



STATE OF DELAWARE
DEPARTMENT OF TRANSPORTATION
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SHANTÉ A. HASTINGS
 SECRETARY

**Delaware Task Force on
 Sustainable Transportation Funding
 Meeting #4 Minutes**

Wednesday, February 11, 2026, at 2:30 p.m.
 800 Bay Rd, Dover, DE – Dover Conference Room and Zoom

MEMBERS	PRESENT	OTHER ATTENDEES
Shanté Hastings, Chair	Yes	Anne Brown, DelDOT
Chris Baker	No	Mark Buckalew, DelDOT
Kendall Barbour	Yes*	Lanie Clymer, DelDOT
Paul Bauer	Yes	David Draine, Pew Charitable Trust
Ken Branner	Yes	Maureen Kelley, DelDOT
Robin Christiansen	No	George Lees, DOJ/DelDOT
Rep. Rich Collins	Yes	Mark Luszcz, DelDOT
Chris Duke	Yes	Matt Magarity, PFM*
John Gooden	Yes*	Valerie McCartan*
Sean Matthews	Yes*	C.R. McLeod, DelDOT
Brian Maxwell	No	Todd Reavis, DelDOT*
Alex Meitzler	Yes	John Sisson, DTC
Rep. Ed Osienski	Yes*	Pam Steinebach, DelDOT
Sen. Brian Pettyjohn	No	Geoff Stewart, PFM*
Nicole Pilchard	Yes	Aimee String, DelDOT*
Michael Smith	No	Andrea Wales, Pew Charitable Trust
Sen. David Sokola	Yes*	
Chris Ware	No	
Ted Williams	Yes*	

* Attended Virtually

Action items are italicized

I. Introduction

Sec. Hastings opened the meeting with a welcome, confirmed quorum, and started off the presentation for Meeting #4.

- Mission Statement (slide 2) – Began meeting with DelDOT’s mission: to provide excellence in transportation for every trip, every mode, every dollar, and everyone.
- Safety/Safe System Approach (slides 3-4) – To date, there have been seven fatalities on our roadways, which is an increase from this same time last year. Our team uses this information to drive our strategies in an effort towards zero deaths. As part of all our presentations, we highlight the Safe System Approach which is a national transportation safety initiative introduced by the Federal Highway Administration.

II. Overview of Agenda (slide 5) – Agenda items included approval of the last meeting minutes, a national asset management overview by PEW Charitable Trust, followed by Mark Luszcz providing an overview of the capital program as well as a DelDOT-specific asset management overview, discussion of action items, and public comment. The next meeting will be on 3/20/26, at 11:00 am, Dover Administration Building.

III. Pew Charitable Trust Presentation

David Draine from Pew Charitable Trust shared information on national trends regarding asset management planning for surface transportation across different states.

- Overview (slide 8) – Explanation of who Pew Charitable Trust is, asset management planning, and trends in highway funding.
- The Pew Charitable Trust (slide 9) – David Draine explained that Pew is a non-partisan, not-for-profit philanthropic organization that focuses on research of state policies, ranging from retirement policies, housing, transportation, etc. All research efforts are data-driven, inclusive, and transparent, with an emphasis on providing research to guide policy discussions.
- Deferred Maintenance (slide 10) – As part of the Pew state fiscal policy project, items such as fiscal challenges, government performance, and resilience are in the forefront of analyzing deferred maintenance of surface transportation assets.
- Asset Management Planning for Surface Transportation (slide 11-12) – Reviewed a report released July 2025 on state TAMPs (Transportation Asset Management Plans). Most states are falling short of the funding needed to preserve their roadways and bridges.
- TAMPs (slide 13) – TAMPs are a federal reporting requirement that mandates state DOTs to disclose and discuss how they assess and manage their transportation assets, focused on the roads and bridges that are part of the national highway system (NHS). These reports include 10-year projections of conditions and funding. When a state’s 10-year projections of funding need exceed what the state expects to be able to bring in, there is a funding gap. Every state that PEW has identified as having a funding gap has fallen short of their own goals, based on their own metrics, using their own measurements.

