

**DELAWARE RIVER AND BAY AUTHORITY**

**AUDIT & GOVERNANCE COMMITTEE MEETING**

**Tuesday, November 20, 2018**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Audit & Governance Committee Meeting was held on Tuesday, November 20, 2018 at the Delaware Memorial Bridge Complex, New Castle, Delaware.

Commissioner of New Jersey

Committee Vice-Chair Wilson, Committee Member - absent

Commissioner Smith, Committee Member

Commissioner McCann, Committee Member

Commissioner Bennett

Commissioner Ransome

Commissioners of Delaware

Committee Chair Carey

Commissioner Lathem, Committee Member

Commissioner Decker, Committee Member

Commissioner Ratchford

Commissioner Ford

Chairperson Hogan

Vice-Chairperson Lowe – absent

Phil Norcross – NJ

Mike Houghton – DE

Governors' Representatives

Craig Ambrose – NJ

Staff

Tom Cook

Steve Williams

Victor Ferzetti

Vince Meconi

Charlotte Crowell

Gerry Owens

Jim Salmon

TJ Murray

Michelle Hammel

Caroline Walker

Michele Pyle

Tara Donofrio

John Sarro

Joe Larotonda

Jim Danna

CeAndre Gosa

Andrew Houghton

Guests

Nancy Gunza – CliftonLarson&Allen

Andy Lee – CliftonLarson&Allen

Greg Stump – Boomershine Consulting

1. Committee Chair Carey opened the Audit & Governance Committee meeting at approximately 9:07 a.m. The Deputy Executive Director (DED) reported that the public meeting of the Audit & Governance 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 Carey called for a motion to accept the Audit & Governance Committee Minutes from July 17, 2018. Commissioner Smith made a motion, Commissioner Decker seconded, and the Committee Minutes were accepted.

3. Discussion Items:

- 2018 Audit Scope of Work

The Chief Financial Officer (CFO) introduced representatives from CliftonLarson&Allen to present on the Audit Plan for the year ending December 31, 2018. The following was presented and discussed:

- Engagement Service Team
- Scope of Services and Deliverables
- Audit Plan Overview and Focus Areas
- Audit Committee Input
- GASB Update

The CFO noted the finance department is focused on improving the timeliness of financial reporting, including the delivery of this year's CAFR, seeking efficiencies in processing transactions which flow into end of month closing. Also, this enhances financial controls by identifying any problems that may occur in a timelier manner.

4. With no further business to discuss, Commissioner Carey made a motion to adjourn and the Audit & Governance Committee adjourned at 9:30 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**BUDGET & FINANCE COMMITTEE MEETING**

**Tuesday, November 20, 2018**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Budget & Finance Committee Meeting was held on Tuesday, November 20, 2018 at the Delaware Memorial Bridge Complex, New Castle, Delaware.

Commissioner of New Jersey

Committee Chair Bennett

Commissioner Smith, Committee Member

Commissioner Wilson, Committee Member - absent

Commissioner Ransome

Commissioner

McCann

Chairperson Hogan

Phil Norcross – NJ

Governors' Representatives

Craig Ambrose – NJ

Staff

Tom Cook

Steve Williams

Victor Ferzetti

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Tara Donofrio

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John Sarro

Joe Larotonda

Jim Danna

Andrew Houghton

CeAndre Gosa

Commissioners of Delaware

Committee Vice-Chair Decker

Commissioner Ratchford, Committee Member

Commissioner Ford, Committee Member

Commissioner Lathem

Commissioner Carey

Vice-Chairperson Lowe – absent

Mike Houghton – DE

Guests

Nancy Gunza – CliftonLarson&Allen

Andy Lee – CliftonLarson&Allen

Greg Stump – Boomershine Consulting

Ed Ramsey

1. Committee Chair Bennett opened the Budget & Finance Committee meeting at approximately 9:31 a.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 of Information Regulations, read the Statement of Notice, and called the roll.
2. Committee Chair Bennett called for a motion to accept the Budget & Finance Committee Minutes from October 16, 2018. Commissioner Ratchford made a motion, Commissioner Smith seconded, and the Committee Minutes were accepted.
3. Discussion Items:

