

**DELAWARE RIVER AND BAY AUTHORITY**

**AUDIT AND GOVERNANCE COMMITTEE MEETING**

**Tuesday, June 16, 2020**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Audit & Governance Committee Meeting was conducted via teleconference on Tuesday, June 16, 2020 at the Delaware Memorial Bridge Complex, New Castle, Delaware.

Commissioners of Delaware

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

Commissioners of New Jersey

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

Chairperson Lathem - absent

Vice-Chairperson Hogan

Mike Houghton – DE

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  
Tara Donofrio  
Michele Pyle  
John Sarro  
Heath Gehrke  
Rick Arroyo

Guests

Mike Beczkowski, Senior Consultant, Bolton

**CERTIFICATION**

I hereby certify that the foregoing is a TRUE COPY  
of the minutes of the Delaware River and Bay Authority  
held on 6/16/20, a quorum  
being present.

  
\_\_\_\_\_  
Stephen D. Williams, Assistant Secretary  
Delaware River and Bay Authority

Seal:

1. Committee Chair McCann opened the Audit & Governance Committee meeting at approximately 10:35 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 McCann called for a motion to accept the Audit & Governance Committee Minutes from May 19, 2020. Commissioner Smith made a motion, Commissioner Faust seconded, and the Committee Minutes were accepted.

3. Discussion Items:

- 2019 Defined Contribution Plan Review

- The Chair introduced one representative, Mike Beczkowski, Senior Consultant for Bolton. His main focus was Review of 2019 Defined Contribution Plan.

Mr. Beczkowski reviewed the members of the Investment Committee and applauded the level of Authority involvement, care and attention exhibited by the committee, noting that it exceeds the standard of care typically exhibited by most organizations.

Mr. Beczkowski reviewed the Legislative Updates with the SECURE Act and CARES Act that are affecting retirement plans. The DRBA Committee declined to add these provisions at this time.

Investment Policy Updates were reviewed with updates to ensure compliance with best fiduciary practices in the identification roles and responsibilities of the record keeper and custodian; separate selection criteria for the target date funds; and an oversight of the service providers to the plans.

The Committee highlights for 2019 included staff educational training; committee members receiving fiduciary training; Voya conducted a plan review with the DRBA committee and C-Suite; Bolton presented 2019 performance review; and American Funds Target date funds was confirmed as the default plan to which the committee reviewed a strategy with the fund provider.

Mr. Beczkowski noted that as of December 31, 2019, the total value of the both plan assets totaled \$34.5 million compared to \$29.1 million at the end of 2018. The 457(b) totaled \$14.9 million and the 401 (a) was \$19.5 million at which time he reviewed the asset allocation of each plan, historical return summary, asset performance, growth and risk return.

4. With no further business to discuss, Committee Chair McCann called for a motion to adjourn; Commission Smith made a motion and Commissioner Faust seconded, and the Audit and Governance Committee adjourned at 10:56 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**  
**BUDGET & FINANCE COMMITTEE MEETING**  
**Tuesday, June 16, 2020**  
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 teleconference on Tuesday, June 16, 2020 from the Delaware Memorial Bridge Complex, New Castle, Delaware

Commissioners of Delaware

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

Commissioners of New Jersey

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

Chairperson Lathem - absent

Vice-Chairperson Hogan

Mike Houghton – DE

Phil Norcross – NJ

Governors' Representatives

Craig Ambrose – NJ


Staff

Tom Cook  
Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Michelle Hammel  
Jim Salmon  
TJ Murray  
Tara Donofrio  
Michelle Pyle  
John Sarro

Guests

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\_\_\_\_\_  
Stephen D. Williams, Assistant Secretary  
Delaware River and Bay Authority

Seal:

1. Committee Chair Decker opened the Budget & Finance Committee meeting at approximately 10:57 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 Decker called for a motion to accept the Budget & Finance Committee Minutes from May 19, 2020. Commissioner Ratchford made a motion, Commissioner Ford seconded, and the Committee Minutes were accepted.

