



Strategic Workplan



STEWARDSHIP. SERVICE. COMMUNITY.

2026 Strategy Overview

The DRPA plays a vital role in connecting communities and economies across the region through the safe, efficient, and sustainable operation of key interstate bridges and the PATCO high-speed transit line.



To drive operational excellence and world-class stewardship, DRPA employs a strategic management framework focused on smart asset management, responsible resource allocation, and sound financial governance. The strategic plan, capital program, and annual budget work in tandem



to guide long-term priorities and day-to-day operations.

Over the past decade, DRPA has transformed its organizational culture — embracing collaboration, accountability, and a renewed focus on public service. This shift has strengthened the Authority’s ability to serve the people of Pennsylvania and New Jersey with purpose and resilience, even in the face of economic uncertainty.



Our strategic priorities reflect this commitment: enhancing safety and security, leveraging innovation and technology, a connected culture, and engaging proactively with employees and customers.



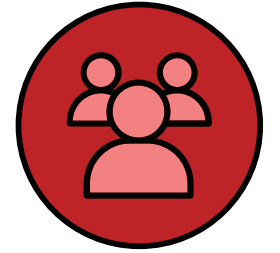
Since 2014, DRPA has invested more than \$1.5 billion in infrastructure improvements, modernizing aging assets and expanding the capacity of its transportation network. The current five-year capital program totals \$804.8 million, including \$175.6 million in 2025 to complete several major, high-priority projects.

In response to continuing revenue constraints stemming from the pandemic, DRPA has recalibrated its strategies to maintain fiscal resilience and operational

Together, these pillars support a resilient, mission-driven organization prepared to meet evolving transportation needs.

continuity—ensuring the Authority can adapt to both unforeseen disruptions and planned initiatives.

As we look toward 2026, DRPA remains focused on strengthening organizational resilience and preserving the infrastructure, assets, and culture that underpin our mission—ensuring the continued safe, effective, and sustainable operation of our bridges, transit system, public safety efforts, and administrative functions for years to come.



2026 Strategy Workplan

The 2026 strategies correspond to the five strategic focus areas set forth in the strategic plan and represent some of the improvements and changes that DRPA and PATCO must implement to achieve its strategic objectives.

1. Infrastructure, Facilities & Equipment Stewardship

Ensure the longevity of perpetual transportation assets; Execute the Authority's asset management roadmap and the five-year, \$804.8 million capital program to address emerging safety, security and serviceability needs on the four bridges and PATCO; Completion of several major high-priority projects

Standardize the use of the SAP EAM module at the Bridges and PATCO to ensure employees are well-trained and held accountable for adhering to standardized work processes to enable managers to generate more precise reports.

2. User & Beneficiary Satisfaction

Increase real-time communication of operating activities and service impacts to employees, customers and stakeholders.

Strengthen public safety through innovation, training, and technology—promoting accountability, transparency, and fairness in law enforcement.

3. Organizational Strength & Capacity

Foster a resilient culture rooted in stewardship, service, and community. Deepen employee engagement through values-driven leadership that reinforces the mission and vision.

Address urgent staffing needs—especially in public safety and some skilled trades—while strengthening knowledge transfer, adaptability, and institutional memory.

Drive organizational resiliency by leveraging diverse collective expertise and experience of our workforce, fostering collaboration, innovation, and accountability, and aligning around shared goals. By strengthening the functionality of our systems and processes, and improving knowledge transfer, we will remain agile, sustain employee expertise, and deliver high-impact solutions that advance DRPA and PATCO's strategic objectives and ensure the continued success of the organization.

4. Efficiencies and Process Improvement

Boost performance and accountability by simplifying, standardizing, and automating business processes.

Strengthen cybersecurity through employee training, policy implementation, threat mitigation strategies and equipment and technology upgrades.

5. Prudent Deployment of Resources

Control costs amid inflation and market volatility by aligning spending with revenue and adjusting financial strategies as needed to limit financial exposure to inflation and credit ratings agency actions.

Explore operational changes that can be made to PATCO to better safeguard our employees and customers, and enhance and maintain the cleanliness and general conditions in the PATCO system.

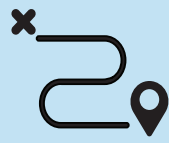




Infrastructure, Facilities and Equipment Stewardship

Ensure the longevity of infrastructure by protecting and preserving the perpetual transportation assets by executing the five-year capital plan, and the asset management roadmap.