- **Discussion of OPEB Assumptions**

The Chief Financial Officer (CFO) reminded the Committee of the prior meeting's discussion on whether or not to include revised GASB standards for OPEB assumptions in the 2019 budget or wait until 2020. The CFO discussed a recent conference call with the Authority's auditors from CliftonLarson&Allen, and Greg Stump, Chief Actuary from Boomershine Consulting. After reviewing the options, the recommendation was made to not include additional OPEB funding in the budget. The CFO noted while in conversations with the auditors and Mr. Stump, the accounting is already different when recording OPEB liability in the CAFR. A full OPEB review is underway and Mr. Stump recommended waiting for the new evaluation to be finalized to include OPEB assumptions and to lag the funding impacts into the 2020 budget process. The CFO noted staff will review the existing OPEB funding policy and will come back to the committee with updated recommendations in 2019. The CFO advised he also had a conversation with Moody's regarding their perspective on OPEB funding. The CFO noted Moody's comments were in line with the recommendation and reflected that OPEB commitments is less of a guarantee than pension commitments.

- **2019 Operating Budget**

The CFO reported on the 2019 Operating Budget. The CFO presented and reviewed the following material:

- Executive Summary
- Financial Model
- Revenue Analysis
- Major Increases/Decreases in Expenditures
- Breakdown of Remaining Categories
- Divisional Budgets
- Categorical Budgets
- Allocation of Administrative Expenses

- Funded Positions
- Vessel Fuel Budget
- Insurance Budget
- Statements of Income and Expense
- Operating Facilities (Economic Development & Airports)

The CFO highlighted the budgeted amount of \$88,995,296 for Fiscal Year 2019, represented an increase of \$2,409,010 or 2.8% from the 2018 Budget. The CFO advised the Committee of anticipated 2019 Revenues of \$140.6 million, a 1.3% increase from the adopted 2018 Revenue. The Projected 2019 Revenues represent a 0.7% increase above forecasted year-end revenues of \$139.6 million for 2018. The CFO advised the Committee that since the last meeting he has been made aware of changes to minimum wage rates in both States. The CFO noted that for current casual employees, the Authority uses the higher wage for both states, which is the Delaware rate in this case. Commissioner Latham requested a breakdown of minimum wage employees to review. With regards to 2019 Projected Revenue, the CFO noted the Delaware Memorial Bridge reflects a 1.1% increase in revenues over 2018 Budget Revenues, and the 2019 Projected Bridge Revenues represent a 0.9% increase in revenues when compared to the 2018 Projected Year-End revenues. The 2019 Projected Revenue for Airport operations is \$900,000 or 12.0% less than the 2018 Adopted Revenue budget. The CFO highlighted the notable decrease is due to the anticipated sale of the Citibank parcel at New Castle Airport, resulting in a reduction of \$636,000 in lease revenues. Turning to Expenses, the CFO noted the expense increase by division and reviewed the Major Increases and Decreases in the budget.

- **Toll Structure Presentation**

The CFO presented and highlighted the following information to be shared during public hearings on the toll increase:

- DRBA network noted as received no financial support from either New Jersey or Delaware
- Capital investment cost drivers due to aging infrastructure of bridge, ferry vessels and airports
- Completed projects such as 1-295 South improvements, cable preservation, and the toll collection system
- Other Projects in the DMB overhaul such as suspender rope replacement and steel repairs and Ship Collision Protection System
- Completing the DMB overhaul, including items such as \$48.2 million for bridge painting \$40.5 million for steel repair, and \$21.5 million for deck repair
- Necessity of toll increase as revenue projections are insufficient to provide borrowing capacity or cash to finance the necessary preservation and improvement projects
- History of Toll Increases includes a toll increase every 7 to 8 years
- DMB Traffic and their associated percentage of Revenues
- DRBA tolls are lowest in the region with passenger vehicles at \$4.00 and 5-axle commercial vehicles at \$25.00 compared to other agencies in the region

- Proposed Toll Increase for March 1, 2019 with passenger cars and small trucks increasing to \$5.00 and commercial vehicles increasing by \$2.00 per axle; increases also to discount commuters and frequent travelers
- Proposed Toll Rate Structure
- Toll increase will pay for ongoing priority projects which preserve and upgrade the bridge
- The Public Process including public hearings and board consideration of proposed toll increase

The CFO noted even when the toll increase is implemented, the DMB toll rates will still be lowest in the region. Furthermore, he highlighted that most agencies require patrons to achieve a level of frequency before qualifying for a discount, whereas the DRBA automatically applies the discount.