3. Committee Chair Decker requested an Executive Session closed to the public to discuss matters of a confidential nature. A motion was made by Commissioner Ford, seconded by Commissioner Ratchford and the session was closed.

The following matters of a confidential nature were discussed:

- LONG RANGE PLANNING

With no further business to discuss in Executive Session a motion to open the meeting to the public was made by Commissioner Ransome, seconded by Commissioner Carey and the session was open to the public

4. Discussion Items:

- Waiver of Threshold Related to Carpet Cleaning Service

The Chief Financial Officer (CFO) discussed the intentions of obtaining new quotes from different vendors, but with Covid-19 staff was unable to obtain quotes. Provision within 98-31 allows the committee to wave or modify the threshold for Authority to continue using EBC Carpet Services through 2020. The staff intends to obtain new quotes from different vendors for 2021. The committee acknowledged the need for the waiver.

5. Action Items:

**RESOLUTION 20-14 AUTHORIZING AUTHORITY EXPENDITURES PURSUANT TO RESOLUTION 01-84 FOR THE PERIOD OF JANUARY 1, 2020 THROUGH DECEMBER 31, 2020**

After discussion, Commissioner Ratchford made a motion, Commissioner Ford, seconded, and the Economic Development Committee recommended forwarding Resolution 20-14 to the full Board for approval. The Resolution will be presented to the full Board for consideration at the June meeting later today.

6. With no further business to discuss, Committee Chair Decker made a motion to adjourn and the Budget & Finance Committee adjourned at 10:58 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**ECONOMIC DEVELOPMENT COMMITTEE MEETING**

**Tuesday, June 16, 2020**

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 teleconference on Tuesday, June 16, 2020 from the Delaware Memorial Bridge Complex, New Castle, Delaware.

Commissioners of New Jersey

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

Vice-Chairperson Hogan

Phillip Norcross - NJ

Governors' Representatives

Craig Ambrose - NJ

Staff

Tom Cook  
Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Michelle Hammel  
Jim Salmon  
TJ Murray  
John Sarro  
Tara Donofrio  
Michele Pyle

Commissioners of Delaware

Committee Vice-Chair Ford  
Commissioner Ratchford, Comm. Member  
Commissioner Carey, Comm. Member  
Commissioner Decker  
Commissioner Faust


Chairperson Lathem - absent

Michael Houghton - DE

Guests

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Stephen D. Williams, Assistant Secretary  
Delaware River and Bay Authority

Seal:

1. Chair Ransome opened the Economic Development Committee meeting at approximately 11:00 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. Chair Ransome called for a motion to accept the Economic Development Committee Minutes from May 19, 2020. Commissioner Smith made a motion, Commissioner Ford seconded, and the Committee Minutes were accepted.

3. Resolutions:

**RESOLUTION 20-15 - LEASE AMENDMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND CAPE MAY BREWING LLC**

After discussion, Commissioner Ford made a motion, Commissioner Wilson, seconded, and the Economic Development Committee recommended forwarding Resolution 20-15 to the full Board for approval. The Resolution will be presented to the full Board for consideration at the June meeting later today.

**RESOLUTION 20-16 - LEASE AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND FIXED BASED OPERATORS (FBO) AT NEW CASTLE AIRPORT**

After discussion, Commissioner Wilson made a motion, Commissioner Smith, seconded, and the Economic Development Committee recommended forwarding Resolution 20-16 to the full Board for approval. The Resolution will be presented to the full Board for consideration at the June meeting later today.

With no further business to discuss, Committee Chair Ransome adjourned the Economic Development Committee at 11:12 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**PERSONNEL COMMITTEE MEETING**

**Tuesday, June 16, 2020**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Personnel Committee Meeting was conducted via teleconference on Tuesday, June 16, 2020 at the Delaware Memorial Bridge Complex, New Castle, Delaware.

