The Delaware River and Bay Authority, a bi-state agency created by Compact in 1962, operates the Delaware Memorial Bridge (DMB), the Cape May-Lewes Ferry System (CMLF), the Forts Ferry Crossing on the Delaware River, and three regional aviation facilities in Delaware and two in New Jersey. Since its inception, the Authority has successfully carried out its primary mission to provide vital transportation links between the states of Delaware and New Jersey.
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It is our privilege to represent the members of the Delaware River and Bay Authority Commission in presenting the Authority’s 2020 Annual Report. This year, 2020, was like no other. It was a year that changed overnight from business as usual to circumstances never before dreamed of. We are proud to report, however, that despite the economic shutdown that drastically affected our business lines, our people—the employees of the DRBA—responded to the challenge. As you will see in the pages of this report, our leaders met the requirements of the new reality and throughout the organization our employees stepped up to do their best to meet our new reality.

Despite the challenges, the talented people at the Authority continued to provide the services necessary to keep our customers moving—across the Delaware Memorial Bridge, aboard our Ferries on the Delaware Bay, and in the air at our five regional airports. With the COVID-19 pandemic holding sway, our workforce endeavored to adjust, pivot, and adapt to our ever-changing circumstances.

You’ll read about how the Authority responded to the new way of doing business in the pages that follow. On behalf of the entire Commission, we are proud to document that our people, our Authority, our Commission, met the needs of our stakeholders and customers and kept them safe during the challenging days of 2020. Throughout the year, we continued to connect people and places in the heart of the Northeast Corridor while continuing to meet our goal of providing safe, efficient transportation facilities between our two great states. We’re proud of the progress we made in this most unusual year.

—Sam Lathem and Jim Hogan
OUR MISSION & VISION

OUR MISSION:  Connecting people and places in the heart of the Northeast Corridor
OUR VISION:  Be an innovative leader in transportation and a catalyst for partnered growth and prosperity in Delaware and New Jersey

When we developed our mission and vision statements, we never dreamed that we would be called upon so soon to implement them in a new environment.

The challenges of 2020 came upon us so quickly that we all had to pivot almost overnight to confront the new reality. We had to adapt to unprecedented circumstances in order to continue to fulfill our mission. And we did. I was and am so proud that the entire organization responded with determination, resiliency, and dedication to our mission. We took care of each other, and we did what we could to help our neighbors through challenging times.

Not only did we keep our transportation facilities open and safe, we opened up those facilities for community events, like high school graduations and family movie nights. We had the space and the technology and we used it to help the people of OUR region cope with the pandemic and its effects on all of our lives and activities.

In addition to our new roles and new requirements, we continued to successfully carry out our main mission with activities such as maintaining our bridges, updating our ferries to meet new environmental standards, envisioning and making possible new facilities at our ferry terminals, and welcoming our first female permanent full-time Captain in the history of the ferry service. All in all, it was an odd, challenging, but ultimately successful year.

—Tom Cook
2020 DRBA COMMISSIONERS

DELWARE COMMISSIONERS

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Chairman
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Commissioner
Dover, Delaware

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Commissioner
Salem, New Jersey

SHIRLEY R. WILSON
Commissioner
Seaville, New Jersey

2020 DRBA ANNUAL REPORT
DRBA’S ADMINISTRATION

FORMER CHAIRMAN LOWE HONORED
The Authority recognized one of its own in October with the dedication of the Lewes Ferry Terminal Public Pier in honor of former DRBA Commissioner William E. Lowe, III. Appointed by then Governor Ruth Ann Minner in 2003, former Commissioner Lowe served the Authority with enthusiasm and dedication for sixteen years, including six years as either Chairman or Vice-Chairman. Mr. Lowe and his wife are shown unveiling the dedication plaque in the photo at the top of this page.

FORMER COMMISSIONER SIMMERMAN
On February 20, former DRBA Commissioner Gary F. Simmerman passed away at the age of 85. Commissioner Simmerman served on the Commission for three years, beginning in October 2005.

EXCELLENCE IN FINANCIAL REPORTING
For the fourteenth consecutive year, the Government Finance Officers Association of the United States and Canada awarded the Certificate of Achievement for Excellence in Financial Reporting to the DRBA for its 2018 Comprehensive Annual Financial Report. The Certificate is the highest honor awarded by the organization.

2020 CAPITAL IMPROVEMENT PROGRAM
The Commission adopted the 2020 Capital Improvement Program along with an authority-wide Five Year Strategic Plan. The 2020 CIP of $141 million is comprised of $128.5 million in Authority resources and $12.5 million in federal funds. The capital investments are essential to maintain and improve the agency’s crossing facilities on which millions of people rely. The Strategic Plan contains more than 100 infrastructure projects.