- Key Findings (slide 14) – The majority of states, specifically 33, expect to fall short of at least some of their benchmarks for roadway/bridge conditions, preservation/maintenance funding, or both over the next decade. Eleven states are reporting they are on track, meaning they will meet their state of good repair target, or their funding will be adequate. These TAMPs were submitted in 2022 or 2023 to include that 10-year projection and are on a four-year reporting cycle. Twenty-four states reported a combined \$86.3B funding gap over 10 years.
- Map of Shortfall States (slides 15) – 33 states (including DE) are expecting a funding gap; 11 reporting no gap, and for 6 states not enough data was provided.
- Funding Gaps (slide 16) – The 24 states reported a combined \$86.3B shortfall, which are primarily NHS roads and bridges. These states projected \$194B in spending, so to close the gap it would require a 44% increase in funding to hit their targets. Shortfalls were evenly split between roads and bridges. Nine states reported adequate funding, and 17 supplied insufficient data to assess needs. Since the TAMP focuses only on NHS assets (some states include all their roadways), the reported gap excludes shortfalls for assets outside the TAMP.
- Condition Targets (slide 17) – There are 29 states that do not expect to meet their condition targets, either in roads or bridges, or both.
- Iowa Pavement Conditions (slide 18) – Overview of both interstate and non-interstate primary highway pavements, with graphs of their PCI (pavement condition index) vs. funding years.
- Washington Projected Pavement Needs (slide 19) – Outlining the 10-year average need vs. planned spending, projecting a \$1.44B shortfall.
- Montana Performance Measures for Bridges (slide 20) – Overview of how Montana is using their TAMP to show progress. In 2019 their TAMP showed a large drop in bridge deck area condition. To that end, Montana’s legislature allocated more funding for bridge repair and replacement, and as a result, their 2022 TAMP shows that they are going to catch up and meet their target.
- DelDOT Transportation Asset Management Reporting (slide 21) – Includes gap analysis for roads and bridges but also releases annual State of Good Repair (SOGR) summaries for a broad range of assets. This focus on what the state considers important reflects the transparency and accountability of transportation decisions.
- Trends in Highway Funding & Where Funding Comes From (slide 22-23) – Over the last 20 years, states have relied on gas taxes and federal funding, but those funds have decreased. Therefore, states have had to offset those declining contributions using state funds like increasing tolls, more reliance of general funds, etc.
- Fuel Efficiency and Gas Tax Revenue (slide 24) – Washington State is projecting a potential 45% decline in revenue from vehicle miles traveled due to trends in EVs, hybrids, and more efficient internal combustion engines.
- National Highway Construction Cost Index (slide 25) – Highway construction cost increases have outpaced both consumer and producer price indices.
Qu – Rep. Collins: Is part of the reason for the higher costs because other things are being included in the bridge that aren’t absolutely essential for transportation?
Ans – David Draine: Might be other factors like increased regulatory costs and requirements, but there has been a substantial drag on how far each dollar goes.
- Cost of Aging Infrastructure Outpacing Funding (slide 26) – State investments have been declining, and construction costs have continued to increase.

- Potential Responses to Fuel Tax Shortfalls (slide 27) – Many states have used strategies to address funding shortfalls, such as road user charges, EV registration fees, increasing the motor fuel tax, electricity sales tax, and expanded tolling.
- Pennsylvania’s Approach to Shortfalls (slide 28) – In 2021, created a Commission tasked with assessing the transportation funding shortfalls and recommending solutions. They proposed a phased, blended approach to replace fuel taxes and meet immediate funding needs with diverse options.
- Key Findings (slide 29) – Delaware is one of the 33 states reporting a funding gap in there TAMP, and there are many other states thinking about these issues and trying to come up with promising practices to tackle them. How can Pew help?

Qu – Rep. Collins: Is it possible to get analysis of the state(s) that are doing very well, and how they achieved that?

Ans – David Draine: That question that has been brought up and we are working on it.

Qu – Nicole Pilchard: Presentation shows that states are falling short of their own performance matrices; does Pew provide or suggest a matrix?