Delaware Commissioners

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

Chairman Lathem - absent

Legal Counsel

Mike Houghton – DE

Governors' Representatives

Craig Ambrose - NJ

Staff

Tom Cook  
Steve Williams  
Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
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Heath Gehkre  
John Sarro  
Joe Gibbons  
Dave Hoppenjans  
Rick Arroyo

New Jersey Commissioners


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

Vice Chairman Hogan

Phil Norcross– NJ

Guests

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being present 

Stephen D. Williams, Assistant Secretary  
Delaware River and Bay Authority

Seal:



1. Committee Chair Carey opened the Personnel Committee meeting at approximately 11:12 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 Carey called for a motion to accept the Personnel Committee Minutes from April 19, 2020. Commissioner Smith made a motion, Commissioner Faust seconded, and the Committee Minutes were accepted.

3. Action Items

- **Resolution 20-17 Authorizing Union Recognition of Certain Peak Part-time Personnel and Approval of a Memorandum of Understanding (MOU) and Side Letter Agreement Between the Delaware River and Bay Authority and the Marine Engineers' Beneficial Association (MEBA)**

The purpose of this resolution is to authorize an MOU to resolve a grievance filed by MEBA regarding the classification of peak part-time employees and authorize a Side Letter Agreement to recognize MEBA as the designated collective bargaining representative for peak part-time ordinary seamen and permanent full-time ferry crew and marine mechanical personnel between Delaware River and Bay Authority (the "Authority") and the Marine Engineers' Beneficial Association ("MEBA") memorializing same.

No discussion was requested, Commissioner Smith 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 June meeting later today.

- **Resolution 20-18 Authorizing The Authority to enter into an agreement with Brown & Connery, LLP to serve as professional "on-call" labor and employment legal counsel representing its interests in the state of New Jersey.**

The purpose of this resolution is to authorize an agreement with Brown & Connery, LLP to provide professional "on-call" counsel for labor and employment legal matters including compliance, labor and employment law and litigation matters related thereto and other matters relating to fulfilling the goals of the Authority.

No discussion was requested, Commissioner Smith 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 June meeting later today.

- **Resolution 20-19 Authorizing The Authority to enter into an agreement with Young Conaway Stargatt & Taylor, LLP to serve as professional "on-call" labor and employment legal counsel representing its interests in the state of Delaware.**

The purpose of this resolution is to authorize an agreement with Young Conaway Stargatt & Taylor, LLP to provide professional “on-call” counsel for labor and employment legal matters including compliance, labor and employment law and litigation matters related thereto and other matters relating to fulfilling the goals of the Authority.

No discussion was requested. Commissioner Faust 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 June meeting later today.

#### 4. Discussion

- **Workforce Update presented by Chief Human Resources Officer Charlotte Crowell**

Since March 16<sup>th</sup> to present the Police Department, including Dispatchers, was the only essential operation that worked unreduced hours.

To ensure the safety and health of our employees for social distancing and other protocols, other essential operational groups worked reduced work shifts:

- Marine Operations worked 30 hour shifts
- Food & Retail worked 32 hour shifts
- Airport Operations worked 32 hour shifts
- Toll Supervision worked 32 hour shifts
- Maintenance Operations worked 20 hour shifts then increased to 32 hour shifts

As of June 15<sup>th</sup>, all essential operations have returned to 40 hour shifts.

This includes bringing back the Toll Collectors on May 21<sup>st</sup> when cash collections were resumed at the Delaware Memorial Bridge and reopening the E-ZPass Customer Service Center with limited hours on June 1<sup>st</sup>. In between April 20<sup>th</sup> and June 1<sup>st</sup>, the E-ZPass Customer Service Representatives returned to perform image re-review to assist with cashless collection.

Administrative Office personnel at the Bridge, Cape May and Lewes who were able to work from home continue to work from home; others were put on standby and called in as needed. To date, there are a few employees on standby and about 90 employees working from home.

DRBA is in the process of preparing a formal telecommuting policy for approval and implementation for the future.

- **Police Department Update**

The CHRO deferred to Colonel Arroyo for the Police Department update.

