

**DELAWARE RIVER AND BAY AUTHORITY  
BUDGET & FINANCE COMMITTEE MEETING**

Tuesday, November 19, 2024

James Julian Board Room

New Castle, Delaware

A public meeting of The Delaware River and Bay Authority’s Budget & Finance Committee Meeting was conducted on Tuesday, November 19, 2024, from the James Julian Board Room, New Castle, Delaware.

**Commissioners of Delaware**

Committee Chair - Vacant  
Commissioner Ratchford, Comm. Member  
Commissioner Collins, Comm. Member - Absent  
Commissioner Carey - Teams  
Commissioner Faust - Teams

Chairperson Lathem

**Legal Counsel**

Phil Norcross – NJ

**Governors’ Representatives**

Alexis Franklin – NJ

**Staff**

Tom Cook  
Ceil Smith  
Victor Ferzetti  
Charlotte Crowell  
Gerry Owens  
Michelle Warner - Teams  
TJ Murray  
James Salmon  
Tara Donofrio  
Michelle Pyle

**Commissioners of New Jersey**

Committee Vice-Chair Baldini  
Commissioner Wilson, Comm. Member  
Commissioner Behnke, Comm. Member  
Commissioner McCann  
Commissioner Mehaffey – Absent

Vice-Chairperson Ransome

**Legal Counsel**

Kate Betterly – DE

**Governor’s Representatives**

Michael Houghton – DE - Teams

**Guests**

1. Committee Vice-Chair Baldini opened the Budget & Finance Committee meeting at approximately 10:57 a.m. The Assistant Secretary reported that the public meeting of the Budget & Finance Committee had been duly notified in accordance with the Authority’s Freedom Information Regulations, read the Statement of Notice, and called the roll.
2. Committee Vice-Chair Baldini called for a voice vote to accept the Budget & Finance Committee Minutes from October 15, 2024. Commissioner Wilson made a motion, Commissioner Behnke seconded, and the Committee Minutes were accepted.

3. Discussion Items:

- **Toll Increase**

The Executive Director discussed the Toll Increase Restructure Proposal (Attached) - Phase 1 effective April 1, 2025. Public hearings to present and discuss the toll increases were held October 8, 2024, at DMB, October 10, 2024, at Salem Community College and a virtual hearing was held October 24, 2024. Today, the resolution for board consideration and action is on the agenda. Commissioner Baldini asked for clarification regarding the adoption of the 2 Phases requested. The ED confirmed Phase 1 and Phase 2 would be voted on today. Phase 2 will not take effect till 2027. Mr. Norcross established that the concept is like the DRPA toll increase and adoption of resolution resulting in maximum toll increase to go into effect 2027. Commissioner McCann questioned if hypothetically there was a need for more money in 2027 than currently identified. Mr. Norcross confirmed if more money is needed the DRBA would start the toll increase process over. Phase 2 in 2027 can be reduced but not higher than those rates identified. Mr. Norcross noted that the DRBA went above and beyond what was required as a public process.

- **2025 Operating Budget**

The CFO presented the proposed Operating Budget for FY2025 and provided an outline of the anticipated policies, activities and expenditures associated for the period. The budgeted amount of \$99,649,137 for FY2025, represents an increase of \$3,270,929 or 3.4% from the FY2024 Adopted Budget. The Authority anticipates 2025 Revenues of \$208.6 million, a \$8.8 million or 4.4% increase from the Adopted 2024 Revenue. The projected 2025 Revenues represent a \$3.6 million or 1.8% increase from projected year-end revenues of \$204.9 million for fiscal year 2024. The 2025 projected revenue of \$158.9 million for the Delaware Memorial Bridge is \$4.0 million or 2.5% more than FY2024 year-end projections of \$154.9 million because of the April 1<sup>st</sup> cash rate change. The overall budget for Salary & Wages increased by \$809K, or 2.0%. This incorporates the elimination of two (2) FTE positions and funding. OPEB Benefits and the Defined Benefit Plan combined reflect a \$790K or 10.8% increase in the proposed 2025 budget to fund the Annual Required Contributions for the plans. The CFO noted that the OPEB increase was driven by the adoption of new healthcare tables unrelated to the current DRBA experience. The Insurance budget increased by \$319K, or 5.7% as compared to the 2024 Adopted Budget, noting that Bridge insurance was being marketed to the London and Bermuda markets. The budget for Maintenance Contracts reflects a \$302K or 9.2% increase, as compared to the 2024 Adopted Budget partially related to increased janitorial costs for Wilmington and Cape May terminal construction and usage. The Marketing & Advertising budget shows an increase of \$173K or 12.2%. Commissioner Ratchford questioned if the marketing for Wilmington Airport remained and if it could be increased if necessary. The CFO noted that the \$500k for commercial air service was still funded and additional funds could be transferred or amended as deemed appropriate in 2025. The Legal Fees and Consulting fees have both increased, as compared to the FY2024 budget. The proposed 2025 budget for Vessel Fuel shows a decrease of \$303K or 10.8%, as compared to the 2024 Adopted Budget. Vessel Fuel prices have decreased and assume an average price of \$2.80/gal in

2025. The CFO noted a reduction of \$600k in stop loss insurance resulted in an overall budget decrease of \$200,000 to the Group Medical line. The CFO reviewed the 2025 Financial Model coverages of 2.74x debt service and the strong Days Cash On-Hand metrics. The CFO noted the projected drop in coverages in 2027, which correlates to the Phase 2 timing of the toll increase. The Funded Positions were outlined, including 2 positions designated for Succession Planning, and the CFO highlighted other various aspects of the budget package.