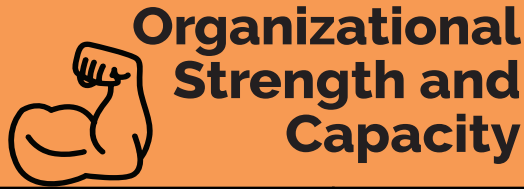
Department with Primary Responsibility:	Description of Strategic Initiative (Including Business Case)	Strategic Objective Supported	Key Milestones or Outcomes	Resource and Budget Needs
Bridge Operations	Enhanced SAP EAM reporting and dashboard development to improve decision making. This would apply to Fleet Management and Bridge Operations.	Infrastructure, Facilities & Equipment Stewardship	Development of a report/dashboard within 2026.	Work with the Office of the CEO and Phoenix Consulting (AMS) Consultant) to accomplish this objective.
Cybersecurity	Pursue more advanced training in areas of cybersecurity (SANS Courses, CISSP Certification and expanding the use of the KnowBe4 employee training.	Infrastructure, Facilities & Equipment Stewardship	Further enhance internal knowledge, skills, and abilities to ensure greater network security by registering and completing specific agency beneficial training courses for those responsible for cybersecurity protection and network architecture.	Submitted training requested through the 2026 HR or IS training budget.
Engineering	Updated Biennial Inspections to reflect new SNBI Specifications	Infrastructure, Facilities & Equipment Stewardship	2026 Biennial Inspection Report (12/31/26) and Interim 2027 Inspection Reports	Operating
Engineering	Updated 2026 Transit Asset Management Plan	Infrastructure, Facilities & Equipment Stewardship	Updated Plan in October 2026; Updated NTD submissions	Operating
Homeland Security	Implement camera upgrade and replacement program to ensure reliability and cyber security protection. Rotational replacement schedule of approximately 20% annually, to ensure useful life and maximum functionality are met and maintained perpetually.	Infrastructure, Facilities & Equipment Stewardship	Develop and budget for a rotational replacement schedule of approximately 20% of our cameras annually. This will ensure timely replacement is planned for as well as ensuring all cameras meet their maximum functionality and are not extended beyond their useful life.	IS and HSEM collaborative effort to develop, implement and manage the plan.
Homeland Security	Research and develop a viable strategy to have visibility of the right of way for PATCO rail system.	Infrastructure, Facilities & Equipment Stewardship	Develop a feasible way to ensure visibility across our right of way, potentially utilizing pole cameras for inspection and security needs at PATCO.	HSEM & PATCO collaborative project for potential implementation and management.
Homeland Security	Expand use of security technology. Review new security technology currently in use at DRPA. Plan for expanded radar fusion cameras, thermal cameras, perimeter detection systems and audio recording to aid in protection of critical infrastructure.	Infrastructure, Facilities & Equipment Stewardship	Identify suitable locations for enhancements that can be amplified by the use of new technology by 3rd quarter 2026. Budget development by third quarter 2026. Establish upgrades in FY 2027.	This is for planning purposes with no additional resources needed. Implementation and budget to be determined at a later date based on needs.



Infrastructure, Facilities and Equipment Stewardship

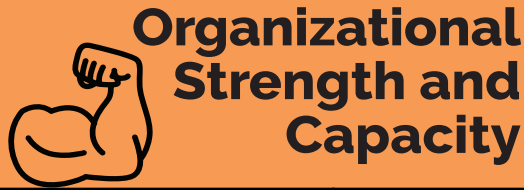
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Department with Primary Responsibility:	Description of Strategic Initiative (Including Business Case)	Strategic Objective Supported	Key Milestones or Outcomes	Resource and Budget Needs
PATCO-Equipment	Assess components with high failure rates and identify root cause	Infrastructure, Facilities & Equipment Stewardship	Reduce operational &/or capital costs	Internal resources
PATCO-Equipment	Evaluate components sent for repair to determine if the work can be completed using in-house resources	Infrastructure, Facilities & Equipment Stewardship	Reduce operational &/or capital costs	Internal resources
PATCO-Fare Collection	New Parking Management system for PATCO lots. Current system is Freedom card only. Open payments will be implemented in PATCO fare gates. To meet the needs of customers and planned sundowning the Freedom card, another parking system accepting contactless media is needed.	Infrastructure, Facilities & Equipment Stewardship	A new parking system accepting open payments at gated lots and a Kiosk system replacing obsolete parking coin meters.	\$2 Million 2026 Capital Budget, \$3 Million 2027 Capital Budget
PATCO-Power & Signals	Procure and install new push button stations with access ladder within PATCO Lindenwold Yard's Diamond Crossover.	Infrastructure, Facilities & Equipment Stewardship	Safety is enhanced with ladder access. The upgraded push button stations will provide for a more rugged / durable design which will provide for greater reliability in adverse weather conditions	2026 Schedule D project submitted entitled 'Lindenwold Diamond Crossover - Push Button Station Upgrades with Ladder Access
PATCO-Transit Services	Coordinate development of new work area setup/light arrangement in restricted areas where track is out of service.	Infrastructure, Facilities & Equipment Stewardship	Safer operation.	New lights would need to be purchased.



