

**DELAWARE RIVER AND BAY AUTHORITY  
BUDGET & FINANCE COMMITTEE MEETING  
Delaware River and Bay Authority  
Delaware Memorial Bridge Complex  
March 17, 2026**

A public meeting of The Delaware River and Bay Authority's Budget & Finance Committee Meeting was conducted in person and via Teams on Tuesday, March 17, 2026, at the Delaware Memorial Bridge Complex, located at 2162 New Castle Avenue, New Castle, DE 19720.

**Commissioners of New Jersey**

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

Chairperson Ransome

**Legal Counsel**

Chris Orlando – NJ

**Governors' Representatives**

Mike Eleneski – NJ (TEAMS)

**Staff**

Joel Coppadge  
Ceil Smith  
Charlotte Crowell  
Victor Ferzetti  
Vince Meconi  
Gerry Owens  
Michelle Warner  
TJ Murray  
James Salmon  
Jennifer Thevar  
Kyle Bickhart  
Andrew Houghton  
Jennifer Oberle-Howard  
Stephanie McMillan  
Vanessa Phillips (TEAMS)

**Guests**

Brandon Parish, Brown Advisory

**Commissioners of Delaware**

Committee Vice-Chair Houghton- ABSENT  
Commissioner Ratchford, Comm. Member  
Commissioner Collins, Comm. Member- ABSENT  
Commissioner Carey  
Commissioner Faust

Vice-Chairperson Lathem

**Legal Counsel**

Kate Betterly – DE

1. Committee Chair Baldini opened the Budget & Finance Committee meeting at Approximately 10:41 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 Chair Baldini called for a voice vote to accept the Budget & Finance Committee Minutes from February 18, 2026. Commissioner Ratchford made a motion, Commissioner Wilson seconded, and the Committee Minutes were accepted.
3. Discussion Items - 2025 Investment Performance Review

CFO Ferzetti introduced Brandon Parish from Brown Advisory. Mr. Parish presented an overview of the DRBA's investment portfolio, comprised of both fixed income investments and retirement funds. Included in the presentation was a comparison of DRBA pension plan to the States of Delaware and New Jersey with various periods analyzed (from one to ten years); the Authority was found to be competitive with a consistent rate of return with a more conservative position. Brown Advisory stays in close contact with CFO Ferzetti and continues to be optimistic about the plan's future.

Executive Director Coppadge praised the team and the diversified asset allocation that sets the DRBA up for long-term success. Vice Chairperson Lathem echoed the sentiment, stating his comfort level with the group and its efforts.

CFO Ferzetti expressed their goal is stability, by meeting contributions and payments to avoid extreme measures in extreme circumstances.

#### 4. Resolutions:

RESOLUTION 26-09 - AUTHORIZING AUTHORITY EXPENDITURES PURSUANT TO RESOLUTION 24-17 FOR THE PERIOD, JANUARY 1, 2026, THROUGH DECEMBER 31, 2026

Committee Chair Baldini called for a motion to move RESOLUTION 26-09 to the Board for consideration. Commissioner Ratchford motioned and Commissioner Wilson seconded and the resolution was moved to the full board.

Committee Chair Baldini called for the adjournment of the Budget & Finance Committee. Commissioner Ratchford made a motion and Commissioner Behnke seconded. The Budget & Finance Committee adjourned at 11:03 a.m.

**DELAWARE RIVER AND BAY AUTHORITY  
ECONOMIC DEVELOPMENT COMMITTEE MEETING  
Delaware River and Bay Authority  
Delaware Memorial Bridge Complex  
March 17, 2026**

A public meeting of The Delaware River and Bay Authority's Budget & Finance Committee Meeting was conducted in person and via Teams on Tuesday, March 17, 2026, at the Delaware Memorial Bridge Complex, located at 2162 New Castle Avenue, New Castle, DE 19720.

**Commissioners of New Jersey**

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

Chairperson Ransome

\*Arrived at 11:11 a.m.

**Legal Counsel**

Chris Orlando – NJ

**Governors' Representatives**

Mike Eleneski – NJ (TEAMS)

**Staff**

Joel Coppadge  
Ceil Smith  
Charlotte Crowell  
Victor Ferzetti  
Vince Meconi  
Gerry Owens  
Michelle Warner  
TJ Murray  
James Salmon  
Jennifer Thevar  
Kyle Bickhart  
Andrew Houghton  
Jennifer Oberle-Howard  
Stephanie McMillan  
Vanessa Phillips (TEAMS)  
Mike Porch  
Emily Weaver

**Commissioners of Delaware**

Committee Chair Houghton \*  
Commissioner Ratchford, Comm. Member  
Commissioner Collins- ABSENT  
Commissioner Carey, Comm. Member  
Commissioner Faust

Vice-Chairperson Lathem

**Legal Counsel**

Kate Betterly – DE

1. Vice Chair Baldini opened the Economic Development Committee meeting at approximately 11:04 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. Vice Chair Baldini called for a motion to accept the Economic Development Committee Minutes from the February 18, 2026 meeting. Committee Member Mehaffey made a motion, Committee Member Ratchford seconded, and the Committee Minutes were accepted.