1ST FEMALE NAMED PERMANENT CAPTAIN
Sharon Lyn Urban was named Captain in the Marine Department in July. Captain Urban, who is the first permanent female captain in the history of the ferry service, holds a U.S. Coast Guard Inland Masters License of Unlimited Tonnage and USCG First Class Pilot upon the Delaware. Capt. Urban joined the CMLF marine department as an Ordinary Seaman in 1997.

TIME ACCRUED
Because of COVID-19 restrictions, many full-time employees were unable to use accumulated annual leave, and therefore faced possible loss of accrued time. In July, the Commission temporarily increased the annual leave provision through December 31, 2022.

UPGRADING DIGITAL PRESENCE
Work has begun on redeveloping the Authority’s websites in order to upgrade the Authority’s presence on the internet. Spruce Technologies, Inc. is the contractor for the work which is expected to be completed in 2022.
YEAR IN REVIEW—DRBA & COVID-19

FIRST UP AND THEN DOWN BUT CLIMBING
By the first of March, the year 2020 looked to be a record breaker for the Delaware River and Bay Authority. And it was. It was just not the record the Authority was anticipating. This is our story of our COVID-19 year.

For the period ended December 31, 2020, DMB traffic was off nearly 23 percent or nearly 4.15 million fewer vehicles compared to the same period the previous year. On the bright side, the numbers would have been worse if not for the 6 percent rise in bridge traffic for the first two months of the year. At the Cape May-Lewes Ferry traffic was down roughly 52 percent, or some 549,000 fewer vehicles and 400,000 passengers than in the previous year. Total vessel crossing for the year were down nearly 37 percent and total Ferry revenues were off 50 percent.

The Authority's budget managers, who saw what the economic shutdown portended for the Authority, did an excellent job controlling expenses and eliminating discretionary purchases. Almost every division was affected somehow. The Ferry's food operations, both on the vessels and at the terminals, were shuttered from March 18 through June. Toll takers at the DMB were sent home at full pay for a month for their safety and well-being. The administration building at the DMB welcomed only pre-registered visitors through the end of the year.

Response to the challenges of the pandemic included changes in delivering and receiving, training, partaking in professional development, and taking college courses. Similarly, the Authority's talent acquisition efforts underwent adjustment toward a more digital framework through GoToMeeting. It is likely that the Authority's responses to the demands of the pandemic will help us function more efficiently even after the pandemic is conquered.

HELPING OUR NEIGHBORS
Almost every single person and every single business in the Delaware Bay region was impacted by the economic shutdown and fear of the pandemic. As a result, because we could help some of our neighbors, we did, with creative use of our facilities and targeted donations to those in need.

GRADUATION AT THE AIRPORT
On June 15, Lower Cape May Regional High School held its 2020 graduation ceremony at the Cape May Airport. The facility was set up like a drive-in movie on ground near the Naval Air Station Wildwood Hangar. There, 225 graduates and 250 vehicles lined up to participate in the ceremony. Guest speakers, appearing in person and virtually on the jumbotron, were broadcast on local radio station 89.7, so each car had its own speaker. The audience honked in appreciation for each speaker rather than clapping.

If not for the use of the airport facility, the graduation would have been split into sections to accommodate social distancing. As it turned out, it was a graduation to remember in many ways including the noise as aviation operations continued throughout the ceremony, with a Challenger departing and a Falcon XO Jet and Citation landing at the Airport.
LIGHTS, CAMERAS, ACTION
In late June and throughout July, vehicle staging lanes at the Cape May-Lewes Ferry were turned into an old-fashioned drive-in movie theater on three Saturday nights. The CMLF, in partnership with Lower Township Parks and Recreation and Coca-Cola, presented the family-oriented movie nights which were sold out. The movies were shown on a giant digital LED flat-screen and guests watched from the comfort and safety of their own vehicles. Sound was provided by old-fashioned sound boxes hung on the car windows. Except for a $5 reservation fee, the movie nights were free of charge.

DONATIONS

FOOD—In early April, the Ferry’s food and retail department donated a truckload of food supplies to the Gleaning Center Food Pantry at Seashore Community Church of the Nazarene in Erma, Nj. Because of the pandemic, all of the CMLF food service operations were shuttered from mid-March through June. As the Ferry’s food operations had many products in stock that couldn’t be used for the foreseeable future, the food and retail team coordinated with suppliers to donate the food provisions locally.

