

**MINUTES OF MEETING
THE DELAWARE RIVER AND BAY AUTHORITY
James Julian Board Room
Tuesday, June 17, 2025**

The meeting convened at 10:02 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 - TEAMS
Debra Behnke
James Mehaffey

Commissioners from Delaware

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

* * * * *

Chairperson Ransome called for the acceptance of the Agenda.

Commissioner Ratchford made a motion to accept the agenda, seconded by Commissioner Houghton, and the motion was carried out by a voice vote of 11-0.

Chairperson Ransome opened the meeting for public comments on any matters of interest.

DRBA Chief Human Resources Officer, Charlotte Crowell recognized DRBA staff. Sherita Copeland, Senior HR Specialist, Dayra Williams, HR Shared Services, and Andrew Ritchie, HR Employee Relations/Compliance Manger and TJ Murray, Management Analyst. Ms. Crowell asked the 2025 DRBA Intern Class to introduce themselves:

Brady Bloch	Engineering
Cherry Madeleine	EHS
Jadeyn Garshofsky	Digital Marketing
Isabella Woodrow	Airports
Marcus Hillman	Executive Admin/HR

Gabriel Salinsky SM & Marketing
Abigail Zuccato SM & Marketing
Sloan Rudometkin Marketing & Communications

Chairperson Ransome called for a motion to move to Executive Session. Commissioner Houghton made a motion, seconded by Commissioner McCann, 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 10:13 a.m.

***Commissioner Collins joined the meeting via TEAMS at 10:30 a.m.**

At 11:29 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 Wilson, and the motion was carried by a voice vote of 12-0.

The Committee meetings began at 11:29 a.m. and ended at 11:41 a.m. During that time, the following Committee meetings were held:

Budget & Finance
Projects
Governance & Audit

At the conclusion of the Committee meetings, Chairperson Ransome called the Board meeting back to order at 11:41 a.m.

* * * * *

12449. APPROVAL OF THE MAY MINUTES

Commissioner Houghton made a motion to approve meeting minutes for May 20, 2025, seconded by Commissioner Ratchford, and approved by a voice vote of 12-0.

* * * * *

12450. 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 May 2025. Without objection, the charts were ordered filed with the permanent records of the Authority.

* * * * *

12451. DELAWARE RIVER AND BAY AUTHORITY – STATEMENT OF INCOME AND EXPENSE.

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

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

* * * * *

12452. DELAWARE RIVER AND BAY AUTHORITY – OPERATING EXPENSE BY DIVISION.

The CFO presented charts for May 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.

* * * * *

12453. DELAWARE RIVER AND BAY AUTHORITY – CAPITAL IMPROVEMENT PROGRAM.

The CFO presented charts for May 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.

* * * * *

12454. DELAWARE RIVER AND BAY AUTHORITY – CASH POSITION (MARKET VALUE) FOR MAY 31, 2025.

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

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

* * * * *

12455. PUBLIC COMMENT ON ACTION ITEMS

Chairperson Ransome noted that (2) Contract Awards, (2) Contract Close-Outs, and (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.

* * * * *

12456. AWARD OF CONTRACT #MIV-25-A – REHABILITATE TAXIWAY A – PHASE 4 (LIGHTING & SIGNAGE)

The Chief Operations Officer (COO) noted that a public bid opening was held on May 14, 2025. The COO and Projects Committee recommended awarding the contract to the lowest responsible bidder, Gary Kubiak & Son Electric Inc. of Robbinsville, New Jersey in the amount of \$965,230.00.

A motion to award CONTRACT #MIV-25-A to the aforementioned firm was made by Commissioner Ratchford, seconded by Commissioner McCann, and approved by a voice vote of 12-0.

* * * * *

12457. AWARD OF CONTRACT #ILG-25-07 – IN-FIELD HANGAR I-9 ROOF AND BUILDING IMPROVEMENTS

The Chief Operations Officer (COO) noted that a public bid opening was held on June 4, 2025. The COO and Projects Committee recommended awarding the contract to the lowest responsible bidder, Detwiler Roofing of East Earl, Pennsylvania, in the amount of \$320,000.00.

