



Delaware River Joint Toll Bridge Commission  
**2020 ANNUAL REPORT**



**THE PANDEMIC YEAR**



DELAWARE WATER GAP TOLL BRIDGE

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**PHOTOGRAPHY/GRAPHICS CREDITS:**

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- Front Cover: Albert Rende
- Inside Front Cover: Stokes Creative Group
- Pages 10-11, 16-17 and Back Cover: Justin Bowers
- Pages 30-31 and Inside Back Cover: David Gulick

**FRONT COVER:**

On April 28, 2020, the U.S. Navy Blue Angels and U.S. Air Force Thunderbirds precision air demonstration squadrons streaked across portions of Pennsylvania, New Jersey and New York to salute healthcare workers, first responders, military and other essential workers combating the COVID-19 pandemic. Countless COVID-weary residents who were suddenly laid off or sheltering in place to prevent the virus’s spread viewed the breathtaking spectacle. One prime viewing area was along the banks of the Delaware River in Morrisville, PA. and Trenton, NJ., where thousands of people gathered to catch a glimpse of the rare joint flyover. Among the viewers was photographer Albert Rende of Bordentown, NJ. He captured the fighter jets as they crossed the river with the iconic Lower Trenton Toll-Supported Bridge in the foreground.

# EXECUTIVE DIRECTOR'S MESSAGE



In the Delaware River Joint Toll Bridge Commission's 85-year history, it's probably safe to say that no year was like 2020. A sinister novel coronavirus called COVID-19 inflamed a pandemic and a global recession. Millions of people were put out of work. Countless businesses were put at risk. Most importantly, the deadly pathogen endangered the public health of millions of people across our country. It killed more of our citizens than World War II.

The Commission faced steep traffic and revenue reductions, and is still in the throes of those losses. Staffing issues due to illness and quarantine from COVID plagued our operations. For the year 2020, we effectively stopped hiring new employees or replacing employees who left our workforce. The resulting multiple vacancies further exacerbated the year's unforeseen operating challenges.

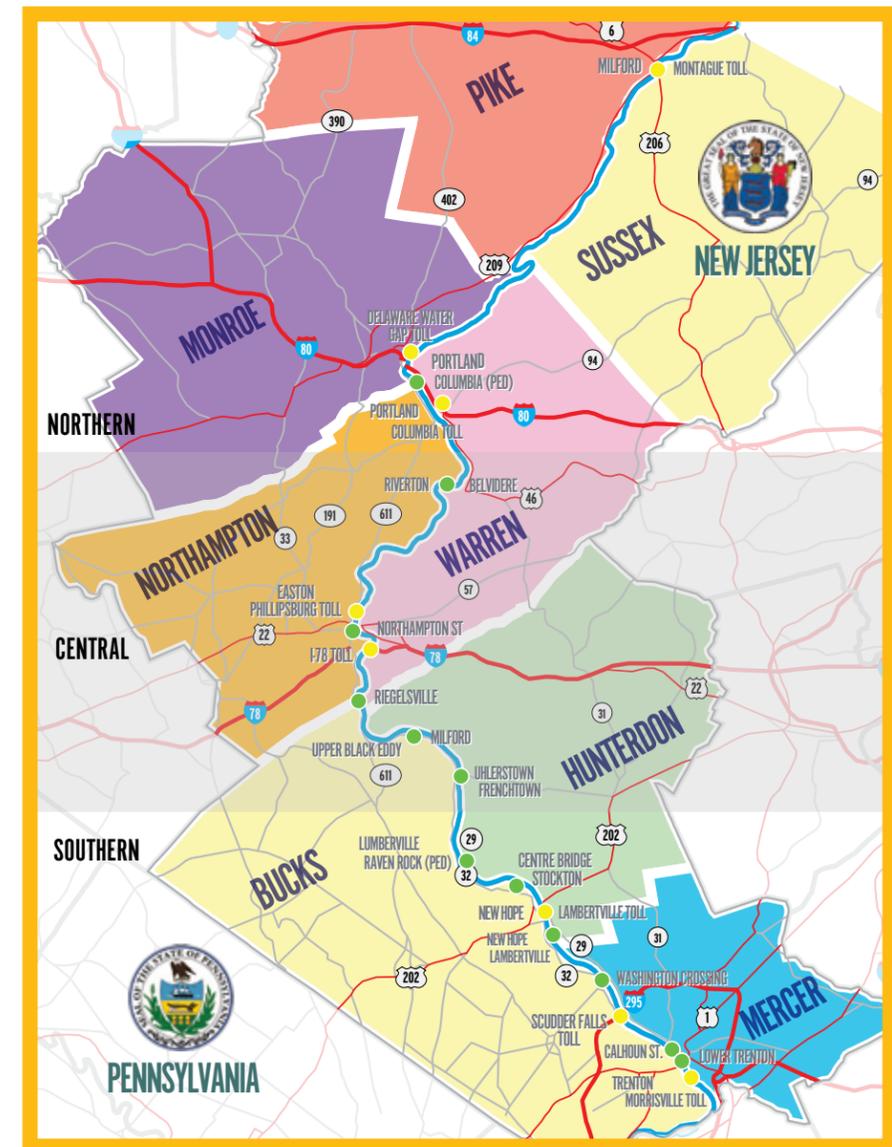
For months, Commissioners and DRJTBC staff have worked on a plan that would bring the Commission to operational and fiscal stability. This plan has progressed to the later stages of development and could necessitate the Commission's first system-wide toll adjustment in 10 years. If approved, it would allow the Commission to continue its mission to the people who use our toll and toll-supported bridges, and to keep our facilities in a good state of repair, now and into the future.

