

DELAWARE RIVER AND BAY AUTHORITY
BUDGET & FINANCE COMMITTEE MEETING

Tuesday, September 15, 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, September 15, 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

Vice-Chairperson Hogan

Mike Houghton – DE

Phil Norcross – NJ

Governors' Representatives

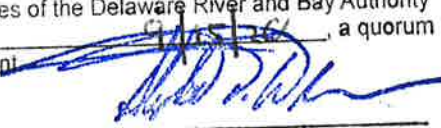
Craig Ambrose – NJ

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

CERTIFICATION

I hereby certify that the foregoing is a TRUE COPY of the minutes of the Delaware River and Bay Authority held on September 15, 2020, a quorum being present 

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

Seal:

1. Committee Chair Decker opened the Budget & Finance Committee meeting at approximately 11:25 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 July 21, 2020. Commissioner Ransome made a motion, Commissioner Smith seconded, and the Committee Minutes were accepted.

3. Discussion Items:

The Chief Financial Officer (CFO) discussed budget sessions for capital and operating budgets are being submitted. The sessions will begin to take place in late September and Mr. Meconi's doing the same on the CIP. A preliminary operating budget will be presented in October for the Board's review, with final review and approval in November. The CIP process will be following in the November and December timeline.

The CFO discussed the future revenue and expense challenges facing the DRBA. He reviewed the 2021 Budget Projections (attached) beginning with the 2020 adopted budget, expected total revenues \$175 million (green), with spending of about \$90 million (yellow), and net operating budget about \$85 million (orange). About \$32 million in debt service goes against the net operation number resulting in a projected 2.7x Debt Service Coverage. The CFO reviewed the 2020 updated budget revenue noting the revenue side continues to be challenging for the bridge, ferry operations, and food service. The year-end projection incorporates current traffic/utilization, which has been relatively consistent from June to August, will stay same through the end of the year.

Three different scenarios have been modeled for 2021. The first, contemplates a "2nd half recovery", a "no recovery" and a "recession" scenario which forecasts a negative impact on commercial traffic and revenue in 2021. The CFO reviewed the two of the operating budget scenarios with growth ranging from 0% to -5%, noting the goal of holding the budget into this range, but recognizing he hasn't reviewed any submissions at this time. He noted that the -10% scenario contemplated the possibility of adopting but holding back an added portion of the budget based on whatever is happening economically at the end of the year.

4. Resolutions:

- RESOLUTION 20-23 – Authorizing Authority Expenditures Pursuant to Resolution 01-84 for the period January 1, 2020 through December 31, 2020

After discussion, Commissioner Ratchford made a motion, Commissioner Smith, seconded, and the Budget & Finance Committee recommended forwarding Resolution 20-23 to the full Board. The Resolution will be presented to the full Board for consideration at the meeting later today.

With no further business to discuss, Committee Chair Decker adjourned the Budget and Finance Committee at 11:37 a.m.

DELAWARE RIVER AND BAY AUTHORITY

ECONOMIC DEVELOPMENT COMMITTEE MEETING

Tuesday, September 15, 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, September 15, 2020 from the Delaware Memorial Bridge Complex, New Castle, Delaware.

Commissioners of New Jersey

Committee Chair Ransome
Commissioner Bennett, Comm. Member
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

Michael Houghton - DE

Guests

CERTIFICATION

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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 11:52 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 July 21, 2020. Commissioner Wilson made a motion, Commissioner Ford seconded, and the Committee Minutes were accepted.

3. Resolutions:

- RESOLUTION 20-24 – PURCHASE OF 2 HANGARS LOCATED AT CAPE MAY AIRPORT

After discussion, Commissioner Ford made a motion, Commissioner Ratchford, seconded, and the Economic Development Committee recommended forwarding Resolution 20-24 to the full Board for approval. The Resolution will be presented to the full Board for consideration at the meeting later today.

With no further business to discuss, Committee Chair Ransome adjourned the Economic Development Committee at 11:58 am.

DELAWARE RIVER AND BAY AUTHORITY

PERSONNEL COMMITTEE MEETING

Tuesday, September 15, 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, September 15, 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

Legal Counsel

Mike Houghton – DE

Governors' Representatives

Craig Ambrose - NJ

Staff

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

New Jersey Commissioners

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

Vice Chairman Hogan


Phil Norcross– NJ

Guests

Kent Evans
USI Insurance Consultant

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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 10:15 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 July 21, 2020. Commissioner McCann made a motion, Commissioner Smith seconded, and the Committee Minutes were accepted.