- **Moody's Review**

The CFO reviewed updates from Moody's credit analysis of the Authority. The CFO advised the credit profile reflects the DMB's strong competitive position compared to nearby alternatives. The Authority's credit profile is balanced by a disproportionate share of revenues generated by commercial vehicle traffic on the DMB, a vehicle segment that represents 13% total bridge traffic, but 45% of total bridge revenues, and by the Authority's use of bridge revenues to subsidize non-bridge operating activities. However, the credit profile incorporates the Authority's demonstrated ability to control the size and growth of its subsidy and to generate comfortable debt service cover ratios. The CFO highlighted the Authority's credit strengths such as toll rates are lower than at competing facilities and the Authority has a history of implementing toll increases as needed. Factors that could lead to a downgrade include unwillingness to adjust tolls to ensure stable financial metrics if traffic declines and expansion by the Authority into non-core, subsidized activities that encroach on bridge revenues. The Authority's capacity to raise toll rates is expected to offset revenue shortfalls from traffic declines for both the bridge and ferry system.

4. Action Items:

- **RESOLUTION 18-41 – AUTHORIZING AUTHORITY EXPENDITURES PURSUANT TO RESOLUTION 01-84 FOR THE PERIOD, JANUARY 1, 2018 THROUGH DECEMBER 31, 2018**

The Chief Financial Officer (CFO) presented and reported on the Over \$25,000 list. Commissioner Decker made a motion, Commissioner Smith seconded, and the Budget & Finance Committee recommended forwarding the Resolution to the full Board for approval. The Resolution will be presented to the full Board for consideration at the November meeting later today.

- **RESOLUTION 18-29 – AUTHORIZES AN AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND USI INSURANCE SERVICES, LLC TO PROVIDE INSURANCE BROKERAGE AND CONSULTING SERVICES TO THE DELAWARE RIVER AND BAY AUTHORITY**

Prior the start of this action item, New Jersey Counsel Phil Norcross left the room. The CFO discussed the Authority's Request for Proposal (RFP) process regarding professional services which involved the evaluation of three proposed firms including AON, Connor Strong & Buckelew, and USI. During the discussion of this item, concerns were raised regarding the cost proposal differences between the three firms. Committee Chair Bennett then requested an Executive Session closed to the public to further discuss this matter in a confidential nature. A motion was made by Commissioner Lathem, seconded by Commissioner Smith, and the Session was closed.

The following matters of a confidential nature were discussed:

- LONG RANGE PLANNING ALTERNATIVES
- CONTRACT NEGOTIATION

At the conclusion of the Executive Session, a motion to open the meeting to the public was made by Commissioner Decker, seconded by Commissioner Smith, and the Session was opened to the public.

Commissioner Ford made a motion, Commissioner Smith seconded, and the Budget & Finance Committee recommended forwarding the Resolution 18-29 to the full Board for approval. The Resolution will be presented to the full Board for consideration at the November meeting later today.

5. Additional Action Item:

- **RESOLUTION 18-42 – ADOPTION OF THE DELAWARE RIVER AND BAY AUTHORITY'S 2019 OPERATING BUDGET**

Commissioner Smith made a motion, Commissioner Ratchford seconded, and the Budget & Finance Committee recommended forwarding the Resolution to the full Board for approval. The Resolution will be presented to the full Board for consideration at the November meeting later today.

6. With no further business to discuss, Committee Chair Bennett made a motion to adjourn and the Budget & Finance Committee adjourned at 11:33 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**ECONOMIC DEVELOPMENT COMMITTEE MEETING**

**Tuesday, November 20, 2018**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Economic Development Committee Meeting was held on Tuesday, November 20, 2018 at the Delaware Memorial Bridge Complex, New Castle, Delaware.

Commissioner of New Jersey

Committee Vice-Chair Ransome  
Commissioner Bennett, Committee Member  
Commissioner Wilson, Committee Member  
Absent  
Commissioner McCann  
Commissioner Smith

Chairperson Hogan

Commissioners of Delaware

Committee Chair Ford, Chair  
Commissioner Ratchford, Committee Member  
Commissioner Carey, Committee Member  
Commissioner Lathem  
Commissioner Decker

Vice-Chairperson Lowe (absent)

Legal Counsel

Phil Norcross – NJ

Mike Houghton – DE

Governors' Representatives

Craig Ambrose – NJ

Staff

Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Jim Salmon  
TJ Murray  
Michelle Hammel  
Caroline Walker  
Michele Pyle  
Tara Donofrio  
John Sarro  
Andrew Houghton  
CeAndre Gosa



