

**MINUTES OF MEETING
THE DELAWARE RIVER AND BAY AUTHORITY
James Julian Board Room
Tuesday, July 15, 2025**

The meeting convened at 10:00 a.m. in the James Julian Board Room, with Chairperson Ransome presiding.

Chairperson Ransome called on the Authority Assistant Secretary to read the meeting notice. The Assistant Secretary announced that a notice of the meeting had been distributed to the offices of the Governor of New Jersey and the Governor of Delaware, to appropriate staff members and consultants, to the press in both States and to any other individuals who had indicated an interest in receiving a copy of the meeting notice.

The opening prayer was given by Vice-Chairperson Lathem, followed by the Pledge of Allegiance.

Chairperson Ransome called on the Assistant Secretary to take the roll.

Commissioners from New Jersey

M. Earl Ransome, Jr., Chairperson
Shirley R. Wilson
Sheila McCann
Heather Baldini – ABSENT
Debra Behnke - VIA TEAMS
James Mehaffey

Commissioners from Delaware

Samuel Lathem, Vice-Chairperson
Crystal L. Carey**
Michael Ratchford
Veronica O. Faust – VIA TEAMS
James Collins*
Michael Houghton

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Chairperson Ransome called for the acceptance of the Agenda.

Commissioner Houghton made a motion to accept the agenda, seconded by Commissioner Ratchford, and the motion was carried out by a voice vote of 9-0.

*** Commissioner Collins arrived at 10:05 a.m.**

Chairperson Ransome welcomed Joel Coppadge new Executive Director of the Delaware River and Bay Authority. Chairperson Ransome opened the meeting for public comments on any matters of interest.

Mr. Andrew Ramsaran with Delaware Borders congratulated Joel Coppadge on his new role as DRBA Executive Director. While pleased with the growth at Wilmington Airport over the past 30 months, Mr. Ramsaran wanted to express his dissatisfaction with Avelo's business decision to contract with the Department of Homeland Security to conduct deportation flights. Mr. Ramsaran requested a meeting with the Executive Director.

Colonel McFadden congratulated Mr. Coppadge on his appointment as the new Executive Director of the DRBA before providing an update on the state of the DRBA Police Department. Colonel McFadden advised that currently the DRBA Police have 7 vacancies out of 61 positions. He noted that retention continues to be difficult and advised that the DRBA is currently negotiating the next FOP contract. Colonel McFadden highlighted new technology used by the DRBA Police. He also noted that 4 officers completed the New Jersey State Police Marine Law Enforcement Course for the recently reinstated Marine Unit operations. Colonel McFadden also discussed ongoing internal and external training opportunities offered to DRBA police.

Vice Chair Lathem asked about the service obligation of DRBA police recruits upon completion of the Police Academy. Colonel McFadden confirmed that the DRBA has a 4-year commitment. Commissioner Collins inquired about recordings of bodycams and the storage of both audio and video. Colonel McFadden explained how the body cams are activated and how long the department maintains the files.

Chairperson Ransome questioned the Authority's police retention efforts. Colonel McFadden indicated that the DRBA has lost five in the past year due to retirements and that the DRBA police department must continue to remain competitive with compensation and training resources to retain talented individuals. The Executive Director thanked Colonel McFadden for a warm welcome and he looks forward to working with him and his team.

Chairperson Ransome recognized Executive Director Joel Coppadge, Deputy Executive Director Ceil Smith, and COO Vince Meconi for handling the commercial truck accident on July 11, 2025. The Chairperson also expressed his appreciation to all DRBA employees who responded to this tragic incident and praised the coordination and teamwork between engineering, maintenance, police and communications. The Chairperson also added that the cooperation and response efforts of our contractors and outside emergency response agencies was remarkable and thanked them for their combined efforts and assistance.

The Executive Director echoed those sentiments regarding the accident on the Bridge last week. Mr. Coppadge expressed his appreciation for the professionally coordinated response efforts of the DRBA maintenance, engineering, and police operations. He also thanked James Salmon and TJ Murray for their efforts to communicate with the media, public and commissioners.

**** Commissioner Carey arrived at 10:12 a.m.**

Chairperson Ransome called for a motion to move to Executive Session. Commissioner Wilson made a motion, seconded by Commissioner Collins, and the motion was carried out by voice vote of 11-0.

