

# DELAWARE RIVER AND BAY AUTHORITY

## ECONOMIC DEVELOPMENT COMMITTEE MEETING

Tuesday, October 19, 2021

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Economic Development Committee Meeting was conducted via Zoom on Tuesday, October 19, 2021, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

### Commissioners of Delaware

Committee Chair Ratchford  
Commissioner Carey, Comm. Member  
Commissioner Becker, Comm. Member  
Commissioner Decker  
Commissioner Faust

Vice-Chairperson Lathem

Michael Houghton – DE

### Governors' Representatives

### Staff

Tom Cook  
Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Michelle Warner  
Jim Salmon  
TJ Murray  
Michelle Griscom  
Tara Donofrio  
Michele Pyle  
Emily Weaver

### Commissioners of New Jersey

Committee Vice-Chair Ransome  
Commissioner Wilson, Comm. Member  
Commissioner Baldini, Comm. Member  
Commissioner McCann  
Commissioner Smith

Chairperson Hogan

Phillip Norcross - NJ

### Governors' Representatives

Rudy Rodas, New Jersey

### Guests

1. Committee Chair Ratchford opened the Economic Development Committee meeting at approximately 11:45 a.m. The Deputy Executive Director (DED) reported that the public meeting of the Economic Development Committee had been duly noticed in accordance with the Authority's Freedom of Information Regulations, read the Statement of Notice, and called the roll.

2. Committee Chair Ratchford called for a motion to accept the Economic Development Committee Minutes from September 20, 2021. Commissioner Ransome made a motion, Commissioner Carey seconded, and the Committee Minutes were accepted.

3. Resolutions:

**RESOLUTION 21-42 - AUTHORIZING THE SALE OF THE SALEM BUSINESS CENTER AND THREE VACANT LOTS LOCATED IN CARNEYS POINT, NEW JERSEY**

After discussions, Commissioner Baldini made a motion, Commissioner Carey, seconded, and the Economic Development Committee recommended forwarding Resolution 21-42 to the full Board for approval. The Resolution will be presented to the full Board for consideration at the October meeting later today.

**RESOLUTION 21-43 - AUTHORIZES A LEASE AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND BIG SKY AVIATION AT THE MILLVILLE AIRPORT**

After discussions, Commissioner Carey made a motion, Commissioner Wilson, seconded, and the Economic Development Committee recommended forwarding Resolution 21-43 to the full Board for approval. The Resolution will be presented to the full Board for consideration at the October meeting later today.

Committee Chair Ratchford adjourned the Economic Development Committee at 11:55 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**PROJECTS COMMITTEE MEETING**

**Tuesday, October 19, 2021**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Projects Committee Meeting was conducted via Zoom on Tuesday, October 19, 2021, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

New Jersey Commissioners

Committee Chair Ransome  
Commissioner McCann, Committee Member  
Commissioner Baldini, Committee Member  
Commissioner Smith  
Commissioner Wilson

Chairman Hogan

Legal Counsel

Phil Norcross- NJ

Governors' Representatives

Rudy Rodas - NJ

Staff

Tom Cook  
Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Michelle Warner  
Michele Pyle  
Jim Salmon  
TJ Murray  
Michelle Griscom  
Tara Donofrio  
Emily Weaver  
Dave Hoppenjans  
Heath Gehrke  
Andy Houghton  
Kyle Bickhart

Delaware Commissioners

Committee Vice-Chair Ratchford  
Commissioner Faust, Committee Member  
Ted Becker, Committee Member  
Commissioner Decker  
Commissioner Carey

Vice Chairman Lathem

Mike Houghton - DE

Albert Shields - DE absent

Guests

Jim Dugan, CFA  
Brown Advisory

1. Committee Chair Ransome opened the Projects Committee meeting at 11:55 a.m.
2. Committee Chair Ransome called for a motion to accept the Projects Committee Minutes from September 20, 2021. Committee Commissioner Faust made a motion, Vice-Chair Ratchford seconded, and the Committee Minutes were accepted.

3. Contractor Payment Reviews:

The COO reviewed for the Committee the monthly construction contractor payment summary to be made for the work completed through September 2021 for (15) payments totaling approximately \$7.9 million for projects at the bridge, ferry, and airports.