FACE SHIELDS—In April, the DRBA Police Department received a donation of 65 face shields to help ensure its officers were protected against the virus. The donation came from a fund-raising effort spearheaded by Louise Cummings whose husband Delaware State Trooper Cpl. Stephen Ballard was killed in the line of duty in 2017. The campaign raised more than $8,000 to purchase and distribute PPE to Delaware law enforcement professionals.

MASKS AND GLOVES—In late March, the DRBA donated 4,000 N95 respirator masks and 2,000 pairs of nitrile disposable gloves in an effort to help the medical community and first-responders meet the increased need for protective equipment amid the pandemic in both states.
Construction of the Delaware Memorial Bridge linking the states of Delaware and New Jersey began in 1948 and the graceful span officially opened for traffic in 1951. When built, the bridge was the sixth longest suspension bridge in the world. The original bridge has since been joined by a twin span.

Dedication ceremonies for the Cape May-Lewes Ferry were held Tuesday, June 30, 1964 at 11:00 a.m. at Lewes and at 2:00 p.m. at Cape May. The first scheduled sailings of the Ferry were not until the next day, July 1, 1964, with a vessel leaving each terminal before 7:00 a.m.

Since the Authority assumed management of the New Castle Airport in 1995, the DRBA’s air facility portfolio has grown to include five regional airports, three in Delaware and two in New Jersey. The largest of the DRBA’s air facilities is the Wilmington-New Castle Airport.
Despite the challenges presented by the pandemic, the Delaware Memorial Bridge was able to maintain its operations although with new ways of doing things. Early on, toll collecting went to hands-free collections as toll takers were sent home for a month for their safety. For those travelers without E-ZPass, photos were taken of license plates and bills sent to the registered owners of the vehicles that passed through the toll booths.

Making it perhaps even more difficult for drivers, the E-ZPass center closed for a month in order to reorganize operations to protect both the workers and the traveling public.

Nevertheless, work on planned improvements continued throughout the year. The Ultra High Performance Concrete (UHPC) deck overlay pilot construction project on the New Jersey bound span of the Bridge began in September and continued into October. Two lanes were closed to traffic throughout the construction and an additional third lane shut down occasionally during overnight hours. The bridge deck is more than 50 years old and needs substantial repair and rehabilitation. The dedicated small scale pilot project—500 feet long and two lanes wide—gives the Authority direct day-to-day experience in the implementation of a UHPC overlay, offering critical experience specific to the DMB, which has three types of bridge spans—girder, truss and suspension. The pilot program
addressed each structural type. The project entailed the removal of the old deck to a depth of 3.75 inches, repair of the reinforcing mat, and the installation of a replacement overlay with Ultra-High Performance Concrete. Original plans called for a year-long evaluation before proceeding to the full deck repair. However, the review period has since been extended to two years, a prudent move which added a year of analysis for the innovative project. The more than $50 million project would begin in 2022, if the evaluation of the pilot is positive.

In September, the Pin & Link Replacement project on the DMB came on-line. Despite the size and complexity of the project, most of the construction occurred below the roadway with the result that the project was largely invisible to the traveling public. With the job completed, the Authority has invested approximately $22.5 million in this safety related job. The pin and link assemblies that connect the roadway deck with the bridge tower were replaced in this project. The original assemblies used metal pins that fitted directly into metal links. The assemblies have loosened and show signs of severe deterioration. This project replaced the old assemblies with state-of-the-art slide bearings shown in the above photo.

In response to a 2018 release of a hazardous substance by a neighboring facility which shut down the DMB for eight hours during the busiest travel weekend of the year, the DRBA’s Department of Environmental Health and Safety (EHS) has purchased a customized emergency response trailer and installed 24/7 air monitoring devices near the DMB. The trailer is fully stocked with all the materials needed to respond to a similar release and the front of the trailer is built as an office space that could be used as an incident command center. The Department installed two air monitoring devices that run 24/7 and that can notify the EHS team if elevated concentrations of hazardous substances are detected. The monitors are located near the Bridge’s toll booths.

While the deck project was under way, a new eight-bay maintenance garage was being constructed beneath the New Jersey bound span. The new garage provides protection for heavy equipment the Authority uses in construction and snow management. The $1.6 million investment will pay for itself in the extended life of the equipment the garage will protect from the elements.
PHOTO AT TOP OF PAGE—The floor space formerly used by car rental companies as rental space is now available for a commercial carrier to check-in passengers.

COMMERCIAL AIR CARRIER RETURNS
In anticipation of the return of a commercial passenger air carrier to the Wilmington-New Castle Airport (ILG) for the first time in six years, the DRBA embarked on several construction projects at the air facility. The most visible project was the architectural improvement to the Terminal Building interior.