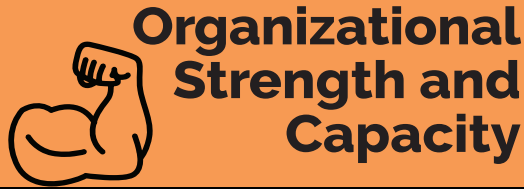
Increase the resiliency of the organization by strengthening the culture, catalyzing knowledge transfer, and recruiting, hiring, and retaining a diverse, and highly skilled workforce.

Department with Primary Responsibility:	Description of Strategic Initiative (Including Business Case)	Strategic Objective Supported	Key Milestones or Outcomes	Resource and Budget Needs
Cybersecurity	Advance role-based security progression.	Organizational Strength & Capacity	Continue to further expand on the role based security measures previously implemented.	IS budgeted and directed.
Finance	<p>Strengthen Team Collaboration and Communication through Targeted Workshops</p> <p>Foster stronger collaboration, communication, and problem-solving within the Finance Division and with other departments by partnering with the Strategic Initiatives Department to design and facilitate team-building and communication workshops. These sessions will identify process inefficiencies, strengthen interpersonal trust, and promote a culture of continuous improvement and shared accountability.</p>	Organizational Strength & Capacity	<p>Improved communication and collaboration across Finance teams and between Finance and other divisions.</p> <p>Enhanced awareness of organizational interdependencies and shared goals to facilitate more effective and collaborative engagement and business meetings.</p> <p>Clear, actionable priorities for process and culture improvements.</p> <p>Strengthened alignment with the Authority’s strategic objectives and “World-Class Stewardship” principles.</p>	None
Government Relations	<p>Further enhance communications with elected officials by proactively sharing timely updates on DRPA projects, infrastructure closures, and community engagement events.</p> <p>Establish a bi-monthly electronic newsletter to provide elected officials with concise, relevant updates on DRPA initiatives, milestones, and regional impacts.</p> <p>Strengthen internal legislative monitoring and analysis processes to more effectively track and assess Federal, New Jersey, and Pennsylvania legislation impacting DRPA/PATCO operations</p>	Organizational Strength & Capacity	Increase the number of Elected Officials that are familiar and engaged with DRPA projects / services and improve legislative tracking performance and efficiencies	None



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Office of the CAO and Human Resources Services	We are proud of our enhanced and summer intern program. We offer a meaningful experiential learning opportunity that includes professional development, a competitive hourly rate, an opportunity to engage with industry leaders, along with other benefits. In 2026, working with HRS, I plan to take the lead in showcasing and seeking national and regional attention on our summer intern program. To start, we will seek a spot on WayUp’s coveted 100 Top Internship Programs List, which showcases the employers who went above and beyond for their interns. The impressive list is determined by an expert panel and thousands of public votes. This strategic initiative supports the Authority’s overall goal of becoming an Employer of Choice in our region.	Organizational Strength & Capacity	To continue to raise awareness & interest in DRPA’s Summer Internship Program which has resulted in several full time hires from the 2024 Intern cohort at DRPA and PATCO.	Operating Budget: \$30,000 in CAO budget. Additional funds for background checks and professional development are covered in the HRS budget. Hourly rates for all interns are covered elsewhere in the Operational Budget. Consult with Finance on the hourly rate piece.
PATCO- Transit Services	Create program of Transit Services employees observing Center Tower operations in the new control room for instructional purposes and to promote advancement within the department.	Organizational Strength & Capacity	Employees have better understanding of the operation, better knowledge of each other, build personal/professional relationships and have some employees seek out promotion.	Overtime pay to allow employees to perform these duties, but can most likely be accomplished without any budgetary needs.
Purchasing	Ensure seamless purchasing operations and uninterrupted service delivery by reinforcing cross-training and knowledge-transfer practices that build organizational resilience and adaptability during personnel or process changes.	Organizational Strength & Capacity	Implement rotational cross-training for core purchasing functions to enhance staff versatility, build institutional knowledge and increase resiliency. Incorporate cross-training into annual development plans. Host quarterly knowledge-sharing sessions.	None