The Colonel reviewed the DRBA Police Department's (DRBAPD) policies to prevent the excessive force used, as in the George Floyd occurrence. He reviewed the following organizations that the force is associated with to assist in reviews, training and guidance:

- CALEA (The Commission on Accreditation for Law Enforcement Agencies)
- NOBLE (National Organization of Black Law Enforcement Executives)
- IACP (International Associations of Chiefs of Police)
- National Sheriffs Associations
- Police Executive Research Forum

He noted in regards to the CALEA, only 5% of police departments in the nation acquire this accreditation. The DRBA's most recent (in 2018) resulted with a Gold Standard (obtained by only 1% in the nation). The DRBA is only 1 of 2 in the states of DE & NJ with this Gold accreditation to which 484 standards must be met; the DRBA met these at 100%. In addition, the Colonel was appointed as a current Commissioner of the CALEA Board.

The Colonel noted the public is demanding:

- Adoption of the National Policy on the Use of Force
- Standards for Discipline and Termination of Officers
- Development of a Police Officers Decertification Database
- Enhance Police leadership and Culture
- Implement Improved Recruitment, Hiring and Promotion Practices
- Enhance Ability of Police Agencies to Implement Effective Discipline

Because of the CALEA standards and training, the Colonel was proud to say the DRBA's police department has a very good track record on all of these issues.

The DRBAPD's current use of force directive states: NO CHOKE HOLDS with the following:

1. Officers should use verbal commands
2. Officers shall use force only when no reasonably effective alternative appears to exist and shall use only the level of force that is reasonably prudent.
3. Officers shall use only the force that is objectively reasonable to effectively bring an incident under control, while protecting the safety of the officer and others.
4. Use of physical force should be discontinued when resistance ceases or when the incident is under control. (de-escalate).
5. Physical force shall not be used against individuals in restraints.
6. Once the scene is safe, and as soon as practical, an officer shall provide appropriate medical care consistent with his or her training to any individual who has visible injuries, complains of being injured, or requests medical attention.
7. An officer has a duty to intervene to prevent or stop the use of excessive force by another officer.

All uses of force are documented, utilizing the Guardian Tracking system as an Early Warning Program and are investigated.

We have a comprehensive discipline plan in our rules & regulations / which lays out plans for progressive discipline to include reprimands, suspensions, demotions and dismissal.

In the past 7 years the department has had 191 use of force incidents, with zero complaints of inappropriate use.

Our department captures race and sex on all officer contacts i.e. car stops, calls for service, (captured through our Computer Aided Dispatch System). Over the past 7 years, the system identified one officer with conduct issues – it was properly addressed.

There have been 4 racial bias incidents reported; two reported by citizens, two internal complaints resulting in one civilian retiring, one officer suspended, 2 unfounded.

The Colonel reviewed the hiring process noting more non-certified officers (must attend the police academy) than certified officers (trained from other departments) are hired. When an officer is hired from another agency, they must waive any confidentiality rights so their complete personnel files with their previous department can be reviewed, to make sure that we are not hiring anyone with a previous history of misconduct.

The DRBA's recruitment policy requires each applicant to pass:

- Standardized written exam
- Successfully pass two oral interview panels
- Must successfully complete a physical fitness test
- We conduct a full background
- Successfully pass a medical exam
- Successfully pass a psychological exam
- Successfully complete a polygraph exam

The Colonel stated the DRBAPD is a Progressive, Proactive Police Department that is continually looking at ways to improve on how we serve the public.

They have the proper procedures, training, leadership and computer based systems in place to detect and prevent this type of incident from occurring here at the DRBA. The Colonel noted he has full confidence in the professionalism of his officers and supervisors – whom are well trained, well supervised and held accountable for their actions (both good and bad).

Commissioner Carey acknowledged the Colonel's extremely professional standards. Vice Chairman Hogan noted the efficient communication he and Commissioner Ransome received from the Colonel during these troubling times in our communities. Commissioner Decker acknowledged the psychological evaluations done during hire, but suggested they continue while on the job.