Due to the pandemic and its huge impact on aviation, low-fare carrier Frontier Airlines delayed its return to ILG twice during 2020. The delay gave the Authority time to renovate the building before commercial flights were to resume in February 2021. The airline plans to have three flights per week out of ILG to Orlando, Florida. The scheduled flights will be on Tuesdays, Thursdays, and Sundays.

MASTER PLAN AT DELAWARE AIRPARK
The DRBA is concluding its process to develop a Master Plan for Delaware Airpark. On December 16, 2020, the Authority’s planning consultant hosted a virtual public information meeting to present an overview of this plan concept. The purpose of the meeting was to display findings on the existing conditions, forecast of activity, future facility requirements and recommended development plan. An airport master plan provides a road map for efficiently meeting aviation demand through the foreseeable future while preserving the flexibility necessary to respond to changing industry conditions. The general goals and objectives addressed by an airport master plan include the following:

- To provide a framework for long-range planning (10 to 20 years)
- To graphically present preferred airport development concepts
- To define the purpose and need for development projects
- To comply with all applicable FAA requirements
- To enable the airport to achieve its mission
- To assure compatible land use development
- To support the financial health of one of the region’s most powerful economic engines
- To identify facility requirements for all airport users
CAPE MAY-LEWES FERRY

The Cape May-Lewes Ferry, like its sister operating units throughout the DRBA, was hard hit by the pandemic. As total vessel crossings for the first half of the year were down nearly 37 percent, in March, the Ferry announced a reduced operating schedule. The limited schedule—two departures daily from each terminal—provided for essential travel while allowing passengers to arrive at their destinations. At the same time, all foot passenger travel was suspended and all food services were closed both on the vessels and inside the terminals. During the trip, all passengers were required to remain within their vehicles in order to maintain social distancing for the safety of themselves and the ferry crew members.

By June, the Ferry eased COVID-19 related travel restrictions to allow bicyclists and foot passengers to return to the ferry as well as increasing departures from both terminals. In December, regulations were again tightened including suspension of foot passenger and bicyclist customers. It was a difficult year.

Not to be put off by the changes necessitated by the pandemic, the Ferry team began a series of activities to make the best of the times. The Food and Retail Department team made arrangements to donate a truckload of food supplies to the Gleaning Center Food Pantry at Seashore Community Church of the Nazarene in Erma, NJ. The provisions included a variety of items—such as frozen foods, canned food, bottled beverages and individually wrapped packaged items. The Ferry family believed it important to give back to our neighbors when the opportunity arose. Closing the Ferry food operations provided the right opportunity.

In a totally different type of response, in May the Ferry commenced sounding “Bravo-Zulu” on the horn of each last departing vessel of the day at both terminals.
to show support and appreciation to health care providers on both sides of the Bay who were on the front line of the battle with COVID-19. Bravo-Zulu (BZ) is a naval signal meaning “Well Done”. (Bravo—one long sound blast followed by three short sound bursts, Zulu—two long sound blasts followed by two short sound bursts). While other marine operations typically sound B-Z daily at 7 p.m., the CMLF determined to coordinate its signal with its departure schedule while the vessels were docked so there would be no confusion with other Bay vessel traffic.

Because the Ferry as well as its partners in the Cape May wedding industry were hard hit by the COVID-19 restrictions, in June the CMLF announced the creation of a new wedding resource website that brides could use to digitally meet potential vendors and wedding service providers. The site, www.capemayweddingguide.com, is free for both participating vendors, brides and family members.

Yet another exciting debut at the Lewes Terminal was the grand opening on June 12th of a new restaurant, Grain On the Rocks. For the restaurant it’s not all about the food, which is terrific with polished casual offerings—sandwiches, burgers and appetizers, and also a seafood heavy selection of entrées. It’s also about the location—the scenic view of the Delaware Bay. One of the Grain’s goals is to be the neighborhood spot on the water.

Making space for the new eatery meant extensive renovations to the terminal space, the most...
noticeable of which was the removal of the glass atrium along the bay side of the building. The atrium was replaced with a long, open-air bar with seating both inside and out. Grain expects to be open year round. The renovated space also includes Lewes Coffee Co., operated by Grain. The to-go shop, just inside the main entrance to Grain, offers coffee, lattes, espressos, breakfast sandwiches, yogurts, smoothies, and light lunch options.

In October, the Cape May County Chamber of Commerce honored the CMLF for excellence in utilizing Environmental Friendly “GREEN” business practices. In presenting the award, a chamber official remarked: “The accomplishments of the Cape May-Lewes Ferry cover all three of our Environmental Leadership Award criteria to reduce, reuse, and recycle. Their positive impacts of reducing plastics and other solid wastes from our Cape May County waters alone merits recognition of the Cape May County Chamber 2020 Environmental Leadership Award.”