A motion to award CONTRACT #ILG-25-07 to the aforementioned firm was made by Commissioner Mehaffey, seconded by Commissioner Ratchford, and approved by a voice vote of 12-0.

* * * * *

12458. CLOSE-OUT CONTRACT #CMLF-C23-14 – PIER FENDER REPLACEMENT AT CAPE MAY AND LEWES TERMINALS

CONTRACT #CMLF-C23-14 – PIER FENDER REPLACEMENT AT CAPE MAY AND LEWES TERMINALS to Agate Construction Company, Inc. of Clermont, 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 \$892,042.21.

A motion to Close-Out Contract #CMLF-23-14 was made by Commissioner Mehaffey, seconded by Commissioner Ratchford, and approved by a voice vote of 12-0.

* * * * *

12459. CLOSE-OUT CONTRACT #DMB-16-05 – TOWER ELEVATOR REHABILITATION

CONTRACT #DMB-16-05 – TOWER ELEVATOR REHABILITATION to Alimak Group of Houston, Texas.

It is recommended that the Authority accept this project and make the final payment to the contractor. The final cost of this project is \$2,986,141.69.

A motion to Close-Out Contract #DMB-16-05 was made by Commissioner Houghton, seconded by Commissioner McCann, and approved by a voice vote of 12-0.

* * * * *

12460. CHAIRPERSON’S CALL FOR RESOLUTIONS BEFORE THE BOARD

* * * * *

RESOLUTION 25-29 - AUTHORIZING AUTHORITY EXPENDITURES PURSUANT TO RESOLUTION 24-17 FOR THE PERIOD, JANUARY 1, 2025, THROUGH DECEMBER 31, 2025

WHEREAS, The Delaware River and Bay Authority (the “Authority”) adopted Resolution 24-17 requiring Commissioner review and approval of any professional service contract, non-professional service contract, materiel contract, or supply contract valued at \$50,000 or above and any construction management or construction contract valued at \$200,000 or above; and

WHEREAS, the Authority anticipates expenditures at or above the aforementioned thresholds to the following vendors:

DELAWARE RIVER & BAY AUTHORITY
VENDORS PROJECTED BE AWARDED
A MATERIEL, SUPPLY, PROFESSIONAL SERVICE, OR NON-PROFESSIONAL SERVICE CONTRACT
VALUED \$50,000 OR ABOVE
OR
A CONSTRUCTION MANAGEMENT/CONSTRUCTION CONTRACT
VALUED \$200,000 OR ABOVE

DURING THE PERIOD 1/1/25 THROUGH 12/31/25

VENDOR	PURCHASE DESCRIPTION	CLASSIFICATION	ESTIMATED \$
Artisan Water Company, Inc.	Installation of Water Pipes & Valves at Wilmington Airport	Sole Source	\$310,000

NOW, THEREFORE, BE IT RESOLVED that the Authority authorizes expenditures to the above-listed vendors for the described purposes and authorizes payment.

Resolution 25-29 was moved by Commissioner Ratchford, seconded by Commissioner Wilson, and was approved by a roll call vote of 11-0-1. Commissioner Houghton abstained.

Resolution 25-29 - Executive Summary Sheet

Resolution: Authorizing Authority Expenditures Pursuant to Resolution 24-17 for the period January 1, 2025, through December 31, 2025.

Committee: Budget & Finance

Committee and Board Date: June 17, 2025

Purpose of Resolution:

To receive Commissioner approval of the identified vendors and expenditures for those specific professional service contracts, non-professional service contracts, materiel, and supply contracts valued at \$50,000 or above, and for those specific construction management or construction contracts valued at \$200,000 or above, that otherwise would require a public competitive process per Resolution 24-17.