4. Discussion Items

) **UHPC Project Update**

The Chief of Operations opened the discussion regarding the forthcoming bridge deck repair project, noting it will have the most impact on the traveling public, as completed by the DRBA. It will also be most costly, second only to the Ship Collision Protection System. The COO introduced the DRBA's Chief Engineer, Dave Hoppenjans, who presented the attached progress report, as well as the preview of the project. He noted the capital budget for 2022-23 is \$69.3 million, to commence Fall of 2022. It will be completed over three phases through Spring 2024 avoiding the peak traffic seasons of Spring & Summer. Vice-Chair Lathem inquired if this has been coordinated with the 1-95 Wilmington Corridor project to which the Chief Engineer noted there has been numerous meetings with Delaware's Department of Transportation. Traffic studies have been conducted as well as future projects reviewed; thus, its agreed to commence Fall 2022. Vice-Chair Lathem questioned whether the additional truck traffic from the 1-95 project will be affected, to which the CE noted I-495 is the alternate with an estimate of 5% increase to bridge traffic; therefore, no real effect on bridge traffic currently, nor will it be affected for this project. Vice-Chair Lathem inquired of the inspection process which the CE noted the DRBA provides the inspections which are conducted in conjunction with consultants. Commissioner Decker inquired of the qualifications of the hired inspectors as well as being insured. The CE clarified resident engineers will be on site plus more testing than usual will be conducted. He noted WSP Consulting Structural Engineers were utilized during the pilot and will be onsite for the full project and are insured. Vice-Chair Lathem inquired of the life expectancy to which CE noted it is estimated for 75 years yet, from the DRBA's experience with the current deck, design life for this project will be estimated at 50 years.

**) 2022 CIP Process/Timetable**

The COO noted that the same schedule followed in recent years will be utilized for the CIP process. In September, a series of four internal hearings was held, one each regarding the bridge, the ferry, NJ airports, and DE airports. As of now, staff is double checking cost figures, preparing project narratives, & prioritizing. In November a preview of the 2022 CIP will be presented to the Board listing all the anticipated 2022 projects, highlighting 10 to 15 of them.

The COO noted the DRBA has not been able to implement a full Capital Improvement Program for the last six years due to delays in obtaining a toll increase, in addition to the Covid-related expenditure cuts. He reported this year, staff will be able to present a full CIP in the \$125 million per year range. In advance of the December meeting, the Board will receive the full 2022 CIP and 5-year plan. If it meets the Board approval, the COO will request adoption at the December meeting.

**) Construction Projects Progress**

The monthly construction highlights report was previously presented via email to the Commissioners. The COO asked if there were any questions on that report. There were none.

With no further business to discuss, Committee Chair Ransome called for a motion to adjourn; Commissioner Faust made a motion and Commissioner McCann seconded, and the Projects Committee adjourned at 12:26 p.m.

**DELAWARE RIVER AND BAY AUTHORITY**  
**BUDGET & FINANCE COMMITTEE MEETING**  
**TUESDAY, OCTOBER 19, 2021**  
Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Budget & Finance Committee Meeting was conducted via zoom on Tuesday, October 19, 2021, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

**Commissioners of New Jersey**

Committee Chair McCann  
Commissioner Smith, Committee Member  
Commissioner Wilson, Committee Member  
Commissioner Ransome  
Commissioner Baldini  
Chairperson Hogan

Phil Norcross - NJ

**Governors' Representatives**

Rudy Rodas – New Jersey

**Staff**

Tom Cook  
Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Michelle Warner  
Jim Salmon  
TJ Murray  
Tara Donofrio  
Michelle Pyle  
Michelle Griscom  
Emily Weaver

**Commissioners of Delaware**

Committee Vice-Chair Decker  
Commissioner Ratchford, Committee Member  
Commissioner Becker, Committee Member  
Commissioner Faust  
Commissioner Carey  
Vice-Chairperson Lathem

Michael Houghton - DE

**Governor's Representatives**

**Guests**

James Dugan, Brown Advisory

1. Committee Chair McCann opened the Budget & Finance Committee meeting at approximately 12:26 p.m. The Deputy Executive Director (DED) reported that the public meeting of the Budget & Finance Committee had been duly noticed in accordance with the Authority's Freedom Information Regulations, read the Statement of Notice, and called the roll.
2. Committee Chair McCann called for a motion to accept the Budget & Finance Committee Minutes from September 20, 2021. Commissioner Smith made a motion, Commissioner Becker, seconded, and the Committee Minutes were accepted

3. Committee Chair McCann called for a motion to go into Executive session. Commissioner Smith made a motion, Commissioner Becker, seconded, and the Committee went into Executive Session. The Executive Session lasted until 12:39 at which time the Committee returned to Public Session.

