REVENUE

IMPROVE STAFF COMPETENCIES & EFFECTIVENESS

INCREASE STRATEGIC ALLIANCES & RELATIONSHIPS

IMPROVE BUSINESS PROCESSES LEVERAGING I.T

Please send your concerns, questions, congratulatory messages, issues, worries, suggestions, etc., to corpcomm@vra.com

For further information/enquiries, contact Corporate Affairs & External Relations Unit, Corporate Office. Tel: +233 302 664941-9 Ext. 252, 236 & 453 PLC 724252/413/309/453. Also visit www.vra.com