Background for Resolution:

The proposed Resolution meets the requirements of Resolution 24-17, whereby the Authority shall not enter into any contract committing the Authority to spend or make any other expenditures relating to services, material and supplies in the amount of \$50,000 or more, or a construction management or construction contract in the amount of \$200,000 or more, unless it has first been approved by a vote of Commissioners.

Purchase Detail:

Artisan Water Company, Inc.: Installation of Water Pipes & Valves at Wilmington Airport

At the request of the Authority, Artesian Water will be installing 650' of sixteen-inch (16") ductile iron pipe, one (1) sixteen-inch (16") butterfly valve, and one (1) sixteen-inch (16") insertion valve at

Wilmington Airport. Artisan Water is the sole source water and service line provider for Wilmington Airport.

Classification Definitions:

Sole Source. A purchase made without a competitive process, based on the justification that only one known source exists or that only one single supplier can fulfill the requirements of the Authority. Sole source procurement is appropriate when the goods or services being acquired: are uniquely qualified to meet the objectives of the Authority; must be compatible with existing equipment; are available within a limited geographic boundary (e.g., distributor with exclusive rights or sales area); are required for use in conjunction with a grant or contract, etc. *“A contract may be awarded without competition if the General Manager or Director of Operations of an Authority facility, or Police Administrator, prior to procurement, determines in writing that there is only one source for the required contract and no other reasonable alternative sources exist that will satisfy the requirements of the Authority”.* (DRBA Resolution 24-17 Part 2.f.).

* * * * *

RESOLUTION 25-30 - AUTHORIZING A GRANT OF CONSERVATION RESTRICTION/ EASEMENT BETWEEN THE DELAWARE RIVER AND BAY AUTHORITY AND THE STATE OF NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION CONCERNING THE WIDENING OF BEACH DRIVE AT THE CAPE MAY FERRY

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, including approaches and appurtenances thereto; and

WHEREAS, the Authority is the fee simple owner of certain real property located in the Township of Lower, County of Cape May, New Jersey, designated as Block 740, Lots 1.02, 1.03, 1.04, 1.05 and 2 on the official 2024 Tax Map of the Township of Lower (“the Property”); and

WHEREAS, the State of New Jersey Department of Environmental Protection (NJDEP) is Authorized by N.J.S.A. 13:1 D-9 to formulate comprehensive policies for the conservation of natural resources, to promote environmental protection, and prevent pollution of the environment of the State, and is authorized by N.J.S.A. 13:8B-3 to acquire and enforce conservation restrictions; and

WHEREAS, the Authority has obtained a Coastal Area Facilities Review (CAFRA) Permit (“the Permit”), NJDEP File No. 0505-06-0033.1 CAF 160001, pursuant to the CAFRA Act, N.J.S.A. 13:19-1, and the Coastal Management Rules, N.J.A.C. 7:7, for the widening of Beach Drive on Lots 1.04 and 1.05 of the Property (“the Permit Site”); and

WHEREAS, the Permit is conditioned upon the provision of 2.6833 acres of mitigation lands located within close proximity to the Permit Site to compensate for the loss of critical wildlife habitat associated with this work; and

WHEREAS, the Authority desires to enter into a Grant of Conservation Restriction / Easement with the NJDEP over a portion of Block 740, Lot 1.02, totaling approximately 2.6833 acres to satisfy the mitigation obligation; and

NOW, THEREFORE, BE IT RESOLVED, that the Executive Director is hereby authorized, with the advice and consent of counsel, to finalize the terms and conditions of a Grant of Conservation Restriction/Easement with the NJDEP and, with the advice and consent of counsel, to have such Grant of Conservation Restriction / Easement executed by the Chairperson, Vice Chairperson and Executive Director.

Resolution 25-30 was moved by Commissioner Mehaffey, seconded by Commissioner Wilson, and was approved by a roll call vote of 12-0.