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Strategic Initiatives	<p>Building on the Work We've Begun: Strengthening Cultural, Workforce & Operational Resilience for the Future</p> <p>Resilient Organization 360: A holistic initiative to embed resilience across culture, workforce, and operations by strengthening trust and adaptability, equipping employees with future-ready skills, and safeguarding core processes and systems. This all-around approach ensures the organization can withstand disruptions, recover quickly, and sustain long-term excellence.</p>	Organizational Strength & Capacity	<p>A workforce that is skilled, adaptable, and engaged. A culture grounded in shared purpose, trust, and accountability.</p> <p>Operations that can sustain essential functions under stress while continuously improving. An organization positioned to thrive in the face of disruption and uncertainty.</p>	None
Strategic Initiatives	<p>Capture, preserve, and share the lived experiences of employees and leaders who have navigated adversity, challenges, and organizational difficulties—creating a permanent legacy that reflects the organization's resilience, values, and culture of stewardship. These stories will serve as inspiration, teaching tools, and a cultural touchstone for future generations.</p>	Organizational Strength & Capacity	<p>Preserve Organizational Memory Document personal and collective stories that highlight perseverance, teamwork, and stewardship during pivotal moments.</p> <p>Strengthen Culture & Identity Reinforce the values of trust, resilience, and commitment by celebrating real examples of employees and leaders living those values.</p> <p>Inspire Future Generations Provide a body of narratives that new hires, future leaders, and external stakeholders can learn from, helping sustain organizational culture.</p> <p>Support Leadership & Employee Development Use storytelling as a tool for mentoring, training, and resilience-building across the organization.</p>	None



Efficiencies and Process Improvement

Streamline, simplify and automate business processes to improve operational efficiencies, improve performance and controls, and protect against risks and threats.

Department with Primary Responsibility:	Description of Strategic Initiative (Including Business Case)	Strategic Objective Supported	Key Milestones or Outcomes	Resource and Budget Needs
Bridge Operations	Utilize artificial intelligence (AI) for predictive maintenance (with drones), internal training and integration of work flows and to access and scope out how it can be used to interact with outside facing customer (tolling). This would apply to Fleet Management and Bridge Operations.	Efficiencies and Process Improvement	Review DPRA's AI policy when published and develop a playbook describing how AI can be used at DRPA to accomplish the previous stated goals.	Partner with a local university and Engineering on the predictive maintenance strategy. Promote internal training on the rise of generative AI for work tasks and activities. Research best practices and work with others within DRPA to determine how AI can be used to improve customer relationships.
Bridge Operations	Technology Strategic Plan which would include a Service Oriented Architecture (SOA). This would apply to Fleet Management and Bridge Operations.	Efficiencies and Process Improvement	Develop a SOW which could be funded in subsequent years. Seeks to address a recommendation of the 2017 Bridge Operations Management Audit.	Work closely with the Office of the CEO to determine if this is an agreed upon strategy moving forward.
Cybersecurity	Advance role-based security progression.	Efficiencies and Process Improvement	Further progression with segmenting portions of our network to help minimize issues/outages if an intrusion occurs.	IS budgeted and directed.
Engineering	Engineering Process Improvements: Refreshing Engineering Manual, update Engineering Strategic Plan, QA/QC Template for consultants, Invoicing Template, Safety Administration Manual - site specific safety plan Template, optimization of project management software	Efficiencies and Process Improvement	Updated documents in 2026	Operating
Office of the CAO	Through our Broker, we issued an RFP to identify a Benefits Administrator Partner to support DRPAs objectives to deliver the best employee experience possible, streamline processes, provide administrative efficiencies, and to identify a partner who provides a high-level of Customer Service including Strategic Guidance on Benefits Administration Best Practices. Our recommendation will be presented to the Finance Committee in November for consideration. If approved by the Finance Committee and the Board, the Benefits administration Department led by CAO will begin the transition from a heavily manual process to an automated user friendly process	Efficiencies and Process Improvement	Improve efficiency of Benefits Administration for Active Employees and Retirees.	Operating Budget: Approximately \$105,000 has been included in the CAO Office 2026 Budget to cover support provided by the Gallagher Team managing the multi-phase implementation and testing process.