1. Committee Chair Ford opened the Economic Development Committee meeting at approximately 11:35 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. Commissioner Ford called for a motion to accept the Economic Development Committee Minutes from October 16, 2018. Commissioner Ransome made a motion, Commissioner Ford seconded, and the Committee Minutes were accepted.
3. Action Items: None
4. Discussion Items: None

With no further business to discuss, Committee Chair Ford made a motion to adjourn and the Economic Development Committee adjourned at 11:37 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**PERSONNEL COMMITTEE MEETING**

**Tuesday, November 20, 2018**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Personnel Committee Meeting was held on Tuesday, November 20, 2018 at the Delaware Memorial Bridge Complex, New Castle, Delaware.

Commissioner of New Jersey

Committee Chair Smith

Commissioner Ransome, Committee Member

Commissioner McCann, Committee Member

Commissioner Wilson- absent

Commissioner Bennett

Chairman Hogan

Legal Counsel

Phil Norcross – NJ

Governors' Representatives

Craig Ambrose – NJ

Staff

Tom Cook

Steve Williams

Victor Ferzetti

Vince Meconi

Charlotte Crowell

Gerry Owens

Jim Salmon

TJ Murray

Michelle Hammel

Caroline Walker

Michele Pyle

Tara Donofrio

John Sarro

Dave Hoppenjans

Andrew Houghton

CeAndre Gosa

Commissioners of Delaware

Committee Vice-Chair Lathem

Commissioner Decker, Committee Member

Commissioner Carey, Committee Member

Commissioner Ratchford

Commissioner Ford

Vice Chairman Lowe – via teleconference

Mike Houghton – DE

Guests

Ed Ramsey

Frank Bankard

Business Representative for Local 542

1. Committee Chair Smith opened the Personnel Committee meeting at approximately 11:37 a.m. The Deputy Executive Director (DED) reported that the public meeting of the Personnel 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 Smith called for a motion to accept the Personnel Committee Minutes from October 16, 2018. Commissioner Lathem made a motion, Commissioner McCann seconded, and the Committee Minutes were accepted.
3. Committee Chair Smith requested an Executive Session closed to the public to discuss matters of a confidential nature. A motion was made by Commissioner Lathem seconded by Commissioner McCann, and the Session was closed.

The following matters of a confidential nature were discussed:

- LABOR NEGOTIATIONS
- PERSONNEL MATTERS
- LITIGATION MATTERS

With no further business to discuss in Executive Session, a motion to open the meeting to the public was made by Commissioner Lathem, seconded by Commissioner McCann and the Session was opened to the public

4. Action Items:

- **RESOLUTION 18-43 - AUTHORIZING AMENDMENT TO THE PERSONNEL MANUAL – REVISION TO THE HOLIDAY SCHEDULE**

After discussion, Commissioner McCann made a motion, Commissioner Ransome seconded, and the Personnel Committee recommended forwarding the Resolution to the full Board for approval. The Resolution will be presented to the full Board for consideration at the November meeting later today.

- **RESOLUTION 18-44 – AUTHORIZING MODIFICATION TO THE BENEFITS PLAN DESIGN FOR PERMANENT FULL-TIME EMPLOYEES – ADDITION OF HIGH DEDUCTIBLE HEALTH PLAN WITH HEALTH SAVINGS ACCOUNT**

After discussion, Commissioner McCann made a motion, Commissioner Ransome seconded, and the Personnel Committee recommended forwarding the Resolution to the full Board for approval. The Resolution will be presented to the full Board for consideration at the November meeting later today.

- **RESOLUTION 18-45 - AUTHORIZING AMENDMENTS TO THE PERSONNEL MANUAL – ADDITION OF THE PEAK PART-TIME EMPLOYEE CLASSIFICATION WITH LIMITED BENEFITS**

Committee Chair called for a motion to table the resolution, Commissioner Decker made a motion, Commissioner McCann seconded, and the Personnel Committee tabled the resolution.

- **RESOLUTION 18-46 - AUTHORIZING NEW LIMITED BENEFITS PROGRAMAM FOR PEAK PART-TIME EMPLOYEE CLASSIFICATION**

Committee Chair called for a motion to table the resolution, Commissioner Decker made a motion, Commissioner McCann seconded, and the Personnel Committee tabled the resolution

5. Discussion Items:

- The Executive Director (ED) noted there is a request from Local 542 to allow eight (8) police dispatchers to unionize. The ED recommends engaging Debbie Murray-Sheppard, Executive Director of the Public Employment Relations Board (PERB) to conduct the secret ballot election and return the results to the Board.