- Summary of the Organization

The CHRO noted as always the HR Demographics are available for the Board's individual review.

5. With no further business to discuss, Committee Chair Carey called for a motion to adjourn; Commissioner McCann made a motion, Commissioner Ransome seconded and the Personnel Committee adjourned at 11:35 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**PROJECTS COMMITTEE MEETING**

**Tuesday, June 16, 2020**

Delaware Memorial Bridge Complex  
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Projects Committee Meeting was conducted via teleconference on Tuesday, June 16, 2020 from the Delaware Memorial Bridge Complex, New Castle, Delaware.

Delaware Commissioners

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

Chairman Lathem - absent

Legal Counsel

Mike Houghton- DE

Governors' Representatives

Craig Ambrose - NJ

Staff

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John Sarro  
Joe Gibbons  
Dave Hoppenjans  
Rick Arroyo

New Jersey Commissioners

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

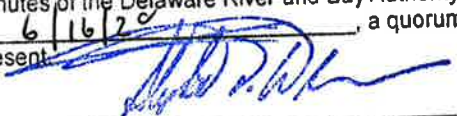
Vice Chairman Hogan

Phil Norcross - NJ

Guests

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Stephen D. Williams, Assistant Secretary  
Delaware River and Bay Authority

Seal:

1. Committee Chair Ratchford opened the Projects Committee meeting at 11:38 a.m.
2. Committee Chair Ratchford called for a motion to accept the Projects Committee Minutes from April 21, 2020. Commissioner McCann made a motion, Commissioner Faust seconded, and the Committee Minutes were accepted.
3. Discussion Items

- **Update on 2020 Capital Improvement Program in Light of Budgetary Constraints**

When the COVID crisis hit us 3 months ago, the COO noted the same budget trimming exercise was conducted on the CIP that we did with the Operating Budget, involving all 5 departments under Operations, plus the Airport & IT departments. The 2020 CIP originally adopted in December with \$129.6 million in Authority funds, has been trimmed by about \$41.6 million or almost a third. It is a higher percentage reduction than we made in the operating budget, deferring both bonded projects & cash projects.

By Mid-March, there were already 29 major capital projects & 19 minor capital maintenance projects under contract, plus multiple pieces of heavy equipment ordered & some IT projects underway totaling over \$60 million under contract. Staff determined to continue with another \$24 million worth of capital projects, plus there was about \$3 million of projects in the middle of design, where it made sense to finish the design and then complete construction later.

One of the goals of the revised CIP was to preserve all projects with federal funds and FAA grants which was accomplished. The revised CIP plan for 2020 is \$88 million for the remainder of this calendar year.

- **New Castle County (NCC) and the 2020 ILG CIP**

The COO reminded the Board that if New Castle County notifies the Authority of its intention not to renew the ground lease for ILG, from that point until the end of the lease term, the DRBA must obtain County approval on capital projects for which the DRBA will seek reimbursement. As of this morning, no notice of non-renewal has been received.

The CIP for ILG in 2020 divided the projects into three categories.

- projects that are already under contract not needing to seek NCC approval
- projects 100% funded by the FAA - no Authority funds are involved, no reimbursement from the County, do not need NCC's approval
- projects that we had planned to do this year, not yet under contract, for which County approval would be needed

At this time, there are \$1.3 million in projects which would need NCC's approval if the lease is not renewed. The COO requested committee consensus to send a letter to NCC with a list of these projects requesting approval to proceed.

Commissioner Ratchford clarified this list would be sent to NCC upon the DRBA's receipt of NCC's contract intention with the County Council being informed as well to which the COO confirmed.

The ED noted, this list will be informing them of the projects necessary that will be conducted; this is not a request, due to safety. The Vice Chair noted his support only for projects needing to maintain safety.

Commissioner Ratchford noted a review all projects being considered by the ED, DED, Chairman Vice Chairman and the Committee. The COO noted the request would be sent with a request for a reasonable response time.