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PATCO- Transit Services	Involve a Dispatcher in construction and event planning meetings.	Efficiencies and Process Improvement	More effective and efficient train movement	No budgetary needs, can be developed internally.
PATCO- Transit Services	Complete work on main line diagram and reference guide. Guide is a visual reference of all PATCO main line locations and apparatuses.	Efficiencies and Process Improvement	Completion of new materials	No budgetary needs, can be developed internally.
Purchasing	Strengthen the efficiency, consistency, and legal integrity of all purchasing contracts by updating, streamlining, and standardizing contract agreement templates and procedures in collaboration with the Legal Department.	Efficiencies and Process Improvement	Review and update all existing contract templates for consistency and compliance. Develop standardized contract agreement templates for goods, services, goods & services, cooperative contracts, and construction to reduce turnaround time and revisions and support uniform consistency throughout the purchasing process.	None
Strategic Initiatives	Introduce an employee-driven “Ideas to Action” initiative to capture and test staff-submitted ideas at every level of the organization utilizing standard methodologies such as Lean, Six Sigma and Kaizen to identify, analyze, and implement enhancements that will improve safety, increase efficiency, reduce costs, and elevate customer and stakeholder satisfaction	Efficiencies and Process Improvement	Efficiency Gains: % reduction in process cycle times, paperwork, and delays. Cost Savings: Annual operating or capital expense reductions attributed to CPI. Quality Improvements: % reduction in errors, rework, or safety incidents. Employee Engagement: # of ideas submitted and implemented; training participation rates. Customer Impact: Measurable increases in satisfaction surveys, ridership experience, or stakeholder trust.	None



User and Beneficiary Satisfaction

Deliver quality, reliable and safe services, and active communications to our customers & stakeholders.

Department with Primary Responsibility:	Description of Strategic Initiative (Including Business Case)	Strategic Objective Supported	Key Milestones or Outcomes	Resource and Budget Needs
Corporate Communications	<p>Elevate DRPA’s social media presence</p> <p>Strengthen DRPA’s visibility, transparency, and engagement across digital platforms by cultivating a dynamic social media presence that reflects world-class stewardship, showcases the Authority’s bridges and PATCO system, and builds trust with stakeholders and the public.</p>	User & Beneficiary Satisfaction	<p>Develop a Unified Social Media Strategy Align messaging for DRPA, PATCO, and bridge operations under a cohesive digital brand identity</p> <p>Launch Targeted Campaigns Use monthly content themes (e.g., “Preserving Our Bridges,” “Innovation in Transit,” “Employee Spotlights”) to showcase DRPA’s priorities and people.</p> <p>Engage Through Multimedia Produce high-quality visuals, videos, infographics, and behind-the-scenes features to highlight projects, safety initiatives, and community impact.</p> <p>Leverage Real-Time Communication Enhance use of Twitter/X, Instagram Stories, and Facebook Live for real-time alerts, Q&A sessions, and public updates.</p> <p>Build Community Partnerships Online Collaborate with local governments, transit agencies, and regional organizations on shared campaigns (e.g., safety awareness, sustainability).</p> <p>Train and Empower Staff Provide social media training for designated DRPA/PATCO staff to ensure tone consistency, crisis responsiveness, and proactive engagement.</p>	None
Corporate Communications	<p>PATCO Website Redesign & Digital Experience Overhaul</p> <p>Redesign and modernize the PATCO website to create a customer-focused, accessible, and data-driven digital platform that enhances the rider experience, improves operational communication, and aligns with DRPA’s vision of world-class stewardship.</p>	User & Beneficiary Satisfaction	<p>Enhance Customer Experience Deliver an intuitive, mobile-responsive, and ADA-compliant site that prioritizes quick access to schedules, fares, alerts, and trip planning tools.</p> <p>Improve Real-Time Information Delivery Integrate live service status, train tracking, and disruption alerts with clear and timely communication.</p> <p>Streamline Navigation & Content Simplify site structure, reduce redundancy, and provide multilingual support for diverse rider demographics.</p> <p>Strengthen Digital Engagement Incorporate social media feeds, push notifications, feedback channels, and marketing content to boost rider connection and trust.</p> <p>Enable Data-Driven Operations Integrate analytics tools to monitor rider behaviors, site performance, and customer needs—informing continuous improvements.</p>	Included in 2026 Operating Budget