4. Discussion Items:

- J) 2022 Preliminary Operating Budget (attached)

The Chief Financial Officer presented the 2022 preliminary operating budget. The CFO noted that the \$94.3 million dollars operating budget, an increase of \$6 million dollars reflected as “very preliminary”. In 2020 the Authority had a \$89.9 million dollar operating budget, but with Covid the budget was reduced by \$1.7 million dollars or 2%. The CFO discussed the swing impact of reopening up operations across the organization.

The CFO reviewed the full-time wages growing about a \$1 million dollars or 3%. Four vacant positions in the Food Service division are being eliminated in the budget due to the outsourcing of the Cape May Terminal. The temp wages reflect adding back hours and increasing wages to \$15/hr. The full-time overtime wages are impacted by supporting the Presidential flights coming into ILG, and police over-time to support CMLF public events and the need for safety and security.

The CFO reviewed areas of increase. E-ZPass expenses are up about 1.4% as traffic rebounds and revenues rise, transactional cost and credit card fees also increase. Marketing and Advertising are up about \$500,000.00 at the airport, but under review. Vessel fuel and gasoline, diesel, and aviation fuel are going up. The CMLF has more trips and crossings multiplied by greater costs. The CFO noted that total fuels purchased by the Authority is a \$600,000 increase. The CFO discussed consulting fees for IT security, bridge inspections, and Human Resources with performance planning and a compensation study. Lastly, insurance increased about \$500,000 which includes policies that protect the organization from loss of revenue, and physical damage. The CFO noted the committee can anticipate that the OPEB Benefits and Defined Benefit Plan line will decrease to manage overall growth in expenses, reminding the committee that there are additional funds there to improve the plans funding ratio.

- J) Review of 2021 3<sup>rd</sup> Quarter Financial Performance

The CFO discussed quarterly traffic is still rebounding at the bridge with commercial traffic at about 2.1 million transactions. This time in 2019 the highest traffic on the bridge was 1.8 million transactions, up about 200,000 trucks or 10%. Car traffic is still improving, but transactions dropped from 13.7 million to 13 million or a 4.5% reduction. Revenues are up overall. Other income has projected \$3.4 million to \$4.7 million or a \$1.4 million increase mostly from increase E-ZPass revenue. Customer Service Center in 2021 is \$3.8 million spent y-t-d on a \$4.1 million budget, noting that we will need to transfer money to cover \$5.0 million in anticipated expenses. The CFO confirmed the Authority has spent 62.5% of the operating budget. Delaware Airports and New Jersey Airports are positively outperforming budget expectations.

J Citibank Transaction

The Executive Director confirmed the Citibank transaction has been completed and sale proceeds received.

J ILG Capital Plan Update

The Executive Director informed the Board of a letter received from the County Executive Matthew Meyer. The letter confirmed New Castle County will reimburse the DRBA the approximately \$1.9 Million set out in the 2021 Capital Improvement Program at the Wilmington Airport.

5. Action Items:

**Resolution 21-41 – Authorizing Authority Expenditures Pursuant to Resolution 01-84 for the Period, January 1, 2021, through December 31, 2021**

After discussion, the CFO presented and reviewed the Resolution and with no further questions, Commissioner Smith made a motion, Commissioner Becker seconded, and the Budget & Finance Committee recommended forwarding Resolution 21-41 to the full Board. The Resolution will be presented to the full Board for consideration at the October meeting later today.

**Resolution 21-34 – Relating to the Issuance and Award of the Delaware River and Bay Authority Revenue Bonds, Series 2021, and Revenue Bonds, Refunding Series 2022**

The CFO presented and reviewed the Resolution and with no further questions, Commissioner Smith made a motion, Commissioner Becker seconded, and the Budget & Finance Committee recommended forwarding Resolution 21-34 to the full Board. The Resolution will be presented to the full Board for consideration at the October meeting later today.

With no further business to discuss, Committee Chair McCann adjourned the Budget and Finance Committee 1:06 p.m.