6. With no further business to discuss, Commissioner Lathem made a motion to adjourn, Commission McCann seconded, and the Personnel Committee adjourned at 12:30 p.m.

## **DELAWARE RIVER AND BAY AUTHORITY**

### **PROJECTS COMMITTEE MEETING - PUBLIC SESSION**

**Tuesday, November 20, 2018**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Projects Committee Meeting was held on Tuesday, November 20, 2018 at the Delaware Memorial Bridge Complex, New Castle, Delaware.

#### Commissioner of New Jersey

Committee Chair Ransome  
Commissioner Bennett, Committee Member  
Commissioner McCann, Committee Member  
Commissioner Smith  
Commissioner Wilson-absent

#### Commissioners of Delaware

Committee Vice-Chair Ratchford  
Commissioner Ford, Committee Member  
Commissioner Lathem, Committee Member  
Commissioner Decker  
Commissioner Carey

Chairman Hogan

Vice Chairman Lowe – via teleconference

#### Legal Counsel

Mike Houghton – DE

#### Governors' Representatives

Craig Ambrose – NJ

#### Staff Guests

Tom Cook  
Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Jim Salmon  
TJ Murray  
Michelle Hammel  
Michele Pyle  
Tara Donofrio  
Caroline Walker  
John Sarro  
Dave Hoppenjans  
Andrew Houghton  
CeAndre Gosa

Ed Ramsey  
Frank Bankard  
Business Representative for Local 542

1. Committee Chair Ransome opened the Projects Committee meeting at 12:35p.m.
2. Committee Chair Ransome called for a motion to accept the Projects Committee Minutes from October 16, 2018. Commissioner Ratchford made a motion, Commissioner McCann seconded, and the Committee Minutes were accepted.
3. Resolutions: NONE
4. Bid Opening:

- CMLF-18-03R VESSEL PAINTING AND REPAIRS, M/V CAPE HENLOPEN

A public bid was held on November 6, 2018, in which (1) bid was submitted. In January the MV Cape Henlopen is scheduled into drydock for maintenance and repairs. The COO recommended awarding the contract, in the amount of \$7,757,371.30 to Caddell Dry Dock & Repair Co, Inc., Staten Island, NY who has done several jobs for the DRBA in the past few years. Our actual budget for this job is approximately \$4.7 million.

Committee Chair Ransome called for a motion, Commissioner Ratchford made a motion, seconded by Commissioner McCann and the Projects Committee concurred with the recommendation to accept and authorized the action to be presented to the full Board at the November meeting later today.

5. Contract Close-Out Actions:

- DMB-16-06 ANCHORAGE REPAIRS

Delaware Memorial Bridge anchorage repairs were performed for the Authority. We injection sealed all of the cracks, repaired deteriorated concrete, & applied a protective coating to the exteriors. The final contract amount is \$1,432,682.33 which was paid entirely from the DRBA capital funds. The COO recommended close-out of the contract and final payment to Platinum Scaffolding Inc. of Sewell, NJ.

Committee Chair Ransome called for a motion, Commissioner Ratchford made a motion, seconded by Commissioner McCann and the Projects Committee concurred with the recommendation and authorized the close-out actions to be presented to the full board at the November meeting later today.

6. Contractor Payment Review:

The COO reviewed for the Committee the monthly construction contractor payments to be made for the work completed through October. DRBA had 11 payments totaling about \$3.1 million for projects at all DRBA locations, including the final payment for the anchorage repair project referred to in the contract close-outs.

7. Discussion Items:

- PROGRESS REPORT: CABLE PRESERVATION PROJECT

This is a successful project for \$41 million on the Delaware Memorial Bridge. Proper maintenance of the main cable is vital because if the Authority had to replace the main cable, it would be cheaper to build a new bridge. The goal is to have the relative humidity readings less than 40%. In January selected exhaust points on four cables were above 40%; by April both were below 40% on the southbound span; by July all four were below 40%, and they continue to decline.

- PRELIMINARY BRIEFING, 2019 CAPITAL IMPROVEMENT PROGRAM

The COO briefed the Board on the 2019 CIP, the cost drivers as well as the short-term and long-term picture of the CIP. The COO noted, the 2019 CIP plays catch up after 18 months of the “Skinny CIP”. The COO’s briefing is attached as Exhibit A.