User and Beneficiary Satisfaction

Deliver quality, reliable and safe services, and active communications to our customers & stakeholders.

Department with Primary Responsibility:	Description of Strategic Initiative (Including Business Case)	Strategic Objective Supported	Key Milestones or Outcomes	Resource and Budget Needs
Corporate Communications	<p>Establish a comprehensive framework for public communications at the Authority.</p> <p>Effective communication is essential to maintaining public trust, advancing transparency, strengthening the Authority's reputation, and ensuring stakeholders are fully informed about the organization's operations, initiatives, and decisions.</p>	User & Beneficiary Satisfaction	<p>Develop a Communications Framework Create policies, protocols, and style guides for public messaging.</p> <p>Build a Crisis Communications Plan Establish clear roles, responsibilities, and escalation procedures.</p> <p>Enhance Digital Platforms Overhaul website and optimize social media for customer engagement.</p> <p>Implement Media & Public Engagement Strategy Establish regular press briefings, newsletters, and community forums.</p>	None
PATCO-GM Office	Generate solutions to ensure a safe and secure environment for employees, customers and the general public who are in the PATCO system	User & Beneficiary Satisfaction	Generate solutions to ensure a safe and secure environment for employees, customers and the general public who are in the PATCO system	Cross Functional Team of PATCO and DRPA employees; capital and operating budget funds to implement changes
PATCO-GM Office	Evaluate the responses to the PATCO Customer Satisfaction Survey conducted in 2025. Having a clearer understanding of rider experiences, preferences, and priorities will enable PATCO to ensure it focuses its improvement efforts to meet the needs of its ridership and the community.	User & Beneficiary Satisfaction	Responses will help PATCO identify opportunities for improvements and guide future decisions that enhance the rider experience systemwide.	Operating and capital funds to implement improvements as a result of the survey
PATCO-Transit Services	Install multilingual signage to inform passengers of our abilities to assist them.	User & Beneficiary Satisfaction	Signs installed at Call for Assistance phones.	Resources to create signage, no additional departmental budget needs.
PATCO-Transit Services	Provide training to employees on how to deal with assisting individuals who speak languages other than English.	User & Beneficiary Satisfaction	Work force better equipped to handle situations involving passengers who do not speak English.	No budgetary needs, can be developed internally.
Public Safety	Police Technology Enhancements	User & Beneficiary Satisfaction	Enhance and sustain the police department's overall technological capabilities to increase its efficiency and effectiveness. Specifically, upgrading and repairing existing equipment (Harris), use of force alternatives (Taser/Glove), and first responder/force multiplier options (UAS/Drones).	Utilize technological resources to create a more efficient and effective police department.



Prudent Deployment of Resources

Maintain strong financial discipline to manage expenses, optimize finance and investment plans, reduce debt, and limit exposure to inflation and credit rating downgrades.

Department with Primary Responsibility:	Description of Strategic Initiative (Including Business Case)	Strategic Objective Supported	Key Milestones or Outcomes	Resource and Budget Needs
Bridge Operations	Executing a strategy to combat toll evasion	Prudent Deployment of Resources	TBD. It would likely go beyond 2026.	Collaborate internally with Finance, OIG, Legal, Public Safety, and the Office of the CEO, and externally with the New Jersey Turnpike Authority to bring this initiative to fruition.
Engineering	Continued evolution of Engineering Metrics: capital spend tracking (currently monthly), project performance (schedule, scope, budget) for both internal personnel and external consultants to better inform engineering throughput and work load	Prudent Deployment of Resources	Monthly capital spending and project scheduling	Operating



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**DELAWARE RIVER
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PATCO

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