Ans – David Draine: States set their own goals, and right now the TAMPs are only looking at a 10-year timeframe. Commented on Colorado and Louisiana.

Comment – Sec. Hastings: The benefits of the TAMP is to show a direct relation of road/bridge condition as related to investment. There are trade-offs though, with operations/personnel costs, that leaves less money for capital, which includes asset management. We are investing less in pavement assets than we want to, and we are starting to see a decline in our pavement conditions. We are top five of the nation for the lowest percentage of poor bridges.

Qu – Sean Matthews: Would like to see things like weather factors, goals appropriately level, density level, interstates, etc. Look at state maintenance responsibility as well.

Qu – Rep. Collins: With inflation rising during COVID, is there a thought that the prices will lower at some point? Citizens are under stress as well.

Ans – David Draine: Generally, the high price levels may not grow as fast going forward, but we don’t anticipate a reverse to where things were before COVID.

IV. Approval of Meeting #3 Minutes – Sec. Hastings asked if everyone reviewed the minutes and solicited any corrections or questions; none were voiced. Sec. Hastings then asked for a motion to approve, provided by Paul Bauer, and seconded by Kendall Barbour. All members in attendance were in favor. Minutes were approved.

V. Capital Program Review

Chief Engineer Mark Luszczyk presented.

- Capital Transportation Program (slides 32-40) – Provided overview and insights into the program.
 - CTP Development Process: 2-year process, currently in the FY25-30 program, developing and receiving approval from COT and FHWA this year for FY27-32 CTP.
 - Project Info Online: Vast majority of our projects can be found online on the

DelDOT Projects Portal.

- Project Types: Two main types in the CTP: ranked projects and grouped projects. Ranked projects are usually bigger projects, gathering ideas from the public, ranked using a pre-determined set of prioritization criteria, encompassing about 26% of the CTP. Grouped projects are primarily asset management projects, are prioritized by DelDOT, and are about 74% of the projects in the CTP.
- Ranked Projects: Examples include I-95/SR 896 grade separated intersection, Camden Bypass, and SR 1/SR 16 grade separated intersection. Ranked projects show as individual projects in the CTP.
- Grouped Projects: Most bridge projects are included in this, as well as pavement management, some multimodal, and traffic projects. DelDOT has an internal prioritization process for a lot of different programs that include inspection, ranking, etc.
- Draft FY27-32 Implementation Plan: Can be found on the CTP project website and outlines the ranked projects and when the project is slated to begin the project development process.
- Challenges: Before we start design, the overall scope isn't well defined, and the impacts have not been determined (environmental, right-of-way, utilities). The result is a budget and schedule that can vary widely from what we first thought.
- New Process: Both the right of way and construction phases will not be scheduled or funded at the beginning of project development. When the project's scope and schedule are refined enough, it will be funded from the "Ranked Project Funding" line in the CTP. This process is being refined and finalized.
- Ranked Project Funding FY27-32 Estimate: Currently, \$240M available. The estimated need is roughly \$540M for the ranked projects, which results in a six-year deficit of \$300M, or \$50M per year.
- DelDOT Asset Management Overview (slides 41-54) – Summary of DelDOT's asset management program to-date. The program includes many different assets but focusing on pavements and bridges in this presentation.
 - Pavement: Value of pavements are currently estimated at \$13B. The average annual budget in previous years (non- subdivision) was about \$80M for close to 10-12 years; current average is \$53B. Subdivisions (neighborhood streets) are funded at \$30M. Approximately 89% of roads are state maintained. North Carolina and West Virginia have a similar percentage of state-maintained roadways. Most other states have a county/township road system that Delaware does not. The asset management condition goal for non-subdivision is 75% of roads in good condition, with less than 15% being in poor condition. Trend is that in the next few years both goals will not be sustained. Our updated TAMP is due this year. For subdivisions, the condition goal is 60% good, and 15% poor. We have made a lot of progress on improving the very poor, but the trend is that we will not meet both goals in the coming years with current funding.

