

DELAWARE RIVER AND BAY AUTHORITY

PERSONNEL COMMITTEE MEETING

Tuesday July 21, 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, July 21, 2026, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

New Jersey Commissioners

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

Chairman Ransome

Delaware Commissioners

Committee Vice-Chair Carey
Commissioner Faust, Committee Member -TEAMS
Commissioner Tucker, Committee Member
Commissioner Houghton
Commissioner Lin

Vice-Chairman Ratchford

Legal Counsel

Kate Betterly- DE

Phil Norcross- NJ

Governors' Representatives

Mike Eleneski - NJ TEAMS

Laura Powell- DE

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 Oberle-Howard
Lt. Col. Chris Field
Tom Cook-TEAMS

Guests

Kent Evans, USI
Stephen Gledhill, USI

1. Committee Chair Behnke opened the Personnel Committee meeting at 12:57 p.m.
2. Committee Chair Behnke called for a motion to accept the Personnel Committee Minutes from March 17, 2026. Committee Vice Chair Carey made a motion, Committee Member Mehaffey seconded, and the Committee Minutes were accepted.
3. Annual Benefits Presentation and Strategic Plan

CHRO Crowell introduced Betsy Dupon and Lacey Adams from her team and commended them for the work they do on employee benefits issues. CHRO Crowell noted that since DRBA started using a benefits consultant, we have received approximately \$1M in rebates that have helped fund benefits programs. She then introduced Stephen Gledhill and Kent Evans from USI to discuss the Employee Benefits Strategic Plan, with a review of 2025 and 2026 and planning for 2027. Kent reviewed the evolution of the Strategic Plan Mission statements over the past decade and benchmarks for medical plan utilization. Pharmacy has seen an uptick due to the DRBA's decision to cover GLP-1s.

Executive Director Coppadge asked for additional information on trends that DRBA can use for future planning.

Commissioner Tucker asked questions about pricing escalation and GLP-1 management and usage and inquiring about specific contract language to reopen contracts if there are regulatory or legislative changes.

Executive Director Coppadge and Commissioner Tucker will be following up with USI for additional discussion regarding GLP-1s and lifestyle changes.

Commissioner Mehaffey asked if benefit issues impacted contract negotiations. COO Meconi noted that DRBA does not negotiate benefits as part of its' contracts.

CHRO Crowell noted that DRBA is mindful of increased benefit costs and works with CFO and COO to ensure that raises are not entirely consumed by benefit increases.

Each year, USI continues to try to improve on past performance to keep costs manageable. They've made good progress and are not done yet.

4. With no further business to discuss, Committee Chair Behnke made a motion to adjourn; Committee Member Mehaffey made a motion and Committee Member McCann seconded, and the Personnel Committee adjourned at 1:29 pm.

**DELAWARE RIVER AND BAY AUTHORITY
BUDGET & FINANCE COMMITTEE MEETING
Delaware River and Bay Authority
Delaware Memorial Bridge Complex
July 21, 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, July 21, 2026, at the Delaware Memorial Bridge Complex, located at 2162 New Castle Avenue, New Castle, DE 19720.

Commissioners of New Jersey

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

Chairperson Ransome

Legal Counsel

Phil Norcross– NJ

Governors' Representatives

Mike Eleneski – NJ (TEAMS)
Laura Powell- DE

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
Tom Cook- TEAMS
Lt. Col. Chris Field

Commissioners of Delaware

Committee Vice-Chair Houghton
Commissioner Carey
Commissioner Faust- TEAMS
Commissioner Lin, Comm. Member
Commissioner Tucker, Comm. Member

Vice-Chairperson Ratchford

Legal Counsel

Kate Betterly – DE

1. Committee Vice Chair Houghton opened the Budget & Finance Committee meeting at Approximately 1:29 p.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 Houghton called for a voice vote to accept the Budget & Finance Committee Minutes from May 19, 2026. Commissioner Wilson made a motion, Commissioner Behnke seconded, and the Committee Minutes were accepted.

3. Discussion Items: Staff

Chief Financial Officer Victor Ferzetti advised the Board that the 3-year contract with our legal aviation firm Kaplan Kirsch has expired and requesting permission to extend another year. Commissioner Behnke made a motion for approval and Commissioner Wilson seconded.

CFO Ferzetti provided the traffic summary, remarking that due to snow, Q1 was down 38,000 transactions at Delaware Memorial Bridge, but Q2 is up 1.1%. At the Cape May-Lewes Ferry, crossings were reduced due to vessel availability, but revenue remains up because of rate increase.

4. Resolution: Staff

- RESOLUTION 26-33 - AUTHORIZING AUTHORITY EXPENDITURES PURSUANT TO RESOLUTION 24-17 FOR THE PERIOD JANUARY 1, 2026, THROUGH DECEMBER 31, 2026.

Chief Financial Officer Victor Ferzetti presented the Resolution.

With no questions, Committee Vice Chair Houghton called for a motion to move RESOLUTION 26-33 to the Board for consideration. Commissioner Behnke motioned and Committee Vice Chair Houghton seconded and the resolution was moved to the full board.

5. Executive Session Staff

6. Meeting Adjournment Vice Chairperson Houghton

Committee Vice Chair Houghton called for the adjournment of the Budget & Finance Committee. Commissioner Behnke made a motion and Commissioner Wilson seconded. The Budget & Finance Committee adjourned at 1:33 p.m.