Resolution 25-30 - Executive Summary

Resolution: Approving a Grant of Conservation Restriction / Easement between the Delaware River and Bay Authority and the State of New Jersey Department of Environmental Protection Concerning the Widening of Beach Drive Between Lincoln Boulevard and the David Douglass, Sr. Memorial Park.

Committee: Projects

**Committee/
Board Date:** June 17, 2025

Purpose and Background for Resolution:

The Authority has plans to widen and repave a portion of Beach Drive between Lincoln Boulevard and the David Douglass, Sr. Memorial Park (Block 740, Lots 1.04 and 1.05). A portion of this work will impact critical wildlife habitat requiring mitigation of 2.6833 acres of land by conservation easement. The conservation area is located on Authority property in the southwestern corner of Block 740, Lot 1.02 located east of the dredge spoils containment facility

* * * * *

RESOLUTION 25-31– APPOINTMENT OF EXECUTIVE DIRECTOR OF THE DELAWARE RIVER AND BAY AUTHORITY

WHEREAS, Joel Coppadge, currently Chief Executive Officer and President of LuckyQ Solutions, LLC, has been recommended for the position of Executive Director of the Authority by Governor Matt Meyer; and

WHEREAS, the Commissioners of the Authority have determined Mr. Coppadge is fully qualified to serve as Executive Director of the Authority.

NOW, THEREFORE, BE IT RESOLVED that Joel Coppadge is hereby appointed Executive Director of the Authority effective as of July 14, 2025, and in that regard is authorized, on behalf of the Authority, to exercise all the powers and fulfill all the duties of the Executive Director as of that date.

Resolution 25-31 was moved by Commissioner McCann, seconded by Commissioner Wilson, and was approved by a roll call vote of 12-0.

Resolution 25-31 – Executive Summary Sheet

- Resolutions:** Authorizing an Offer of Employment
- Committee:** None
- Committee Date:** None
- Board Date:** June 17, 2025
- Purpose of Resolution:** Resolution 25-32 formally authorizes the Board of Commissioners to appoint a new Executive Director of the Authority.
- Background for Resolution:** In accordance with Authority By-Laws, Article II, Subsection 2, the Commissioners shall have the authority for the appointment of the Executive Director. Employment action for the Executive Director is authorized by Resolution of the Commissioners.

* * * * *

RESOLUTION 25-32– ADOPTION OF A COMMUNITY CONTRIBUTIONS POLICY BY THE DELAWARE RIVER AND BAY AUTHORITY

WHEREAS, the Delaware River and Bay Authority (the “Authority”) is a bi-state agency with public crossing facilities and assets in the States of New Jersey and Delaware; and

WHEREAS, the Authority has a long history of supporting worthy non-profit, charitable organizations; and

WHEREAS, the Authority adopts an annual operating budget which includes funds for charitable contributions; and

WHEREAS, the Authority desires to continue its support of legitimate charitable organizations involved in the communities it serves; and

WHEREAS, the Authority has developed a Community Contributions Policy which outlines the purpose of the program and process for consideration of requests; and

WHEREAS, upon adoption, the Community Contributions Policy shall be incorporated into the Authority’s Accounting Manual as the official policy of the Authority; and

Now, THERFORE, BE IT RESOLVED, that the Authorly hereby approves and adopts the attached Community Contributions Policy.

Resolution 25-32 was moved by Commissioner Wilson, seconded by Commissioner McCann, and was approved by a roll call vote of 12-0.

Resolution 25-32 – Executive Summary Sheet

Resolutions: Adoption of a Community Contribution Policy

Committee: Governance & Audit

Committee Date: None

Board Date: June 17, 2025

Purpose of Resolution: Resolution 25-32 formally adopts a Community Contributions Policy.

Background for Resolution: Part of the mission of the Delaware River and Bay Authority is to be a strong partner in the communities in which we serve. This resolution sets forth the guidelines for which the authority can achieve that goal.

* * * * *

12461. EXECUTIVE DIRECTOR’S COMMENTS

The Executive Director reported on events in and around the Authority.