To meet these goals, we would need \$90-\$100M per year for non-subdivisions and \$35-45M for subdivisions.

- Bridges: Overall asset value is \$3.4B, and we roughly spend about \$80M annually on this program. Over 1800 bridges in inventory. Right now, we are meeting our asset management goals, but with the current budget projections we are trending to have more than our 3% goal of our bridges in poor condition, as well as less than our 75% goal of our bridges in good condition. The average annual budget needed for the bridge program is approximately \$95M. We also have several major bridge projects that are unfunded, including the I-95 and I-495 bridge rehabilitations, as well as the Walnut St. bridge and the Wilmington drawbridges.
- Examples of Other Asset Classes and Annual Funding Needs: Intelligent Transportation System devices (ITS) and stormwater management facilities are asset classes also facing deficits, including equipment and facilities.
- Major Unfunded Projects (Sec. Hastings): Highlighted some examples of projects not funded at all, including the DMV mainframe, toll infrastructure, Downstate Rail, I-95 Cap, SR 1 Widening, US113 and SR 1 Corridor Capacity Preservation. These projects, within a 20-year timeframe, total approximately \$6B. There are a lot of needs, and we do not have the revenue to support it.
- Project Cost Escalation (slides 55-59) – Provided a deeper dive into rising costs. Although there was dramatic inflation during the COVID era, Mark Luszcz also highlighted three examples of projects built in the 1990’s with a large overall price increases (streetscape, pavement rehabilitation, and widening). The consumer price index was about 2.6% annually, but the project cost inflation growth was over 5% annually. Many factors driving cost escalation, including expanded regulations, environmental impacts, cost of materials, scope and complexity, and extensive public involvement.
- Efficiency Efforts (slide 61-62) – Highlighted the wide range of efforts DelDOT is doing to try and streamline and create efficiencies, including budget resets, workforce development initiatives, and continuous improvements.

VI. Questions/Comments

Comment – Alex Meitzler: Does a lot of public sector work in surrounding states, and the challenges are much more complex to deliver a project then there were in the early 1990’s. It is not just a Delaware challenge, it is everywhere.

Comment – Rep. Collins: Want to keep affordability in mind for the people who are being stretched in many areas like costs of vehicles, housing, food, etc.

Qu – Paul Bauer: Are there recommendations that can be made to remove regulations that are not necessary anymore?

Ans – Mark Luszcz: We do review and comment during the public process on whenever a new regulation comes out, as well as work closely with AASHTO (American Association of State Highway Officials) to comment and provide insight on the effects to our programs. An example of that is the Buy America regulation.

Qu – Chris Duke: Asked for more information on piloting road user costs.

Ans – Sec. Hastings: We are a member of the Eastern Transportation Coalition and have participated in several pilot projects to garner information on comparing gas tax vs. a mileage-based user fee (MBUF). *The Coalition has kicked off a new pilot study so we will be sending that out to this group and a variety of folks to see if people will participate, especially since we have implemented an alternative fuel vehicle fee. There are also reports online that we will put in the Dropbox.*

Qu – Alex Meitzler: What are some of the barriers to the MBUF?

Ans – Sec. Hastings: The reports will give much more detail, but generally it will cost more to collect the fees unless we set the rate high enough to cover the administrative costs. There are also people who do not want to be tracked via a device plugged into the vehicle.

VII. Action Items

Sec. Hastings: *Will be putting the MBUF report as well as another research report that was done a few years ago that outlines how each state funds their transportation projects into the Dropbox.*

Dep. Sec. Clymer: At the next meeting, PFM will give a presentation on the Transportation Trust Fund and our borrowing practices and debt portfolio.

Sec. Hastings: After meeting #5, we will begin compiling recommendations as well as portions of the final report so that everyone can start reviewing those.

VIII. Public Comment

No public comment was given.

IX. Adjournment

Sec. Hastings adjourned the meeting with a motion and a second in the room.

The next meeting will be held at the DelDOT Dover Administration Building located at 800 Bay Road, Dover, DE 19901 on March 20th from 11:00am – 12:30 p.m.