

**MINUTES OF MEETING**  
**THE DELAWARE RIVER AND BAY AUTHORITY**  
**James Julian Board Room**  
**Wednesday, January 21, 2026**

The meeting convened at 10:01 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  
Heather Baldini- TEAMS  
Debra Behnke- ABSENT  
Sheila McCann  
James Mehaffey  
Shirley R. Wilson- TEAMS\*

Commissioners from Delaware

Samuel Lathem, Vice-Chairperson  
Crystal Carey  
James Collins- TEAMS\*\*  
Veronica Faust- TEAMS  
Michael Houghton  
Michael Ratchford

\* \* \* \* \*

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 11-0.

Chairperson Ransome called for public comment.

Three members of Stop Avelo Delaware Coalition provided comments. Christopher Beardsley, who indicated that he's running for United States Senate in Delaware, thanked DRBA for any role the agency may have taken in Avelo Airlines ending deportation flights. Mr. Beardsley encouraged everyone to learn from this year and ensure this doesn't happen again in Delaware. He noted his concern with Daedalus Aviation who has a \$140m contract with Immigration Custom Enforcement (ICE) to fly for the Trump Administration. Mr. Beardsley mentioned he's concerned with Daedalus Aviation's intention at Wilmington Airport. He requested clear transparency on Daedalus and wants to make sure the DRBA adheres to our values as they apply to upholding laws, human rights and due process.

Gayle Gibson of Newark, DE is a former businessperson and has spoken before the Board previously. In meeting with Mr. Coppadge, Ms. Gibson has read 160 pages of DRBA contracts with Avelo Airlines and urges the Board to do the same. She noted that the federal government has been trampling human rights. Ms. Gibson noted the need to protect immigrants and ensure parties follow due process and human rights. She expressed her satisfaction with Avelo's announcement and thanked the DRBA for any role the agency may have played in this decision. She encouraged the DRBA to be vigilant and to put in place conditions that prevent such a business decision from reoccurring.

Jeff Molenda, an attorney from Dover, DE, wanted to set an example for his granddaughter and seeks to foster positive change. In a recent presentation to UD trustees, he likened contracts as moral documents. He stressed that all parties must consider who delivers value, whether the service is aligned with beliefs, among other factors. Mr. Molenda mentioned that it's a moral choice each time a contract is agreed to with companies like Avelo who value profits over human rights. He requested that the DRBA take a stand and not contract with Daedalus or others who are complicit in human right violations. Mr. Molenda cited the need to include a morals clause in contracts or bylaws- at the very least to protect from liability.

Chairperson Ransome thanked everyone for their comments.

Chairperson Ransome called for a motion to move to Executive Session. Commissioner Houghton made a motion, seconded by Commissioner Mehaffey, 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 10:14 a.m.

At 11:33 a.m. Chairperson Ransome called for a motion to close the Executive Session, and recess to conduct Committee Meetings. Commissioner Houghton made a motion, seconded by Commissioner Ratchford, and the motion was carried by a voice vote of 10-0.

The Committee meetings began at 11:34 a.m. and ended at 12:01 p.m. During that time, the following Committee meetings were held:

Governance and Audit  
Budget & Finance  
Economic Development  
Projects

\*Commissioner Wilson left the meeting at 11:32 a.m.

\*\*Commissioner Collins departed the meeting at 11:41 a.m.

At the conclusion of the Committee meetings, Chairperson Ransome called the Board meeting back to order at 12:01 p.m.

\* \* \* \* \*

12538. APPROVAL OF THE DECEMBER MINUTES

Commissioner Ratchford made a motion to approve meeting minutes for December 16, 2025, seconded by Commissioner Mehaffey, and approved by a voice vote of 9-0.

\* \* \* \* \*

12539 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 December 2025. Without objection, the charts were ordered filed with the permanent records of the Authority.

\* \* \* \* \*

12540. DELAWARE RIVER AND BAY AUTHORITY – STATEMENT OF INCOME AND EXPENSE.

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

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

\* \* \* \* \*

12541. DELAWARE RIVER AND BAY AUTHORITY – OPERATING EXPENSE BY DIVISION.

The CFO presented charts for December 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.

\* \* \* \* \*

12542. DELAWARE RIVER AND BAY AUTHORITY – CAPITAL IMPROVEMENT PROGRAM.

The CFO presented charts for December 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.

\* \* \* \* \*

12543. DELAWARE RIVER AND BAY AUTHORITY – CASH POSITION (MARKET VALUE) FOR DECEMBER 31, 2025.

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

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

\* \* \* \* \*

12544. PUBLIC COMMENT ON ACTION ITEMS

Chairperson Ransome noted that one (1) Contract Award, six (6) Project Close-Outs and four (4) 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.