Members of the public and certain staff were excused from the room during the Executive Session. The Executive Session started at 10:12 a.m.

At 12:19 p.m. Chairperson Ransome called for a motion to close the Executive Session, and recess to conduct Committee Meetings. Commissioner Collins made a motion, seconded by Commissioner Ratchford, and the motion was carried by a voice vote of 11-0.

The Committee meetings began at 12:20 p.m. and ended at 12:41 p.m. During that time, the following Committee meetings were held:

Governance & Audit
Economic Development
Budget & Finance
Personnel
Projects

At the conclusion of the Committee meetings, Chairperson Ransome called the Board meeting back to order at 12:41 p.m.

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12463. APPROVAL OF THE JUNE MINUTES

Commissioner Ratchford made a motion to approve meeting minutes for June 17, 2025, seconded by Commissioner Houghton, and approved by a voice vote of 11-0.

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12464. DELAWARE RIVER AND BAY AUTHORITY – TRAFFIC AND REVENUE SUMMARY.

The Chief Financial Officer (CFO) presented charts showing Actual versus Projected Revenues for the Delaware Memorial Bridge, the Cape May-Lewes Ferry, Airports, Delaware City-Salem Ferry Crossing and Food Service for June 2025. Without objection, the charts were ordered filed with the permanent records of the Authority.

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12465. DELAWARE RIVER AND BAY AUTHORITY – STATEMENT OF INCOME AND EXPENSE.

The CFO presented charts showing statements of income and expenses for June 2025 with comparisons to the same periods last year.

Without objection, the charts were ordered filed with the permanent records of the Authority.

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12466. DELAWARE RIVER AND BAY AUTHORITY – OPERATING EXPENSE BY DIVISION.

The CFO presented charts for June 2025 showing expenses by division for the quarter to date vs. the projected quarter and for year to date vs. total budget.

Without objection, the charts were ordered filed with the permanent records of the Authority.

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12467. DELAWARE RIVER AND BAY AUTHORITY – CAPITAL IMPROVEMENT PROGRAM.

The CFO presented charts for June 2025 showing the capital budgets for crossings and economic development projects and dollars committed to date for the projects. The charts also included cash expenditures spent to date for the committed projects.

Without objection, the charts were ordered filed with the permanent records of the Authority.

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12468. DELAWARE RIVER AND BAY AUTHORITY – CASH POSITION (MARKET VALUE) FOR JUNE 30, 2025.

The CFO presented charts showing the cash fund balances for the entire Authority for June 2025.

Without objection, the charts were ordered filed with the permanent records of the Authority.

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12469. PUBLIC COMMENT ON ACTION ITEMS

Chairperson Ransome noted that (2) Contract Awards, (3) Contract Close-Outs, and (3) Resolutions were being considered at today's meeting.

All items requiring committee action have been reviewed and recommended for consideration during today's Committee meetings. He then called for public comments on any action items. There were no public comments.

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12470. AWARD OF CONTRACT #CMLF-C23-A – CAPE MAY LEWES
FERRY TERMINAL UTILITY DUCT BANK

The Chief Operations Officer (COO) noted that a public bid opening was held on June 25, 2025. The COO and Projects Committee recommended awarding the contract to the lowest bidder responsible, Ferreira Construction Co., Inc. of Branchburg, New Jersey, in the amount of \$16,103,472.00.

A motion to award CONTRACT #CMLF-C23-A to the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner McCann, and approved by a voice vote of 11-0.

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12471. AWARD OF CONTRACT #CMLF-C25-04 - CAPE MAY FERRY
ADMINISTRATION BUILDING ATRIUM ROOF REPLACEMENT

The Chief Operations Officer (COO) noted that a public bid opening was held on June 25, 2025. The COO and Projects Committee recommended awarding the contract to the lowest bidder responsible, D.A. Nolt, Inc. of Berlin, New Jersey, in the amount of \$420,933.00.

A motion to award CONTRACT #CMLF-C25-04 to the aforementioned firm was made by Commissioner McCann, seconded by Commissioner Mehaffey, and approved by a voice vote of 11-0.

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12472. CLOSE-OUT CONTRACT #CMLF-C22-15 – CAPE MAY TERMINAL
PEDESTRIAN BRIDGE FASCIA IMPROVEMENTS

CONTRACT #CMLF-C22-15 – CAPE MAY TERMINAL PEDESTRIAN BRIDGE FASCIA IMPROVEMENTS to Ocean Construction, LLC of Williamstown, New Jersey.