#### 4. Bid Openings:

- **CMLF-19-04 - Fender Replacement at Lewes Delaware Ferry Terminal**

A public bid opening was held on May 12, 2020, in which (9) bids were submitted for the Cape May Ferry Lewes Terminal replacing the steel fenders with fiberglass.

The COO recommended awarding the contract, in the amount of Agate Construction Company, Inc. of Clermont, to \$630,950.

- **DMB-20-06 - 2020 Deck Repairs**

A public bid opening was held on May 12, 2020, in which (7) bids were submitted to repair DMB deck repairs.

The COO recommended awarding the contract, in the amount of \$2,267,000 to J.D. Eckman, Inc. of Atglen, PA.

- **DMB-20-07 - Interstate 295/US-13 Miscellaneous Roadway Repairs**

A public bid opening was held on May 21, 2020, in which (4) bids were submitted for roadway repairs on I-295/US-13.

The COO recommended awarding the contract, in the amount of \$702,977.05 to Mumford & Miller Concrete, Inc. of Middletown, DE.

- **MIV-20-A - South Apron Expansion**

A public bid opening was held on May 08 2020, in which (4) bids were submitted to expand the South Apron at Millville Airport. This is funded by the FAA.

The COO recommended awarding the contract plus add Alternate #1, in the amount of \$1,164,877 to South State, Inc. of Bridgeton, NJ.



- **33N-20-A - Apron Expansion – Phase 1**

A public bid opening was held on May 28, 2020, in which (5) bids were submitted to expand the apron at the Delaware Airpark-33N. This is a FAA grant funded project.

The COO recommended awarding the contract plus add Alternate #1, in the amount of \$1,485,726.43 to Eastern States Construction Service Inc. of Wilmington, DE.

- **WWD-20-A - Rehabilitate Runway 10-28 – Phase 1**

A public bid opening was held on May 28, 2020, in which (3) bids were submitted to rehabilitate Runway 10-28 at the Cape May Airport. An FAA funded project to improve the airfield, runway, taxi gate, airport beacon.

The COO recommended awarding the contract plus add Alternate #2, in the amount of \$2,915,813 to South State, Inc. of Bridgeton, NJ.

Committee Chair Ratchford called for a motion to accept the presented 6 bids thus far, to which Commissioner McCann made a motion, seconded by Commissioner Ford and the Projects Committee concurred with the recommendation to accept and authorized the action to be presented to the full Board at the June meeting later today.

- **ILG-20-A - Runway 1-19 Rehabilitation – Phase 1**

A public bid opening was held on May 28, 2020, in which (2) bids were submitted to repair runway 1-19 at the ILG airport. Due to the bids coming in over budget, the scope of the project was revised and new bids are being solicited.

The COO recommended rejecting the bids at this time.

Committee Chair Ratchford called for a motion to reject, to which Commissioner Ford made a motion, seconded by Commissioner McCann and the Projects Committee concurred with the recommendation to reject the bids.

- **DMB-20-03 – UHPC Overlay Program**

A public bid opening was held on May 29, 2020, in which (4) bids were submitted to preserve deck on the DMB.

Bids came in about 75% more than the engineer's estimate. It appears that the primary factor in our underestimating the cost is assuming that the unit price for a very large, \$50 million deck repair of the entire NB span would be the same on a much smaller pilot project. With September being the best month to perform this work with traffic low and weather ideal, the COO recommends proceeding with the contract. A no risk agreement to pre-purchase long lead materials estimated at approximately \$350,000 will be exercised to maintain the September schedule. If any delays should occur, the DRBA will store the material until the project proceeds.