\* \* \* \* \*

12545. AWARD OF CONTRACT #DMB-26-02 Spot Repair & Overcoat, East Girder Spans - First Structure

The Chief Operations Officer (COO) noted that a public bid opening was held on December 17, 2025. The COO and Projects Committee recommended awarding the contract to the lowest bidder responsible, Allied Painting, Inc. of Williamstown, NJ. The bid price is \$2,805,340.00

A motion to award Contract #DMB-26-02 to the aforementioned firm was made by Commissioner Houghton seconded by Commissioner Ratchford and approved by a voice vote of 9-0.

\* \* \* \* \*

12546. PROJECT CLOSEOUT #DMB-20-A-CMGC- Ship Collision Protection System Phase 2 - Construction Services

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$87,583,535.31

A motion to close out Contract #DMB-20-A-CMGC with the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner Houghton, and approved by a voice vote of 9-0.

\* \* \* \* \*

12547. PROJECT CLOSEOUT #DMB-25-03A Interstate 295 Miscellaneous Roadway Improvements 2025

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$458,858.50.

A motion to close out Contract #DMB-25-03A with the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner Houghton, and approved by a voice vote of 9-0.

\* \* \* \* \*

12548. PROJECT CLOSEOUT #CMLF-L19-04 Lewes Ferry Terminal Duct Bank

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$5,556,663.38

A motion to close out Contract #CMLF-L19-04 with the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner Houghton, and approved by a voice vote of 9-0.

\* \* \* \* \*

12549. PROJECT CLOSEOUT #CMLF-C25-04 Cape May Ferry Administration  
Building Atrium Roof Replacement

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$420,933.00.

A motion to close out Contract #CMLF-C25-04 with the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner Houghton, and approved by a voice vote of 9-0.

\* \* \* \* \*

12550. PROJECT CLOSEOUT #ILG-22-17R Dassault Fence Improvements

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$837,096.58

A motion to close out Contract #ILG-22-17R with the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner Ratchford, and approved by a voice vote of 9-0.

\* \* \* \* \*

12551 PROJECT CLOSEOUT # WWD-22-01 Hangar Pavement – Phase 1

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$1,475,568.83

A motion to close out Contract #WWD-22-01 with the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner Houghton, and approved by a voice vote of 9-0.

\* \* \* \* \*

12552. CHAIRPERSON'S CALL FOR RESOLUTIONS BEFORE THE  
BOARD

\* \* \* \* \*

**RESOLUTION 26-01: LEASE TERMINATION AGREEMENT BETWEEN THE  
DELAWARE RIVER AND BAY AUTHORITY AND LUND AIR SERVICES, LLC. AT THE  
NEW CASTLE AIRPORT**

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

WHEREAS, Lund Air Services, LLC (“Lund”) currently leases 70% of a hangar located at 5 DRBA Way at the New Castle Airport; and

WHEREAS, Lund sold their aircraft in December of 2025 will not be operating a corporate flight department; and

WHEREAS, Lund’s lease agreement is not scheduled to expire until August 31, 2031; and

WHEREAS, Lund has requested to terminate their lease agreement early; and

WHEREAS, the Authority has a tenant that will take over the space being vacated by Lund immediately; and

WHEREAS, the Authority and Lund agree that the lease shall expire effective February 28, 2026; and

WHEREAS, Lund will pay a termination fee totaling two (2) months’ rent and the security deposit on file; and

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

Resolution **26-01** was moved by Commissioner Houghton, seconded by Commissioner Mehaffey, and was approved by a roll call vote of 9-0.

## **Resolution 26-01 - Executive Summary**

**Resolution:** Authorizing the Execution of a Lease Termination Agreement between the Delaware River and Bay Authority and Lund Aviation Services, LLC at the New Castle Airport

**Committee:** Economic Development

**Committee Date:** January 21, 2026

**Board Date:** January 21, 2026

**Purpose of Resolution:** To permit the Executive Director, Chairperson and Vice Chairperson to execute and deliver a lease termination agreement for space at the New Castle Airport.

**Background of Resolution:** The Delaware River and Bay Authority operates a hangar facility located at the New Castle Airport. Lund Aviation Services, LLC is an existing tenant at New Castle and has been on the airfield since June of 2011. Lund's ownership has sold the aircraft and the hangar is currently unoccupied. Their current lease term does not expire until August 31, 20231, but they have requested to terminate their lease agreement early. We have a neighboring tenant on the airfield that would like to take over the space that Lund will be vacating immediately.