3. Discussion Items:

- **DRBA Benefits Annual Review**

The CHRO introduced Toni deYoung, DRBA Pension & Benefits Manager to present the review with DRBA's Benefits Consultant, Kent Evans of USI, available for any questions. The agenda as presented below, is available in detail in the attached presentation.

- 2020 Health Plan Initiatives Summary
- 2019-2020 Health Plan Performance Summary
 - Large Claimants
 - Specialty Drug Costs
 - Medical and Pharmacy Plan Utilization & Benchmarks (2016-2019)
- 2021 Benefits Plan

During the discussion for the savings in drug costs and opioid management, Chairman Lathem inquired as to how the cost for the opioids was reduced, to which the DRBA Pension & Benefits Manager explained that Express Scripts reviewed all prescriptions issued. Many, such as those prescribed after surgery, were reduced to a 7-14 day supply vs. 30 day supply.

DRBA Pension & Benefits Manager reviewed the savings or cost avoidance in employees using the Urgent Care Centers vs. the Emergency Room. With the Urgent Care having an increase in usage, this is a confirmation that Urgent Care usage is more cost efficient than using the Emergency Room.

DRBA Pension & Benefits Manager reviewed the new Care Value Plan for 2021 which continues to promote wellness, preventative and holistic activities as well as improving the Express Scripts Prescription Drug Plan. For 2021, the following three (3) programs will be added to the Express Scripts Prescription Drug Plan to begin to offset the cost of specialty drugs:

- SaveonSP – coupon type, savings for employees and the prescription plan
- RationalMed – health safety solution with clinical rules
- ScreenRx – helps members make better healthcare decision in medication adherence

- **Police Department Update**

The Colonel noted the DRBA Police is a CALEA Gold Standard with Excellence Agency. They have proper supervision, training and accountability in place plus rules, regulations, standard operating procedures and directives. The Officers are held accountable for their actions.

All police personnel behaviors are monitored through Guardian Tracking which captures the good and the bad. Early Warning Report tracks an officer's complaints filed against him/her, sick leave, issues, and events of any nature. Annual reports (a CALEA requirement) are reviewed for compliance and necessary corrective actions. Any negative behavior is neither condoned nor accepted; they are held accountable for everything. There is an annual internal complaint report sent to the Public Information Officer of the DRBA.

Every police car has in-car-camera and microphone which is utilized for pursuits, use of force at which time random reviews are conducted. Each month, two (2) random reviews are conducted to assess officers.

The purchase of body cameras is the current goal to assist in accountability and review. Funding by SLEAF, law enforcement grant, is expected in December, 2020 for this purchase; it has been deferred the last four (4) quarters; therefore, it is expected to be awarded.

The Colonel reviewed the extensive hiring process: written, physical agility test, oral panel interview test, interview with the Colonel, mental and physical exams, full background check as well as a polygraph. Once hired the training is extensive and continues to achieve and maintain professionalism and discipline. See attached In-Service Roll Call Training for 2020 in addition to the below administered:

- Firearms-16 hrs.
- CPR/AED/Narcan (8 hrs)-every 2 years
- Ethics, Police Bias, Crisis Response to Hostage/Barricaded Subjects, and Suicidal Threats
- EAP Training for Supervisors and Police Personnel
- Performance Evaluation Training
- Asp/OC
- Bias, Diversity, De-Escalation- (NJ AGs Office-CLEAR Training)
- Radar/Lidar
- Safe Response- Hazmat, Blood borne Pathogens, Incident Command, Unified Command
- Victims Services

- Individual Courses –In 2020 (as of 9/4)
- Command and Leadership
- Crisis Intervention Training (CIT)
- Street Survival
- NHTSA Field Sobriety Testing
- Facility Officer Training
- Firearms Instructor Training
- K-9

Since the Colonel's command over the DRBA Police in 2013, there have been 195 use of force incidents, with no complaints; 2 citizen complaints, both for profiling (2017 & 2018) and both were determined to be unfounded. Progressive discipline is utilized with EAP's, either mandated or voluntarily. In 2018, 1 officer was committed with an EAP evaluation; 2020, 1 EAP evaluation; 8 suspensions since 2014 for abuse of sick time, insubordination, missed court dates, multiple collisions or conduct unbecoming.