8. Committee Chair Ransome called for a motion to adjourn, Commissioner Bennett made a motion, Commissioner McCann seconded and the Projects Committee adjourned at 1:03 pm.

Exhibit A-Projects Committee

**DRBA**  
**Capital Improvement Program**  
**2019 Preliminary Briefing**  
**November 20, 2018**  
**(all figures in thousands)**



**DRBA  
Capital Improvement Program  
Authorized/Expended 2013-2019 (Authority Funds)**

<u>Year</u>	<u>Authorized</u>	<u>Expended</u>	<u>Percentage</u>
2019	84,922 (P)	(D)(D)	
2018	38,351 (A)	35,625 (E)	93% (E)
2017	98,986 (A)	70,243 (A)	71% (A)
2016	99,275 (A)	56,059 (A)	56% (A)
2015	71,535 (A)	35,487 (A)	49% (A)
2014	55,333 (A)	21,263 (A)	38% (A)
2013	45,455 (A)	20,922 (A)	46% (A)

A=Actual  
D=To Be Determined  
E=Estimated  
P=Proposed

**DRBA**  
**2019 Capital Improvement Program**  
**Cost Drivers**

- 1) Aging infrastructure
  - a. Bridge spans built in 1951 and 1968
  - b. I-295 constructed 1950s
  - c. Ferry vessels launched 1974-1981
  - d. Airports are of World War II vintage
  - e. Unmapped utilities and direct burial of utilities at almost all sites
  
- 2) Sizeable physical plant
  - a. Billion dollar plus book value
  - b. Replacement value multi-billions
  - c. 126 buildings Authority-wide

**DRBA**  
**2019 Capital Improvement Program**  
**Overview**

- 1) 2019 CIP plays catch up after 18 months of “Skinny CIP”
- 2) Five Year Strategic Plan current estimated cost is \$446 million in Authority funds
- 3) Major projects completed in 2018:
  - a. Main Cable Preservation (\$39.0 M)
  - b. Anchorage Repair (\$1.4 M)
  - c. ILG Taxiway B North Rehabilitation (\$6.0 M)
  - d. MV New Jersey Drydocking (\$3.4 M)
  - e. MIV Main Runway Rehabilitation (\$5.0 M)
  - f. 33N Runway Expansion/Relocation (\$20.0 M)
- 4) Major projects expected to finish this coming year:
  - a. I-295 Reconstruction
  - b. Toll System Equipment Upgrade
  - c. Bridge Tower Elevator Repair
  - d. Cape May Vessel Fueling System Replacement

**DRBA**  
**2019 Capital Improvement Program**  
**Overview (continued)**

- e. MV Cape Henlopen Drydocking
  - f. ILG Obstruction Removal
  - g. ILG Taxiway B & E Rehabilitation
  - h. MIV Fuel Farm Relocation
- 5) 2019 will be year 5 of 10-year complete DMB overhaul
- 6) Most critical components of DMB overhaul this coming year:
  - a. Pin & Link Replacement
  - b. Steelwork

- c. Suspender Rope Replacement
- d. Ship Collision Protection System Design
- e. Deck Repair

7) Airport projects again maximize use of 90% FAA grants

**DRBA  
2019 Capital Improvement Program  
Project and Cost List**

Previously Authorized Annual Projects listed every year	Projects already approved by the Board
Continuing	Projects listed on a previous CIP
New	Projects appearing on this year's CIP for the first time

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Out Year ( <i>next month</i> )	Projects with no funding until 2020 or later
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<u>Rank</u>	<u>Project</u>	<u>Phase</u>	<u>Current Funds</u>	<u>DRBA Funds</u>	<u>External Funds</u>	<u>Total</u>
<b>Delaware Memorial Bridge Complete Overhaul, Phase 5 of 10</b>						
<u>Previously Authorized</u>						
3	Pin & Link Replacement	Construction	15,063	0		15,063
5	Bridge Tower Elevator Retrofit	Construction	1,500	0		1,500
16	Ship Collision Protection System	Design	1,203	0		1,203
<u>Annual</u>						
<b>13</b>	<b>Steelwork Repairs</b>	<b>Design</b>	<b>6,500</b>	<b>0</b>		<b>6,500</b>
<b>17</b>	<b>Bridge Deck Repair/UHPC</b>	<b>Evaluation</b>			<b>Design 1,500</b>	<b>0 1,500</b>
<u>Continuing</u>						
<b>14</b>	<b>Suspender Rope Replacements</b>	<b>Design</b>	<b>4,900</b>	<b>0</b>		<b>4,900</b>
34	Catwalk Repairs	Design	650	0	650	
66	Tower LED Lighting Improvements	Planning			175	0 175
<u>New</u>						
<b>15</b>	<b>Advance Steel Repair</b>	<b>Design</b>	<b>1,000</b>	<b>0</b>		<b>1,000</b>