\* \* \* \* \*

## **RESOLUTION 26-02: LEASE AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND CONSTELLATION ENERGY GENERATION, LLC.**

WHEREAS, The Delaware River and Bay Authority (the "Authority"), is the operator of the New Castle Airport ("Airport"); and

WHEREAS, Constellation Energy Generation, LLC. ("Constellation") desires to lease approximately 23,300 square feet of hangar, shop and office space in a facility commonly referred to as 5 DRBA Way at the New Castle Airport; and

WHEREAS, Constellation has agreed to pay the Authority annual rental in the amount of Four Hundred and Eight Thousand Dollars (\$408,000.00); and

WHEREAS, the initial term of the Lease ("Lease Agreement") is for one (1) year; and

WHEREAS, Constellation shall have the right to renew this agreement for five (5) additional one (1) year renewals; and

WHEREAS, rent during the initial term and each renewal term shall increase annually by the Consumer Price Index (CPI) with a cap of 3%; and

WHEREAS, if Constellation shall construct a new facility at the New Castle Airport, this agreement can be terminated early in order to relocate to the new hangar facility; and

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

Resolution **26-02** was moved by Commissioner Houghton, seconded by Commissioner Ratchford, and was approved by a roll call vote of 9-0.

#### **Resolution 26-02 - Executive Summary**

**Resolution:** Authorizing the Execution of a Lease Agreement between the Delaware River and Bay Authority and Constellation Energy Generation LLC., regarding New Castle Airport

**Committee:** Economic Development

**Committee Date:** January 21, 2026

**Board Date:** January 21, 2026

**Purpose of Resolution:** To permit the Executive Director, Chairman and Vice Chairman to execute and deliver a Lease Agreement for space at the New Castle Airport.

**Background for Resolution:** The Delaware River and Bay Authority owns a hangar located at 5 DRBA Way at the New Castle Airport. Constellation Energy Generation, LLC wishes to lease the hangar space in support of their corporate operations throughout the region. They are acquiring a new aircraft in the 4<sup>th</sup> quarter of this year. They currently occupy the adjacent hangar and need the additional space for the new aircraft. They are also working with the Airport on a site for a new private hangar development. They have been a tenant at the airport since 2021.

\* \* \* \* \*

#### **RESOLUTION 26-03- AUTHORIZES A LEASE AGREEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND WESTSIDE MARINE SERVICE, LLC., AT THE CAPE MAY AIRPORT**

WHEREAS, the Delaware River and Bay Authority (the “Authority”), is the operator of the Cape May Airport (the “Airport”), Cape May, New Jersey; and

WHEREAS, Westside Marine Service, LLC, desires to lease approximately 1,500 square feet of space located in 351 Ranger Road, Unit #2 in order to operate a marine engine repair and sales business at the Cape May Airport; and

WHEREAS, Westside Marine Service, LLC, has agreed to pay the Authority annual rent in the amount of Nineteen Thousand Eight Hundred dollars (\$19,800.00) during the initial year; and

WHEREAS, the initial term of the Lease (“Lease Agreement”) shall be for one (1) year; and

WHEREAS, Westside Marine Service, LLC, shall have the option to renew this Lease Agreement for four (4) additional one (1) year terms; and

WHEREAS, the rent shall adjust annually during each renewal term by the Consumer Price Index (CPI); and

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

Resolution **26-03** was moved by Commissioner Houghton, seconded by Commissioner Mehaffey, and was approved by a roll call vote of 9-0.

### **Resolution 26-03 - Executive Summary**

**Resolution:** Authorizing the Execution of a Lease Agreement between the Delaware River and Bay Authority and Westside Marine Service, LLC, regarding the Cape May Airport.

**Committee:** Economic Development

**Committee Date:** January 21, 2026

**Board Date:** January 21, 2025

**Purpose of Resolution:** To permit the Executive Director, Chairman and Vice Chairman to execute and deliver a lease agreement for space at the Cape May Airport.

**Background for Resolution:** The Delaware River and Bay Authority owns a light industrial multi-tenant building located at 351 Ranger Rd. in the Cape May Airport Industrial Park. Westside Marine Service, LLC has expressed a desire to lease a unit in the building. They will be a new tenant at the airport. Westside Marine Service, LLC currently operates out of a location in West Wildwood. This space will provide shop, storage and sales space not available in the West Wildwood location. The rental rate reflects the current FMV for the space.