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$403,268.76.

A motion to Close-Out Contract #CMLF-C22-15 was made by Commissioner Houghton, seconded by Commissioner Wilson, and approved by a voice vote of 11-0.

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12473. CLOSE-OUT CONTRACT #CMLF-C23-01 – VESSEL
MAINTENANCE SHOP RENOVATION

CONTRACT #CMLF-C23-01 – VESSEL MAINTENANCE SHOP RENOVATION to Fabbri Builders, Inc. of Vineland, New Jersey.

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$896,803.36.

A motion to Close-Out Contract #CMLF-C23-01 was made by Commissioner Mehaffey, seconded by Commissioner Ratchford, and approved by a voice vote of 11-0.

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12474. CLOSE-OUT CONTRACT #CMLF-L24-03 – LEWES PATIO
IMPROVEMENTS

CONTRACT #CMLF-L24-03 – LEWES PATIO IMPROVEMENTS to Ocean Construction, LLC of Williamstown, New Jersey.

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$687,581.47

A motion to Close-Out Contract #CMLF-L24-03 was made by Commissioner Mehaffey, seconded by Commissioner Wilson, and approved by a voice vote of 11-0.

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12475. CHAIRPERSON’S CALL FOR RESOLUTIONS BEFORE THE
BOARD

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**RESOLUTION 25-33 - LEASE AGREEMENT AND TERMINATION OF AGREEMENT
BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND VELOCITY
MAINTENANCE SOLUTIONS LLC.**

WHEREAS, The Delaware River and Bay Authority (the “Authority”), is the operator of the Wilmington Airport (“Airport”); and

WHEREAS, Velocity Maintenance Solutions LLC (“Velocity”) has leased 100% of the hangar commonly referred to as 6 DRBA Way at the Wilmington Airport since 2021; and

WHEREAS, Velocity desires to expand their business at the Airport and they desire to lease approximately 35,000 sq. ft. of hangar, office and shop space in the facility commonly referred to as Dassault Hangar 2A/B; and

WHEREAS, the initial term of the Lease (“Lease Agreement”) is for ten (10) years; and

WHEREAS, the Authority has agreed to complete certain required repairs and inspections prior to commencement of the Lease Agreement, which will occur at the Authority’s expense; and

WHEREAS, Velocity has agreed to pay the Authority an initial rental rate of \$10.00 per sq.ft. totaling Three Hundred and Fifty Thousand Dollars 00/100 (\$350,000.00) for the first year of the Lease Agreement, with rent during the remaining years of the initial term increasing as follows:

- Year 2 \$11.00 a sq. ft. totaling \$385,000.00 annually
- Year 3 \$12.00 a sq. ft. totaling \$420,000.00 annually
- Year 4 \$13.00 a sq. ft. totaling \$455,000.00 annually
- Year 5 \$14.00 a sq. ft. totaling \$490,000.00 annually
- Year 6-10 rent shall increase by the Consumer Price Index annually; and

WHEREAS, Velocity shall have the right to renew this agreement for three (3) additional five (5) year periods; and

WHEREAS, rent shall adjust at the beginning of each renewal term to the current Fair Market Value (FMV); and

WHEREAS, rent for each year following the first year of any renewal term shall increase annually by the Consumer Price Index (CPI); and

WHEREAS, Velocity shall enter into an agreement to terminate its lease agreement (the “Termination”) for the hangar, office and shop space at 6 DRBA Way when they execute the Lease Agreement for Dassault Hangar 2A/B; and

WHEREAS, for the first year following execution of the Lease Agreement, Velocity shall have a Right of First Refusal (ROFR) on the adjacent space commonly referred to as Dassault Hangar 3A/B, which includes an additional 38,000 sq. ft. of hangar, office and shop space; and

WHEREAS, if Velocity shall exercise their ROFR for the additional space, the rent schedule above shall adjust as follows:

- Year 2 \$11.00 a sq. ft. totaling \$803,000.00 annually
- Year 3 \$12.00 a sq. ft. totaling \$876,000.00 annually
- Year 4 \$13.00 a sq. ft. totaling \$949,000.00 annually
- Year 5 \$14.00 a sq. ft. totaling \$1,022,000.00 annually
- Year 6-10 rent shall increase by the Consumer Price Index annually; and

NOW, THEREFORE, BE IT RESOLVED, that the Executive Director is hereby authorized to finalize the terms and conditions of the Lease Agreement and Termination with Velocity Maintenance Solutions LLC, and, with the advice and consent of counsel, to have such Lease Agreement and Termination executed by the Chairperson, Vice Chairperson and the Executive Director.