DELAWARE RIVER AND BAY AUTHORITY

GOVERNANCE/AUDIT COMMITTEE MEETING

Tuesday July 21, 2026

Delaware Memorial Bridge Complex
New Castle, Delaware

A public meeting of The Delaware River and Bay Authority's Governance Audit Committee Meeting was conducted in person and via Teams on Tuesday July 21, 2026, from the Delaware Memorial Bridge Complex, New Castle, Delaware.

New Jersey Commissioners

Committee Chair McCann
Commissioner Behnke, Committee Member
Commissioner Wilson, Committee Member
Commissioner Baldini
Commissioner Mehaffey

Chairman Ransome

Delaware Commissioners

Committee Vice-Chair Faust
Commissioner Carey, Committee Member
Commissioner Lin, Committee Member
Commissioner Houghton
Commissioner Tucker

Vice-Chairman Ratchford

Legal Counsel

Kate Betterly– DE

Phil Norcross– NJ

Governors' Representatives

Mike Eleneski – NJ - TEAMS

Laura Powell - DE

Staff

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Michelle Warner
Stephanie McMillan
Jim Salmon
TJ Murray
Jen Thevar
Kyle Bickhart
Andy Houghton
Jen Oberle-Howard
Lt. Col. Chris Field
Tom Cook-Teams

Guests

1. Committee Chair McCann opened the Governance/Audit Committee meeting at 1:34 p.m.
2. Committee Chair McCann called for a motion to accept the Governance Audit Committee Minutes from May 19, 2026. Committee Vice-Chair Faust made a motion, Committee Member Carey seconded, and the Committee Minutes were accepted.
3. Discussion Item
 - **2026 Mid-Year Resolution Report**
 - 32 Resolutions Presented to the Board Year to Date
 - 13 Dealing with leases, lease terminations, lease amendments, licenses or easements
 - 8 Routine Matters (Budget, policies over \$50K list)
 - 6 Professional Services or other contracts
 - 2 Airport Rules/Minimum Standards
 - 3 Recognizing Service
 - 7 Resolutions not fully implemented (5 of those passed in June)
 - **2025 Status**
 - 61 Resolutions Presented to the Board
 - 2 Resolutions not fully implemented
4. With no further business to discuss, Committee Chair McCann called for a motion to adjourn; Committee Vice-Chair Faust made a motion, Committee Member Wilson seconded, and the Governance/Audit Committee adjourned at 1:36 p.m.

**DELAWARE RIVER AND BAY AUTHORITY
ECONOMIC DEVELOPMENT COMMITTEE MEETING
Delaware River and Bay Authority
Delaware Memorial Bridge Complex
July 21, 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, July 21, 2026, at the Delaware Memorial Bridge Complex, located at 2162 New Castle Avenue, New Castle, DE 19720.

Commissioners of New Jersey

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

Chairperson Ransome

Commissioners of Delaware

Committee Chair Houghton
Commissioner Carey, Comm. Member
Commissioner Faust- TEAMS
Commissioner Lin
Commissioner Tucker, Comm. Member

Vice-Chairperson Ratchford

Legal Counsel

Phil Norcross – NJ

Legal Counsel

Kate Betterly – DE

Governors' Representatives

Mike Eleneski – NJ (TEAMS)
Jasmine Minhas- DE (TEAMS)

Staff

Joel Coppadge
Ceil Smith
Charlotte Crowell - TEAMS
Victor Ferzetti
Vince Meconi
Gerry Owens
Michelle Warner
TJ Murray
James Salmon
Jennifer Thevar
Kyle Bickhart
Andrew Houghton
Jennifer Oberle-Howard
Stephanie McMillan
Tom Cook- TEAMS
Lt. Col. Chris Field

1. Chairperson Houghton opened the Economic Development Committee meeting at approximately 1:36 p.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. Chairperson Houghton called for a motion to accept the Economic Development Committee Minutes from the April 21, 2026 meeting. Committee Member Mehaffey made a motion, Committee Member Carey seconded, and the Committee Minutes were accepted. █

3. Resolutions:

- RESOLUTION 26-34 – EASEMENT AGREEMENT WITH CHESAPEAKE UTILITIES CORPORATION

Committee Vice Chair Houghton asked if both Governors had seen the Resolution, to which Executive Director responded they had, despite the late arrival. Committee Vice Chair Houghton proceeded to stress the importance of resolutions vetted and to Commissioners in a timely fashion so they can review. While he spoke to Michelle Griscom about this specific one, protocol should be followed in the future.

ED Coppadge agrees and in the interest of no meeting August, felt the need to propose in July so those involved are not adversely affected.

Commissioner Carey agrees with Committee Vice Chair Houghton.

With no further questions, Chairperson Houghton called for a motion to move RESOLUTION 26-34 to the Board for consideration. Committee Member Carey made a motion and Committee Member Wilson seconded. █

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| 4. Discussion Items | Staff |
| 5. Executive Session | Staff |
| 6. Meeting Adjournment | Chairperson Houghton |

Chairperson Houghton adjourned the Economic Development Committee at 1:39 p.m.. Motion made by Committee Member Mehaffey and Committee Member Carey seconded