The Colonel noted he is extremely proud of his officers as they have worked 24/7 with vacations cancelled since COVID-19 and the civil unrest. The DRBA Police have been called to assist in 5 peaceful protests (2 DE & 3 NJ) during this time. In addition, both Delaware and New Jersey have requested the DRBA's Use of Force policy.

The Colonel acknowledged Chair Lathem's concern for regular psychological testing but does not recommend it. It would violate the ADA as it must be done with cause and need to be implemented in the FOP contract. The Colonel noted it would not send a positive message to an already outstanding force. The Colonel feels with the training offered, review of behaviors, his personal relationship with each officer (such as knowing when they have a family member sick), enables the DRBA Police to monitor and assist with an EAP its officers, without the need for regular psychological training. The Colonel shared his experience after being involved in an incident in 1997 that involved post-traumatic stress disorder counseling and his involvement in 9-11 Ground Zero which resulted in two (2) forms of cancer, for which he is currently under treatment. Therefore, he realizes the needs of his officers, and the benefits of the assistance, from his personal experience both physically and psychologically.

Vice Chair Hogan inquired if the officers are currently being tested after hiring for continued psychological reviews to which the Colonel noted only if there is just cause, due to the ADA.

Chairman Lathem stated the DRBA officers are human, as all of us, and realizes the challenges of juggling their professional and their personal lives; he noted we need to assist and support our officers, physically, emotionally, and spiritually.

Vice Chair Hogan noted his professional experience with the Colonel as he had utilized his assistance in a shoot-out with 1 trooper shot, 7 affected by the incident, 2 did not return to the Force. Vice Chair acknowledged the Colonel's professional behavior, life experience and his willingness to address any and all questions of the Commissioners.

The Colonel recommends to continue to track behavior and provide assistance without regular psychological testing.

- **Summary of the Organization**

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

4. With no further business to discuss, Committee Chair Carey called for a motion to adjourn; Commissioner Smith made a motion, Commissioner McCann seconded and the Personnel Committee adjourned at 11:25 a.m.

DELAWARE RIVER AND BAY AUTHORITY

PROJECTS COMMITTEE MEETING

Tuesday, September 15, 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, September 15, 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

Legal Counsel

Mike Houghton- DE

Governors' Representatives

Craig Ambrose - NJ

Staff

Tom Cook

Steve Williams

Victor Ferzetti

Vince Meconi

Charlotte Crowell

Gerry Owens

Michelle Hammel

Jim Salmon

TJ Murray

Michele Pyle

Tara Donofrio

John Sarro

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

CERTIFICATION

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of the minutes of the Delaware River and Bay Authority
held on 9/15/20, a quorum
being present.


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 July 21, 2020. Commissioner McCann made a motion, Committee Vice-Chair Ransome seconded, and the Committee Minutes were accepted.
3. Resolutions:

The COO noted our medium and small construction projects are designed by general engineering consultants, or GECs; for larger projects, the DRBA procures the design engineer separately. The DRBA has two GECs for the bridge, two for the airports, one for land-side ferry projects, one for environmental projects, and a final one for road & building projects. In addition to doing design work, both bridge GECs do inspections and assorted other analysis. The bridge GEC contracts both expire this year and the DRBA has resolicited. Due to their quality work product, the COO recommends continuing the agreement with both consultants.

 - **RESOLUTION - 20-25** - Authorizes an agreement between the Authority and HNTB CORPORATION to provide professional general engineering consulting (“GEC”) services for the Delaware Memorial Bridge, First and Second Structures.
 - **RESOLUTION - 20-26** - Authorizes an agreement between the Authority and WSP USA, INC. to provide professional general engineering consulting (“GEC”) services for the Delaware Memorial Bridge, First and Second Structures.

Committee Chair Ratchford called for a motion to accept both resolutions, to which Commissioner McCann made a motion, seconded by Commissioner Faust and the Projects Committee concurred with the recommendation to accept and authorized the actions to be presented to the full Board at the September meeting later today.