Resolution 25-33 was moved by Commissioner Mehaffey, seconded by Commissioner Houghton, and was approved by a roll call vote of 11-0.

Resolution 25-33 - Executive Summary

Resolution: Authorizing the Execution of a Lease Agreement and Termination between the Delaware River and Bay Authority and Velocity Maintenance Solutions LLC, regarding Wilmington Airport.

Committee: Economic Development

Committee Date: July 15, 2025

Board Date: July 15, 2025

Purpose of Resolution: To permit the Executive Director, Chairman and Vice Chairman to execute and deliver a new Lease Agreement and termination of an existing lease for space at the Wilmington Airport.

Background for Resolution: The Delaware River and Bay Authority now controls a group of hangars located on North Dupont Hwy. previously occupied by Dassault. After soliciting proposals, it was determined that Velocity Maintenance Solutions LLC, a current MRO on the airfield, was the highest and best use for a portion of the complex. The move will allow Velocity to grow its business at the airport in a facility more appropriate for the business they provide. The rental rate will be phased into the FMV based on a current appraisal.

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RESOLUTION 25-34 – AUTHORIZING AN AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND GILBERT ASSOCIATES, LLC TO PROVIDE NAVAL ARCHITECT AND MARINE ENGINEERING SERVICES FOR THE MV DELAWARE EQUIPMENT REFIT PROJECT

WHEREAS, The Delaware River and Bay Authority (the “Authority”) is a bi-state Authority of the State of Delaware and the State of New Jersey, created by compact, that operates and maintains the Cape May-Lewes Ferry (“CMLF”); and

WHEREAS, one of three CMLF vessels, MV Delaware, is required by the American Bureau of Shipping (“ABS”) and United States Coast Guard (“USCG”) to undergo mandatory drydocking and inspections in the fall of 2025; and

WHEREAS, during the time that the MV Delaware will be out of service for ABS/USCG inspection, the Authority intends for a contractor to replace various outdated equipment aboard the vessel (the “Project”); and

WHEREAS, in order to design and bid and the Project, the Authority requires the assistance of a professional Naval Architect/Marine Engineering firm to review the existing equipment, recommend equipment replacements, develop technical specifications and design prior to competitive bidding of the project, and manage the ABS/USCG submittal and approval process during project construction; and

WHEREAS, the Authority publicly advertised a qualifications-based Request for Proposals (“RFP”) for the professional Naval Architect and Marine Engineering services in compliance with Resolution 24-17, which governs the Authority’s procedures for procuring professional services; and

WHEREAS, the Authority received three (3) responses to the RFP, and evaluated and ranked each response in accordance with the advertised consultant selection criteria; and

WHEREAS, Gilbert Associates, LLC (“Gilbert Associates”) was awarded the highest ranking and at the request of the Authority submitted a time-and-material fee proposal to complete the services in an amount not-to-exceed Seven Hundred Twenty-One Thousand Five Hundred Eighty Dollars and Twenty-Five Cents (\$721,580.25); and

WHEREAS, following review of the fee proposal, the Authority has determined that the proposed rates, hours and maximum price are fair and reasonable, and staff recommends the Authority accept the Proposal; and

WHEREAS, the Projects Committee reviewed this recommendation and concurs; and

THEREFORE, BE IT RESOLVED, that the Executive Director is hereby authorized to finalize the terms and conditions of a Service Agreement with Gilbert Associates to provide the Naval Architect and Marine Engineering Services needed for the MV Delaware equipment refit project, and, with the advice and consent of Counsel, to have such Service Agreement executed by the Chairman, Vice-Chairman and Executive Director.

Resolution 25-34 was moved by Commissioner Mehaffey, seconded by Commissioner McCann, and was approved by a roll call vote of 11-0.

Resolution 25-34 - Executive Summary Sheet

Resolution: Authorizes an Agreement between the DRBA and Gilbert Associates for the professional Naval Architect and Marine Engineering Services needed to design, bid and construct a project to replace various outdated equipment systems on board the MV Delaware while in ABS/USCG-required inspections in dry dock.