- **Grain/Sodel**

The COO discussed the sublease resolution between the DRBA and OMG on the Rocks LLC D/B/A Grain Craft Bar & Kitchen on the Rocks at Lewes Ferry. The resolution before the board confirmed Highwater is satisfied with current terms. Target date to take over is January 1, 2025, and is a win for all parties involved.

4. Action Items:

**RESOLUTION 24-53 – ADOPTION OF THE DELAWARE RIVER AND BAY AUTHORITY’S 2025 OPERATING BUDGET**

The Chief Financial Officer presented and discussed the Resolution. With no additional questions, Commissioner Ratchford made a motion, Commissioner Wilson seconded, and the Budget and Finance Committee recommended forwarding Resolution 24-53 to the full Board. The Resolution will be presented to the full Board for consideration at the November meeting later today.

**RESOLUTION 24-54 - ADOPTS A REVISED TOLL SCHEDULE FOR THE DELAWARE MEMORIAL BRIDGE**

The Chief Financial Officer presented and discussed the Resolution. With no additional questions, Commissioner Ratchford made a motion, Commissioner Wilson seconded, and the Budget and Finance Committee recommended forwarding Resolution 24-54 to the full Board. The Resolution will be presented to the full Board for consideration at the November meeting later today.

**RESOLUTION NO. 24- 55 - AUTHORIZING A SUBLEASE OF THE LEASE BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND OMG ON THE ROCKS, LLC D/B/A GRAIN CRAFT BAR + KITCHEN ON THE ROCKS, AT THE LEWES FERRY TERMINAL**

The Chief Financial Officer presented and discussed the Resolution. With no additional questions, Commissioner Ratchford made a motion, Commissioner Wilson seconded, and the Budget and Finance Committee recommended forwarding Resolution 24-54 to the full Board. The Resolution will be presented to the full Board for consideration at the November meeting later today.

With no further business to discuss, the Committee adjourned the Budget and Finance Committee 11:42 a.m.

**DELAWARE RIVER AND BAY AUTHORITY  
ECONOMIC DEVELOPMENT COMMITTEE MEETING**

Tuesday, November 19, 2024

James Julian Board Room

New Castle, Delaware

A public meeting of The Delaware River and Bay Authority’s Economic Development Committee Meeting was conducted on Tuesday, November 19, 2024, from the James Julian Board Room, New Castle, Delaware.

Commissioners of New Jersey

Committee Chair Baldini  
Commissioner Wilson, Comm. Member  
Commissioner Mehaffey, Comm. Member - Absent  
Commissioner McCann  
Commissioner Behnke

Vice-Chairperson Ransome

Legal Counsel

Phil Norcross – NJ

Governors’ Representatives

Alexis Franklin - NJ

Staff

Tom Cook  
Ceil Smith  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Michelle Warner - Teams  
Jim Salmon  
TJ Murray  
Tara Donofrio  
Michele Pyle  
Jennifer Oberle-Howard

Commissioners of Delaware

Committee Vice-Chair  
Commissioner Carey, Comm. Member - Zoom  
Commissioner Ratchford, Comm. Member  
Commissioner Faust - Teams  
Commissioner Collins – Absent

Chairperson Lathem

Legal Counsel

Kate Betterly – DE

Governors’ Representatives

Michael Houghton – DE - Teams

Guests

1. Committee Chair Baldini opened the Economic Development Committee meeting at approximately 11:43 a.m. The Deputy Executive Director (DED) reported that the public meeting of the Economic Development Committee had been duly notified in accordance with the Authority’s Freedom of Information Regulations, read the Statement of Notice, and called the roll.

2. Committee Chair Baldini called for a motion to accept the Economic Development Committee Minutes from the October 15, 2024, meeting. Commissioner Ratchford made a motion, Commissioner Carey seconded, and the Committee Minutes were accepted.

3. Resolutions:

**RESOLUTION 24-56 - AUTHORIZES THE EXECUTION OF A CONCESSION AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND AVIS BUDGET CAR RENTAL, LLC AT THE WILMINGTON AIRPORT**

The Deputy Executive Director presented and discussed the Resolution. With no additional questions, Commissioner Ratchford made a motion, Commissioner Wilson seconded, and the Economic Development Committee recommended forwarding Resolution 24-56 to the full Board. The Resolution will be presented to the full Board for consideration at the November meeting later today.