3. Resolutions:

**Resolution 26-10:** Second lease amendment between the Delaware River and Bay Authority and the State of DE Office of Management and Budget on behalf of the Delaware Army National Guard at the New Castle Airport. (rescinding Resolution 25-41).

Emily Weaver presented Resolution 26-10 and answered questions.

Vice Chair Baldini called for a motion to move RESOLUTION 26-10 to the Board for consideration. Committee member Ratchford made a motion and Committee Member Mehaffey seconded.

**Resolution 26-11:** Revisions to the Wilmington Airport's Air Carrier Incentive Program (ACIP)

Director of Airports Ben Clendaniel presented Resolution 26-11 and answered questions.

Vice Chair Baldini called for a motion to move RESOLUTION 26-11 to the Board for consideration. Committee Member Ratchford made a motion and Committee Member Mehaffey seconded.

**Resolution 26-12:** Authorizes a Lease Termination Between the Delaware River and Bay Authority and Cape Air Foods, LLC at Cape May Airport. (Rescinding Resolution 24-62)

Mike Porch presented Resolution 26-12 and answered questions.

Vice Chair Baldini called for a motion to move RESOLUTION 26-12 to the Board for consideration. Committee Member Ratchford made a motion and Committee Member Mehaffey seconded.

**Resolution 26-13:** Authorizes a Non-Exclusive Utility Easement Agreement Between the Delaware River and Bay Authority and Delmarva Power & Light Company at the Delaware Memorial Bridge.

Mike Porch presented Resolution 26-13 and answered questions.

Vice Chair Baldini called for a motion to move RESOLUTION 26-13 to the Board for consideration. Committee Chair Houghton made a motion and Committee Member Ratchford seconded.

All Resolutions were released from committee and moved to the full board for action.

Vice Chair Baldini adjourned the Economic Development Committee at 11:13 a.m. Motion made by Committee Chair Houghton and Committee Member Mehaffey seconded.

**DELAWARE RIVER AND BAY AUTHORITY**

**PERSONNEL COMMITTEE MEETING**

**Tuesday March 17, 2026**

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, March 17, 2026, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

New Jersey Commissioners

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

Chairman Ransome

Legal Counsel

Kate Betterly- DE

Governors' Representatives

Mike Eleneski - NJ TEAMS

Staff

Joel Coppadge  
Ceil Smith

Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Vanessa Phillips TEAMS  
Michelle Warner  
Stephanie McMillan  
Jim Salmon  
TJ Murray  
Jen Thevar  
Kyle Bickhart  
Andy Houghton  
Jen Oberly-Howard

Delaware Commissioners

Committee Vice-Chair Carey  
Commissioner Faust, Comm. Member  
Commissioner Houghton  
Commissioner Collins, Comm. Member - ABSENT  
Commissioner Ratchford

Vice-Chairman Lathem

Chris Orlando- NJ

Jasmine Minhas - DE Absent

Guests

1. Committee Chair Behnke opened the Personnel Committee meeting at 11:14 a.m.
2. Committee Chair Behnke called for a motion to accept the Personnel Committee Minutes from February 18, 2026. Committee Member McCann made a motion, Committee Member Faust seconded, and the Committee Minutes were accepted.
3. Discussion

- **Annual Safety Report**

Silvana Dominioni, Director of Environmental Health & Safety presented the 2025 Annual Safety Report:

**2025 – A Very Good Year for Safety**

- Employee recordable injuries down 40% from 2024
- Lowest number of total recordable injuries since 2015
- 100% compliance from contractors

**Employee Safety**

- Recordable injuries are the most straightforward measurement for safety
- An OSHA recordable injury is defined as anything that requires medical attention beyond first aid
- 15 recordable injuries in 2025 -- the goal was 23
- In 2024, there were 25 recordable injuries

**Key Improvements**

- Increased training
- Increased messaging re: Safety Awareness
- Improved incident investigations to reduce recurrence
- Mild winter helped

**Opportunities for Further Improvement**

- Collaborative incident review(s) will yield future injury avoidance
- Focus area: Improve situational awareness for casual employees
- 85% of all injuries result from a lack of situational awareness
- Piloting luminescent stair treads on Ferry vessels

4. With no further business to discuss, Committee Chair Behnke called for a motion to adjourn; Committee Member McCann made a motion and Committee Member Faust seconded, and the Personnel Committee adjourned at 11:18 a.m.