<u>Rank</u>	<u>Current Project</u>	<u>DRBA Phase</u>	<u>External Funds</u>	<u>Total Funds</u>
<b>Other Bridge Projects</b>				
<u>Previously Authorized</u>				
1	I-295 Southbound Reconstruction	Construction	1,200	2,000 3,200
2	Electronic Toll Collection Equipment Upgrades	Construction	1,800	0 1,800
<u>Continuing</u>				
40	Replace Administration Building Chillers	Planning	715	0 715
45	Bridge Management & Monitoring System	Planning	300	0 300
51	8 Bay Maintenance Garage	Design	500	0 500
<u>New</u>				
<b>25</b>	<b>Approach Road Pavement Repairs</b>	<b>Planning</b>	<b>700</b>	<b>0 700</b>
<b>31</b>	<b>High Voltage Line Project</b>	<b>Planning</b>	<b>150</b>	<b>0 150</b>
47	Julia Building HVAC Improvements	Planning	250	0 250
48	Toll Booth HVAC Replacement	Planning	250	0 250
71	Asset Management Study (GIS)	Planning	350	0 350

<u>Rank</u>	<u>Project</u>	<u>Phase</u>	<u>Current Funds</u>	<u>DRBA Funds</u>	<u>External Funds</u>	<u>Total Funds</u>
<b>Ferry Projects</b>						
<u>Previously Authorized</u>						
4	Cape May Vessel Fueling System Replacement	Construction	1,400	0		1,400
<u>Annual</u>						
12	Vessel Drydocking & Maintenance	Bidding	5,313	0		5,313
18	Cape May Maintenance Dredging	Planning	650	0		650
<u>Continuing</u>						
<b>29</b>	<b>Transfer Bridge Repairs</b>	<b>Design</b>	<b>1,050</b>	<b>0</b>		<b>1,050</b>
<b>33</b>	<b>Cape May Dredge Disposal Site Improvements</b>	<b>Design</b>	<b>1,700</b>	<b>0</b>		<b>1,700</b>
37	Fender Replacements	Design	50	0		50
38	Freeman Highway Repaving	Planning	100	0		100
42	Lewes Terminal Utility Corridor	Planning	200	0		200
46	Cape May Terminal Utility Corridor	Planning	550	0		550
50	MV Cape Henlopen Repowering	Design	3,682	3,000		6,682
53	Cape May Approach Roads Rehabilitation	Planning	65	0		65
55	Freeman Highway Storage Building	Design	500	0		500
57	Bank Stabilization and Slip 6 Rehabilitation	Design	310	0		310
64	Electrical Signage	Design	600	0		600
68	Cape May Kitchen Renovations	Planning	230	0		230
69	Lewes On The Rocks Kitchen Expansion	Design	1,100	0		1,100
70	Ferry Vessel Replacement	Planning	1,100	0		1,100



<u>Rank</u>	<u>Project</u>	<u>Phase</u>	<u>Current Funds</u>	<u>DRBA Funds</u>	<u>External Funds</u>	<u>Total</u>
<b>Ferry Projects (continued)</b>						
<u>New</u>						
52	Cape May Fuel Tank Reduction	Planning	400	0	0	400
65	Cape May Police Dispatch Center Upgrades	Planning	175	0	0	175