Commissioner Decker inquired as to why the bids are \$3 million off the engineer's estimate. The COO introduced Dave Hoppenjans, DRBA's Chief Engineer, who explained the difference between the bids and engineer's estimate:

- Application of UHPC as an overlay material is a very new practice and there is limited bid history on which to base an estimate.
- Those projects available for bid comparison were limited to shallow overlays of limited size. This project requires replacement 3-3/4" deep and two-lanes in width to include exposure of the top reinforcement mat. There was no corresponding bid history available when this project was estimated. Since the development of the estimate the Commodore Barry Bridge UHPC Pilot Project was released with a similar scope and the overlay unit costs are within 10% of those received from the apparent low bidder on our project.
- This work requires hydro (high pressure water) demolition to expose the top reinforcing mat. The resulting deck surface profile coupled with variances in the reinforcing mat depth call for some speculation of the actual volume of material required for the overlay. In discussions with the apparent low bidder we confirmed that the volume of material they estimated exceeds the volume assumed by the engineer. We have reviewed the bidders' assumptions and believe their figure to be conservative but reasonable.
- For certain bidders the purchase of specialized paving equipment may have been included in the bids. This was not anticipated in the estimate.
- It is important to remember that the alternative to UHPC, a full deck replacement, is vastly more expensive (up to 3x the UHPC), takes longer to construct, and is much more disruptive to traffic. It is for these reasons that we recommended the UHPC alternative, but only after embarking on a pilot project first.

Vice Chair Hogan expressed concern of the cost and inquired if this method has been used elsewhere. The Chief Engineer noted the significant benefits of this material as well as its use by the Delaware Department of Transportation as well as the Commodore Barry Bridge. He also reflected a savings of 1/3 using this material over other deck material.

Commissioner Ransome noted the consistently with all the bids is assuring.

Commissioner Decker noted the necessity of us doing this pilot program now vs. reviewing projects in process such as the Commodore Barry.

The Chief Engineer explained the Commodore Barry Bridge is a different kind of bridge -- a cantilever bridge. Our bridge is a suspension bridge. In addition, its daily traffic load is generally less than 40% of ours. The purpose of the Pilot Project is to undertake the work of the UHPC overlay program for the Delaware Memorial Bridge on a small scale to learn critical lessons while limiting consequences to include:

- We want to develop our own understanding of how the local/regional contracting community responds to the project and develop qualified bidders for the full program.
- We want to develop our own firsthand knowledge related to the design, solicitation, and construction of this kind of project. Implementation of a dedicated pilot project will give the Authority a direct day-to-day experience which cannot be obtained through occasional field visits and document reviews. A dedicated pilot also has the potential to uncover unknowns, specific to the Delaware Memorial Bridge.
- Traffic maintenance concerns specific to the DMB program.
- Determining how dual placement performs and what production rates can be assumed for the full program. Commodore Barry's pilot does not require dual lane placement.
- The pilot will address decks within each structural span type of the bridge; girder span, truss spans, and suspension span. Commodore Barry's pilot focuses on a single approach structure, not the main bridge.
- Detailing how structural and configuration details specific to the Delaware Memorial Bridge affect the overlay such as; elimination of the centerline joint, how the existing concrete deck responds to hydro-demolition, how much the top reinforcing mat varies in depth, how actual replacement volume correlates to nominal volume, how much full depth repair is required, etc.

The COO recommended awarding the contract plus add Alternate #1, in the amount of \$6,204,215 to J.D. Eckman, Inc. of Atglen, PA.

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

## 5. Contract Closeouts

- **CMLF-C19-03 – Annual Maintenance Dredging 2020**

The COO recommended close-out of the contract and final payment to Barnegat Bay Dredging with a final contract amount of \$386,662.50.

Committee Chair Ratchford called for a motion to approve, to which Commissioner Ford 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 June meeting later today.

6. Contractor Payment Reviews:

The COO reviewed for the Committee the monthly construction contractor payments to be made for the work completed through April and May, 2020. For April, the DRBA had (11) payments totaling approximately \$1.8 million for projects at the bridge, ferry, and (3) of the airports. For May, 2020 the DRBA had (16) payments totaling approximately \$4 million for projects at the bridge, ferry, and the airports

7. With no further business to discuss, Committee Chair Ratchford called for a motion to adjourn; Commissioner McCann made a motion and Committee Vice-Chair Ransome seconded, and the Projects Committee adjourned at 12:28 p.m.