\* \* \* \* \*

**RESOLUTION 26-04- AMENDS THE RULES AND REGULATIONS OF THE  
WILMINGTON AIRPORT OPERATED BY THE DELAWARE RIVER AND BAY  
AUTHORITY.**

WHEREAS, the Delaware River and Bay Authority (the “Authority”) is the operator of the Wilmington Airport (the “Airport”), located in New Castle, Delaware; and

WHEREAS, the Authority has adopted Rules and Regulations for the Airport; and

WHEREAS, the Authority has a responsibility to review and make modifications to the Airport’s Rules and Regulations from time to time; and

WHEREAS, the Authority has determined that the revised Rules and Regulations are necessary and proper to govern the operation of the airport and meet FAA policy; and

WHEREAS, the public and users of Wilmington Airport were provided twenty days to comment on proposed changes to the Airport’s Rules and Regulations; and

WHEREAS, under Article VII(d) of the Compact, after the Board of Commissioners approval, the Rules and Regulations will be filed with the Secretary of State of the States of Delaware and New Jersey and will take effect at that time; and

NOW, THEREFORE, BE IT RESOLVED that the Rules and Regulations dated December 2005 for Wilmington Airport are hereby amended by the attached Rules and Regulations, effective February 1, 2026.

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the Secretary of the Board of Commissioners is hereby authorized and directed to file a copy of said Rules and Regulations with the Secretary of State of the States of Delaware and New Jersey.

Resolution 26-04 was moved by Commissioner Houghton, seconded by Commissioner Mehaffey, and was approved by a roll call vote of 9-0.

## **Resolution 26-04 - Executive Summary**

**Resolution:** Amend the Rules and Regulations for the Wilmington Airport operated by the Delaware River and Bay Authority.

**Committee:** Economic Development

**Committee Date:** January 21, 2026

**Board Date:** January 21, 2026

**Purpose of Resolution:** To amend the Rules and Regulations of Wilmington Airport and place them on file with the Secretary of each State.

**Background for Resolution:** There are Rules and Regulations adopted for each airport operated by the Authority that governs the operation and activities at each facility. The last update to the Wilmington Airport's Rules and Regulations was December 2005. Airport staff recommend updating Airport Rules and Regulations from time to time to reflect changes in the aviation industry and with FAA policy.

\* \* \* \* \*

### **12553. EXECUTIVE DIRECTOR'S COMMENTS**

The Executive Director noted that thirteen town hall meetings were held with various employees over the past few months and that they were invaluable for him. He noted that these discussions with employees were instrumental in sharing information on the Authority's financial position, culture and structure. The meetings were productive and interactive exchanges, and they will continue quarterly basis.

For 2026, the Executive indicated that he's reviewing and improving the organizational structure, continuing to develop the leadership team, implementing succession planning at the Director & C suite levels, and creating a quarterly evaluation and performance review process.

Mr. Coppadge presented Betsy Dupon, Pension and Benefits Manager, who discussed the Wellness Alliance Well Workplace Silver Award DRBA received based on score of 83.

Mr. Coppadge detailed some upcoming events on the calendar, including a March Leadership roundtable, April town hall meetings, Carper Terminal dedication at Wilmington Airport this spring, and the ship

collision protection system ribbon cutting, which will also take place this spring.

Mr. Coppadge introduced new team member, Vanessa Phillips, who is reporting to the Chief Financial Officer, Mr. Ferzetti. Per Mr. Ferzetti, her initial projects will include the Federal Transit Administration (FTA) triennial review and next generation E-ZPass at the Delaware Memorial Bridge. Commissioner Houghton and Chairperson Ransome welcomed her.

\* \* \* \* \*

12554. COMMISSIONERS PUBLIC FORUM

Chairperson Ransome echoed the importance of Town Hall meetings and appreciated Joel's commitment.

Vice Chair Lathem expressed disappointment at the lack of DRBA engagement on Martin Luther King Jr's Day of service. Mr. Coppadge indicated that we sponsored the MLK breakfast and are a sponsor of the DSU Scholarship ball this weekend.

Vice Chair Lathem encourages DRBA to continue attendance at community events. Mr. Coppadge pledged to make the Board aware of service activities and sponsor events.

Ms. Smith mentioned DRBA will participate in Calvary Community Development Corporation's Annual Community Recognition event on February 28.

With no further comments, a motion to adjourn the Board meeting at 12:34 p.m. was made by Commissioner Houghton, seconded by Commissioner Mehaffey, and approved by a voice vote of 9-0.

Respectfully submitted,

**THE DELAWARE RIVER AND BAY AUTHORITY**

James Salmon  
Assistant Secretary