<u>Rank</u>	<u>Project</u>	<u>Current Phase</u>	<u>DRBA Funds</u>	<u>External Funds</u>	<u>Total Funds</u>			
<b>Airport Projects</b>								
<u>Previously Authorized</u>								
6	ILG Master Plan	Development	10	0	10			
7	ILG Obstruction Removal	Construction	50	550	600			
8	ILG Taxiway B and E Phase 3	Construction	690	4,770	5,460			
9	33N Runway Relocation, Package 4	Construction	20	0	20			
10	MIV Fuel Farm Relocation	Construction	850	0	850			
30	WWD Rehabilitate Apron B	Design	198	1,825	2,023			
36	MIV South Apron Expansion	Design	110	1,350	1,460			
<u>Continuing</u>								
<b>19</b>	<b>ILG Rehabilitate 1-19</b>		<b>Planning</b>	<b>75</b>	<b>670</b>	<b>745</b>		
26	33N Master Plan	Planning	15	115	130			
<b>27</b>	<b>WWD Rehabilitate 10-28 and Remove Taxiway E</b>					<b>Planning</b>	<b>22</b>	<b>193</b>
<b>28</b>	<b>MIV Rehabilitate North Apron</b>		<b>Planning</b>	<b>11</b>	<b>99</b>	<b>110</b>		
32	ILG North Cargo Apron Rehabilitation	Design	60	1,000	1,060			
35	33N Expand Apron	Planning	20	200	220			
43	ILG Perimeter Road Rehabilitation	Planning		350	0	350		
44	ILG Utility Survey	Planning	840	0	840			
49	WWD Tenant Expansion	Design	3,000	0	3,000			
54	Airport Building Assessments, Authority-wide	Planning		225	0	225		
58	33N New Aviation Fuel Farm	Planning	85	0	85			
63	ILG Terminal Architectural Improvements	Planning		250	0	250		

<u>Rank</u>	<u>Project</u>	<u>Current Phase</u>	<u>DRBA Funds</u>	<u>External Funds</u>	<u>Total Funds</u>			
<b>Airport Projects (continued)</b>								
<u>Continuing (continued)</u>								
72	33N New Box Hangars	Planning	90	0	90			
<u>New</u>								
11	WWD Cape May County Reimbursements	Complete		370	0	370		
20	ILG Improve RSA Runway 14-32	Planning	20	135	155			
41	WWD Terminal Parking Lot Improvements	Planning		250	0	250		

56	WWD Replace Runway 10-28 PAPIs	Planning	250	0	250	
59	ILG Taxiway B & K Fillet Improvements	Planning		187	0	187
60	ILG Taxiway J & L Improvements	Planning	20	380	400	
61	ILG South Cargo Apron Development	Planning	89	1,511	1,600	
62	ILG Cargo Fuel Farm	Planning	525	0	525	
67	WWD Multi-Purpose Building	Planning	75	0	75	

<u>Rank</u>	<u>Current Project</u>	<u>DRBA Phase</u>	<u>External Funds</u>	<u>External Funds</u>	<u>Total Funds</u>			
<b>Authority-Wide Projects</b>								
<u>Annual</u>								
<b>21</b>	<b>Minor Capital Maintenance</b>	<b>Planning</b>	<b>5,937</b>	<b>517</b>	<b>6,454</b>			
22	Roof & Building Envelope Rehabilitation	Planning	1,962	0	1,962			
<b>23</b>	<b>Minor Capital Equipment</b>	<b>Planning</b>	<b>3,476</b>	<b>700</b>	<b>4,176</b>			
24	IT Projects/Upgrades	Planning	2,909	0	2,909			
<b>39</b>	<b>Reserve, Economic Development/Tenant Improvements</b>	<b>Planning</b>				<b>4,000</b>	<b>0</b>	<b>4,000</b>

**Totals By Site**

<u>DRBA Funds</u>	<u>External Funds</u>	<u>Total Funds</u>
<b>1. Bridge</b>	<b>44,262</b>	<b>2,000 46,262</b>
<i>Cape May Lewes Ferry</i>	22,288	3,000 26,288
<i>Forts Ferry</i>	<u>    39</u>	<u>    0</u> <u>    39</u>
<b>2. Ferries Subtotal</b>	<b>23,327</b>	<b>3,000 26,327</b>
<i>ILG</i>	7,742	9,856 17,598
<i>MIV</i>	2,505	1,715 4,220
<i>WWD</i>	6,234	2,084 8,318
<i>33N</i>	782	360 1,142
<i>CAT</i>	<u>    70</u>	<u>    0</u> <u>    70</u>
<b>3. Airports Subtotal</b>	<b>17,333</b>	<b>14,015 31,348</b>
<b>GRAND TOTALS</b>	<b>84,922</b>	<b>19,015 103,937</b>

9. Committee Chair Ransome called for a motion to adjourn, Commissioner Bennett made a motion, Commissioner McCann seconded and the Projects Committee adjourned at 1:03 pm.