**RESOLUTION 24-57 – AUTHORIZING THE EXECUTION OF A CONCESSION AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND ENTERPRISE LEASING COMPANY OF PHILADELPHIA, LLC. D/B/A ALAMO RENT A CAR, ENTERPRISE RENT-A-CAR AND NATIONAL CAR RENTAL AT THE WILMINGTON AIRPORT**

The Deputy Executive Director presented and discussed the Resolution. With no additional questions, Commissioner Ratchford made a motion, Commissioner Wilson seconded, and the Economic Development Committee recommended forwarding Resolution 24-57 to the full Board. The Resolution will be presented to the full Board for consideration at the November meeting later today.

**RESOLUTION 24-58 - LEASE AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND QUAKER CITY 607, LLC AT THE WILMINGTON AIRPORT**

The Deputy Executive Director presented and discussed the Resolution. With no additional questions, Commissioner Ratchford made a motion, Commissioner Wilson seconded, and the Economic Development Committee recommended forwarding Resolution 24-58 to the full Board. The Resolution will be presented to the full Board for consideration at the November meeting later today.

Committee Chair Baldini adjourned the Economic Development Committee at 11: 47 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**PROJECTS COMMITTEE MEETING**

**Tuesday, November 19, 2024**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority’s Projects Committee Meeting was conducted in person and via Teams on Tuesday, November 19, 2024, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

Delaware Commissioners

Committee Chair Ratchford  
Commissioner Faust, Committee Member via Teams  
Vacant  
Commissioner Collins Absent  
Commissioner Carey

Chairman Lathem

Legal Counsel

Kate Betterly– DE

Governors’ Representatives

Mike Houghton - DE via Teams

Staff

Tom Cook  
Ceil Smith  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell via Teams  
Gerry Owens  
Michelle Warner via Teams  
Michele Pyle  
Jim Salmon  
TJ Murray  
Tara Donofrio  
Kyle Bickhart  
Andy Houghton  
Jen Oberle-Howard

New Jersey Commissioners

Committee Vice-Chair Mehaffey Absent  
Commissioner McCann, Committee Member  
Commissioner Baldini, Committee Member  
Commissioner Behnke  
Commissioner Wilson

Vice Chairman Ransome

Phil Norcross– NJ

Alexis Franklin - NJ

Guests

1. Committee Chair Ratchford opened the Projects Committee meeting at 11:47 a.m.
2. Committee Chair Ratchford called for a motion to accept the Projects Committee Minutes from October 15, 2024. Commissioner Baldini made a motion, Commissioner McCann seconded, and the Committee Minutes were accepted.
3. Discussion Items

The COO noted the full Construction Highlights report can be found in the Board materials.

The COO presented the 2025 CIP Preliminary Review. See attached.

4. Resolution

- RESOLUTION 24-59 – Authorizing an agreement between the Delaware River and Bay Authority and RS&H, Inc to Provide On-Call Planning Consultant Services for Authority Airports

Committee Chair Ratchford called for a motion to accept the resolution to which Commissioner McCann made a motion, seconded by Commissioner Faust and Projects Committee concurred with the recommendation to accept and authorize the action to be presented to the full Board of Commissioners later today.

5. Bid Opening

- DMB-25-01 Spot Repair & Overcoat, West Truss Spans – Second Structure

A public bid opening was held on October 24, 2024, in which (3) bids were submitted.

The COO recommended awarding the contract, in the amount of \$7,442,500. To Jag'd Construction Inc.

Committee Chair Ratchford called for a motion to accept the bid, to which Commissioner McCann made a motion, seconded by Commissioner Faust and Projects Committee concurred with the recommendation to accept and authorize the action to be presented to the full Board of Commissioners later today.

6. Project Close-outs

- DMB-21-26 ITS Office Renovations

The COO recommended close-out of the contract and final payment to BSS Contractors, LLC. of West Grove, PA with a final contract amount of \$322,625.28.

Committee Chair Ratchford called for a motion to approve the closeout, to which Commissioner McCann made a motion, seconded by Commissioner Faust and the Projects Committee concurred with the recommendation and authorized the close-out action to be presented to the full Board for consideration at the meeting later today.

- ILG-21-03 Runway 14-32 Approach Regrading

The COO recommended close-out of the contract and final payment to Diamond Materials, Inc. of Wilmington, DE with a final contract amount of \$244,954.00.

Committee Chair Ratchford called for a motion to approve the closeout, to which Commissioner McCann made a motion, seconded by Commissioner Faust and the Projects Committee concurred with the recommendation and authorized the close-out action to be presented to the full Board for consideration at the meeting later today.

#### 7. Contractor Payment Review:

The COO reviewed for the Committee the monthly construction contractor payment summary to be made for the work completed through October, 2024 for (19) payments totaling approximately \$5.4 million for projects at the bridge, ferry, and airports.

8. With no further business to discuss, Committee Chair Ratchford called for a motion to adjourn; Commissioner Baldini made a motion and Commissioner McCann seconded, and the Projects Committee adjourned at 12:05 p.m.