Committee: Projects Committee

Committee Date: July 15, 2025

Board Date: July 15, 2025

Purpose of Resolution:

To authorize the Authority to hire Gilbert Associates to provide the professional Naval Architect and Marine Engineering services necessary to design, bid and construct a project to replace various outdated equipment aboard the MV Delaware.

Background for Resolution:

Cape May-Lewes Ferry staff has identified a need to hire a professional naval architect/marine engineering consultant to design and plan a project to replace various outdated equipment aboard the MV Delaware. Once designed is complete, the project is intended to be included as a bid item on the MV Delaware's next competitively-bid drydock in the fall of 2025.

The following firms submitted proposals:

Baker Engineering Solutions
Elliott Bay Design Group
Gilbert Associates, LLC

A Selection Committee performed a preliminary evaluation of each submission, resulting in a final ranked order. The highest ranked firm, Gilbert Associates, submitted a time-and-material proposal to complete the services in an amount not-to-exceed \$721,580.25, which amount the DRBA has determined to be fair and reasonable.

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.

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RESOLUTION NO. 25-35 - RESOLUTION BY THE DELAWARE RIVER AND BAY AUTHORITY TO ADOPT AN AUTHORITY-WIDE SOCIAL MEDIA POLICY

WHEREAS, the Delaware River and Bay Authority (the “Authority”) is committed to excellence in public employment; and

WHEREAS, the Authority recognizes that social media can be a valuable form of communication, and it is crucial for businesses to maintain a positive brand image, prevent reputational damage, and ensure legal compliance; and

WHEREAS, the Authority has determined that it is in the Authority’s best interest to create an Authority-wide Social Media Policy to formalize expectations, provide clear guidelines for employees on how to engage on social media, both personally and on behalf of the Authority, helping to protect confidential information and avoid potentially harmful situations; and

WHEREAS, the Authority-wide Social Media Policy was presented to the Personnel Committee of the Authority’s Board of Commissioners on July 15, 2025, by the Chief Human Resources Officer and the Executive Director; and

WHEREAS, the Personnel Committee of the Authority’s Board of Commissioners recommends the acceptance of the proposed Authority-wide Social Media Policy; and

NOW, THEREFORE, BE IT RESOLVED that the Delaware River and Bay Authority hereby adopts the Authority-wide Social Media Policy which is attached hereto.

Resolution 25-35 was moved by Commissioner Wilson, seconded by Commissioner Ratchford, and was approved by a roll call vote of 11-0.

Resolution 25-35 - Executive Summary Sheet

Resolution: Adopt an Authority-wide Social Media Policy

Committee: Personnel Committee

Committee Date: July 15, 2025

Board Date: July 15, 2025

Purpose of Resolution: To adopt an authority-wide Social Media Policy as presented by the Chief Human Resources Officer and the Executive Director.

Background for Resolution:

- Formalizes expectations, guidelines, and prohibitions concerning use of social media by all Authority employees (including Full-Time, Peak-Part-

Time, and Casuals) and recognizes Police Department's social media directive.

- Applies to all forms of social media and/or social networking, existing now or developed in the future.
- Policy incorporates and complements all applicable Authority policies, Code of Ethics and all other policies contained in the Authority's Policy Manual or otherwise published.

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12476. EXECUTIVE DIRECTOR'S COMMENTS

The Executive Director reminded the Board of the following upcoming events:

Wednesday, July 23, 2025 – DRBA Job Fair – New Castle County Library, Rte. 9
No Board Meeting in August
Tuesday, September 16, 2025 – Board of Commissioners Meeting 9 am,
Virden Center, Lewes, DE.

The Executive Director noted that the Authority's COO Vince Meconi achieved a major milestone in his career, recently marking fifty (50) years as a dedicated public servant on July 9. All Commissioners congratulated Mr. Meconi on his service to the public.

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12477. COMMISSIONERS PUBLIC FORUM

With no comments, a motion to adjourn the Board meeting at 12:51 p.m. was made by Commissioner Mehaffey, seconded by Commissioner Ratchford, and approved by a voice vote of 11-0.

Respectfully submitted,

THE DELAWARE RIVER AND BAY AUTHORITY

James Salmon
Assistant Secretary