The Executive Director showed a commercial showcasing the Cape May Lewes Ferry. The Executive Director shared a picture of another successful World Environment Day. The Executive Director thanked EHS Director Silvana Dominioni and EHS team for another successful event. The Executive Director acknowledged Jennifer Oberle-Howard completion of the leadership Cumberland County Program and congratulated DEI Officer Lavar Matthews on his selection in the Delaware Business Times 40 under 40. The final picture showed Chairman Ransome, CFO Victor Ferzetti and Commissioner Behnke’s husband, Charlie, at the Ranch Hope Golf Event.

The Executive Director noted that the next board meeting is July 15, 2025, and the Annual Planning Session will be held September 15-17, 2025, in Lewes, Delaware.

The Executive Director (ED) confirmed this is his final episode, goodbye and farewell. The ED came to the DRBA focused on customer service, financial stability, and creating premiere workplace. Working with quality people in this organization, we've made great strides in all these areas. It wasn't easy, we've had challenges to overcome. The ED gave special recognition to his mother, Nancy Cook. The ED thanked her for being the driving force behind his success. As Executive Director, Mr. Cook discussed dreams, never giving up and accomplishing miracles. The ED confirmed Joel Coppadge is taking on a new family He noted that everyone in this organization wants this place to be successful. The ED confirmed Joel Coppadge's taking over an incredible organization and a very supportive Board of Commissioners. He wished Joel the best of luck on this new adventure.

* * * * *

12462 COMMISSIONERS PUBLIC FORUM

Chairperson Ransome called for comments from the Commissioners.

Chairperson Ransome thanked Tom Cook and recognized Senator Nancy Cook. Tom Cook's determination and excellence have made the DRBA a better place. Chairperson Ransome confirmed this historical event.

Commissioner Ratchford thanked Tom Cook for his outstanding record and moving DRBA forward during his tenure. Commissioner Ratchford recognized Tom Cook's calm style and always putting employees first. Tom's service is an absolute continuation of the Cook family tradition going back to Tom's father. Mr. Cook's grace and dignity over the last several months was also acknowledged.

Commissioner Carey confirmed her lengthy relationship with Tom Cook. She spoke of their friendship and how important it's been to her.

Vice-Chairperson Lathem thanked Tom Cook for his leadership, friendship and his dedication to the DRBA.

Commissioner Houghton confirmed Mr. Cook's many great attributes and commented on the friendship he shares with both Mr. Cook and his mother, Nancy.

The Deputy Executive Director (DED) noted that when she was a Commissioner, Mr. Cook treated everyone like family. The DED confirmed that Mr. Cook did an exemplary job raising money for Salem Community College, participating in the organization's fundraiser, Dancing with the Stars. The DED followed up with an invitation to Mr. Coppadge to join a future event.

Commissioner McCann recognized Tom Cook's leadership and his friendship. Commissioner Behnke discussed Tom Cook's kindness and welcoming her as new commissioner.

Commissioner Wilson thanked Tom Cook for his leadership and kindness, greatly appreciated.

Commissioner Collins discussed the Cook legacy for his public service. When's there's challenges, Tom Cook faces them head-on. Well done Tom Cook!

Commissioner Mehaffey appreciated Tom Cook's tenure at the DRBA and for his dedication to getting the job done.

Commissioner Faust is deeply grateful for Tom Cook's public service career, leadership skills, and he'll be dearly missed.

Commissioner Baldini thanked Tom Cook for his service and recognized the working relationships he fostered as the Executive Director.

Commissioner Carey congratulated Commissioner Mike Houghton on receiving a First State distinguished service award.

With no comments, a motion to adjourn the Board meeting at 12:16 p.m. was made by Commissioner Wilson, seconded by Commissioner Ratchford, and approved by a voice vote of 12-0.

Respectfully submitted,

THE DELAWARE RIVER AND BAY AUTHORITY

James Salmon
Assistant Secretary