**DELAWARE RIVER AND BAY AUTHORITY**

**PROJECTS COMMITTEE MEETING**

**Tuesday March 17, 2026**

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, March 17, 2026, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

New Jersey Commissioners

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

Chairman Ransome

Legal Counsel

Kate Betterly- DE

Governors' Representatives

Mike Eleneski - NJ - TEAMS

Staff

Joel Coppadge  
Ceil Smith

Victor Ferzetti  
Vince Meconi  
Charlotte Crowell  
Gerry Owens  
Michelle Warner  
Stephanie McMillan  
Jim Salmon  
TJ Murray  
Jen Thevar  
Kyle Bickhart  
Andy Houghton  
Jen Oberly-Howard  
Vanessa Phillips - TEAMS

Delaware Commissioners

Committee Vice-Chair Ratchford  
Commissioner Faust, Committee Member  
Commissioner Houghton, Comm. Member  
Commissioner Collins - ABSENT  
Commissioner Carey

Vice-Chairman Lathem

Chris Orlando- NJ

Jasmine Minhas - DE Absent

Guests

1. Committee Chair Mehaffey opened the Projects Committee meeting at 11:18 a.m.
2. Committee Chair Mehaffey called for a motion to accept the Projects Committee Minutes from February 18, 2026. Committee Vice-Chair McCann made a motion, Committee Member Faust 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
4. Resolutions
  - Resolution 26-14 - Authorizing an agreement between the Delaware River and Bay Authority and ECS Federal, LLC to provide on-site owner's representative services during the construction of a new vehicle/passenger ferry

The COO presented the Resolution to authorize the Authority to hire ECS FEDERAL, LLC to provide On-Site Owner's Representative Services during the construction of a new vehicle/passenger ferry.

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

- Resolution 26-15 - Authorizing an amendment to service agreement CS-25-02 between the Delaware River and Bay Authority and Gilbert Associates, LLC to provide naval architect and marine engineering services for the M/V New Jersey and M/V Cape Henlopen equipment refit projects

The COO presented the Resolution which Cape May-Lewes Ferry staff has identified a need to hire a professional naval architect/marine engineering consultant to design and plan projects to replace various outdated equipment aboard the M/V New Jersey and M/V Cape Henlopen. The Authority has previously managed and awarded a competitive, qualification-based contract to Gilbert Associates for similar services for the M/V Delaware.

In consideration of the prior services received by the Authority on the M/V Delaware project and the need for uniformity and continuity in the services across the three-vessel fleet, the Authority wishes to amend the Agreement to include the professional Naval Architect/Marine Engineering services necessary for the M/V New Jersey and M/V Cape Henlopen equipment

refit projects. Gilbert Associates has submitted a time-and-material proposal based on the hourly rates as previously negotiated for the M/V Delaware equipment refit project.

The procedures leading to this Resolution followed the requirements of Resolution 24-17, which governs the Authority's solicitation and approval thresholds for all purchases.

Committee Chair Mehaffey called for a motion to accept the resolution to which Committee Member Faust made a motion, seconded by Committee Member McCann 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. Bids

### • **MIV-24-A Construct 4-Bay Box Hangar**

A public bid opening was held on February 18, 2026, in which (5) bids were submitted.

The COO recommended awarding the contract, in the amount of \$2,275,555.69, to Fabbri Builders, Inc., of Vineland, NJ.

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

### • **DMB-25-06 Structural Resiliency Contract, First and Second Structures**

A public bid opening was held on March 4, 2026, in which (3) bids were submitted.

The COO recommended awarding the contract, in the amount of \$32,477,825.31, to J.D. Eckman, Inc., of Atglen, PA.

Committee Chair Mehaffey called for a motion to accept the bid, to which Committee Member Faust made a motion, seconded by Committee Member McCann 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

### • **CMLF-C22-29 Cape May Ferry Administration Building HVAC Improvements**

The COO recommended close-out of the contract and final payment to Gaudelli Bros, Inc of Millville, NJ with a final contract amount of \$1,772,069.

Committee Chair Mehaffey called for a motion to approve the closeout, to which Committee Member Faust made a motion, seconded by Committee Member McCann and Projects Committee concurred with the recommendation and authorized the closeout action to be presented to the full Board of Commissioners 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 February 2026 for (11) payments totaling approximately \$15 million for projects at the bridge, ferry, and airports.

With no further business to discuss, Committee Chair Mehaffey called for a motion to adjourn; Committee Vice-Chair Ratchford made a motion, seconded by Committee Member Houghton and the Projects Committee adjourned at 11:24 a.m.