IT’S A CHARGE—A $12,000 State of New Jersey grant to the DRBA will help purchase, install and maintain two Level 2 Dual-port Power EV Charging Stations to be located at the Cape May Ferry Terminal. The grant came from the NJ Department of Environmental Protection's “It Pays to Plug In: NJ’s Electric Vehicle Charging Grant Program” to help offset the costs of installing EV stations around the state. In 2015, similar EV Charging Stations were installed at the Lewes Ferry Terminal (see photo) with the “Charging-Up Delaware” incentive program.
NEW K-9 UNITS WELCOMED

During the year, the DRBA Police trained two new K-9 units with the Atlantic County Police Academy. Cpl. Dan Gavlick, with his partner, Bini, and Cpl. Rob Inverso, with his partner, Izzy, trained at the John “Sonny” Burke Police K-9 Academy which has been training patrol and scent detection teams for over 25 years. The academy is accredited by the U.S. Police Canine Association as a regional training site. Officer Gavlick had prior training as an explosives K-9 handler. One of the K-9 teams graduated from the Academy at the end of 2020 and the other team in January 2021. The Department anticipates sending two more officers to attend the next training course at the Academy in the first quarter of 2021.

ARRYO NAMED TO SECOND TERM

Col. Rick Arroyo, administrator of the DRBA Police Department, was appointed to a second, three-year term as a Commissioner of CALEA, the Commission on Accreditation for Law Enforcement Agencies, Inc. CALEA is a 21-member, all-volunteer group comprised of 11 law enforcement professionals and 10 representatives from the public and private sectors.

In the photo at the top of the page, Officer Gavlick, is shown with his German Shepherd, Bini. In the photo at left, Officer Inverso is shown training with his Belgian Malinois, Izzy, inside the Wilmington-New Castle Airport.
DRBA EMPLOYEES

WALKING TO END ALZHEIMER’S DISEASE—DRBA employees participated in the national “Walk to End Alzheimer’s” which was organized in small groups in 2020 to comply with COVID-19 restrictions. The walk took place on October 17 with Team Evergreen, a robust group of 20 walkers who participated in order to raise money for Evergreen, a New Castle, DE, facility that offers daycare for Alzheimer’s patients and their caregivers. The group walked seven miles from the Lewes Ferry Terminal to the Point in Cape Henlopen State Park and back to the Terminal for lunch. Team Evergreen raised nearly $2,100, exceeding their fundraising goal.

NEWEST LICENSED ENGINEER—Jennifer Bristow, who was hired by the DRBA upon her graduation in 2015 with a bachelors degree in Civil Engineering from the University of Delaware, passed the gruelling 8-hour engineering licensing examination on her first attempt. Her license was presented to her during the annual engineering banquet in February. Along with successfully passing the exam, Jennifer received an internal promotion from Project Engineer I to Project Engineer II, effective on her five-year anniversary at the Authority.

PROMOTED TO PILOT—James Harkin was promoted to Pilot in the Ferry service in July. Hired as an Ordinary Seaman in 2012, Harkin has risen through the ranks during his eight years at the Ferry. Previously, he had served for more than twenty-nine years in the U.S. Navy, rising through the ranks to Senior Chief Petty Officer after which he was commissioned. When he retired, he had attained the rank of Lieutenant Commander.
DRBA SERVICE AWARDS

FIVE YEARS
Joe Baumgarten
Jennifer Bristow
Sandy Daniels
Silvana Dominioni
Cecilia Esposito
Daniel Gavlick
Mark Genovese
William Horton
Kyra Jarmon
Deb Lemieux
Kelvin Lesene
Lori Lugos
Brian Lutes
Pat Mathis
Emily McDougall
Jamil McGhee
Vince Meconi
Sue Seager
Steve Serrano

TEN YEARS
Charlotte Crowell
Andrew Houghton
Michael Porch
Qwashonia Shelton

FIFTEEN YEARS
Robert Beard
Mark Delano
Denise Ferrigno
Leon Gardner
Jason LaMora
John Loper
Michael Stewart
Steve Williams
Doug Young

TWENTY YEARS
Barry Anderson
Monica Creamer
Charles Short
Steve Wasson
Michelle Wright

TWENTY-FIVE YEARS
Dave Hoppenjans
Candy Kupchinski
Rob Owens

THIRTY YEARS
Scott Rosenberger

THIRTY-FIVE YEARS
Joe Larotonda

FORTY YEARS
Mike Lindsay

2020 DRBA ANNUAL REPORT
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