4. Bid Openings:

- **33N-20-01R Fuel Facility**

A public bid opening was held on August 06, 2020, in which (2) bids were submitted for the fuel farm at the DE Air Park.

The COO recommended awarding the contract, in the amount of \$704,358 to TTI Environmental of Moorestown, N.J.

Committee Chair Ratchford called for a motion to accept, to which 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 September meeting later today.

- **CMLF-19-06 Dry-Docking, Repowering and Repairs, M/V New Jersey**

A public bid opening was held on August 14, 2020, in which (2) bids were submitted to repair the M/V New Jersey repairs. The COO noted \$3 million of the repowering is federally funded.

The COO recommended awarding the contract, in the amount of \$16,936,741 to Caddell Dry Dock & Repair Co, Inc. of Staten Island, N.Y.

Chair Ratchford noted a few of the Commissioners along with the COO participated in a site tour of Caddell to see the work in progress on the last dry-docking.

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

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

A public bid opening was held on July 7, 2020, in which (3) bids were submitted for runway repairs on ILG-20-AR Runway 1-19.

The COO noted The FAA's internal accounting requires the DRBA to separate lighting and signage into an add alternate; the base bid covers the repaving work. The FAA is funding 95% of this work - all but \$389,000 of this nearly \$7 million project.

The COO recommended awarding the contract, in the amount of \$6,793,042.00 to Diamond Materials of Wilmington, DE.

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

- **MIV-20-03 – Millville HVAC Modernization**

A public bid opening was held on July 17 2020, in which (3) bids were submitted to remove R22, an HVAC refrigerant that will be banded by the EPA December 31, 2020. This is funded by the FAA.

The COO recommended awarding the contract in the amount of \$\$44,817 to Johnson Controls Inc. of Pennsauken, NJ.

Committee Chair Ratchford called for a motion to accept, to which Commissioner Faust 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 September meeting later today.

5. Contract Closeouts

- **CMLF-19-05 Dry-Docking and Repairs, M/V Cape Henlopen**

The COO recommended close-out of the contract and final payment to Caddell Dry Dock & Repair Co, Incorporated of Staten Island with a final contract amount of \$6,093,293.75.

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

- **DMB-16-03 Eight-Bay Maintenance Garage**

The COO recommended close-out of the contract and final payment to Wickersham Construction & Engineering, Incorporated of Lancaster, PA with a final contract amount of \$1,596,017.50.

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

- **CMLF-15-02 Ferry Fueling System**

The COO recommended close-out of the contract and final payment to Shelby Mechanical Incorporated of Cinnaminson, NJ with a final contract amount of \$1,415,040.33.

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

- **DMB-19-03 HVAC System Replacement, Administration Building**

The COO recommended close-out of the contract and final payment to Johnson Controls of New Castle, DE with a final contract amount of \$585,956.00.

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

- **ILG-18-D Reconstruct Taxiway B South**

The COO recommended close-out of the contract and final payment to Taxiway B South of Wilmington, DE with a final contract amount of \$4,177,254.29. Of that sum the FAA funded 88% and the DRBA 12%, or \$511,000.

Committee Chair Ratchford called for a motion to approve, to which Vice-Chair Ransome 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 September meeting later today.

- **MIV-17-02 Aviation Fuel Facility- Replacement of the Millville Airport Fuel Farm**
The COO recommended close-out of the contract and final payment to A&J Construction of Farmingdale, NJ with a final contract amount of \$823,557.85.
Committee Chair Ratchford called for a motion to approve, to which Commissioner Faust made a motion, seconded by Vice-Chair Ransome and the Projects Committee concurred with the recommendation and authorized the close-out actions to be presented to the full board at the September 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 July and August, 2020. For July, the DRBA had (16) payments totaling approximately \$3.8 million for projects at the bridge, ferry, and airports. For August, 2020 the DRBA had (16) payments totaling approximately \$4 million for projects at the bridge, ferry, and airports

7. Discussion Items

- **Construction Projects Progress**

The monthly construction highlights report was previously presented via email to the Commissioners to which no discussion, nor questions, were raised at this time. Chairman Ratchford noted it was very well written and very informative narrative offering great communication, reducing questions in advance to which Vice-Chair Ransome concurred.

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 11:50 p.m.