This emerging plan of action will be a key focus for our Commissioners in the coming year as they thoughtfully consider and evaluate all options to get us back on track while the country returns to some semblance of normalcy.

**JOE RESTA**  
DRJTBC  
YARDLEY, PA

## MISSION STATEMENT

The Delaware River Joint Toll Bridge Commission provides safe and efficient river crossings between Pennsylvania and New Jersey. Stretching roughly 140 miles from the Philadelphia/Bucks County, Pa. boundary northward to the New Jersey/New York state line, the Commission's jurisdiction encompasses a diverse geographic region featuring bustling cities, quaint river towns, and scenic portions of the Delaware River where nature's beauty abounds. Committed to moving job commuters, commercial freight carriers, pedestrians and recreationists, the Commission strives to deliver quality customer service, sound fiscal management, and dependable ground-transportation facilities for the growing bistate river region.



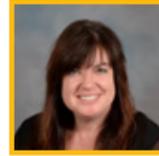
Map Note: The previously non-toll Scudder Falls Bridge was phased out of service starting approximately 11 p.m. July 9, 2019. At that time, Pennsylvania-bound traffic was shifted onto the new Scudder Falls Toll Bridge's first completed span (upstream replacement); New Jersey-bound traffic temporarily continued to cross the old bridge. Approximately 6 p.m. July 26, 2019, New Jersey-bound traffic also moved onto the new replacement bridge structure and the old bridge was retired from service.

# COMMISSIONERS

## NEW JERSEY



**Michael B. Lavery**  
CHAIR



**Lori Ciesla**



**Aladar G. Komjathy**



**Yuki Moore Laurenti**  
TREASURER



**Garrett Leonard Van Vliet**

## PENNSYLVANIA



**Pamela Janvey**  
VICE CHAIR



**John D. Christy**



**Daniel Grace**  
SECRETARY



**Ismail A. Shahid**



**Amy Zanelli**

# ABOUT THE COMMISSION

The Delaware River Joint Toll Bridge Commission is a bistate agency that owns and operates eight toll bridges and 12 toll-supported bridges – two of which are pedestrian-only crossings. The agency’s assigned jurisdiction includes portions of five counties in New Jersey and four counties in Pennsylvania. The service region has a population of more than 2 million people.

Funding for the operation, upkeep and maintenance of the Commission’s bridges and related facilities is derived solely from revenues collected at the agency’s toll bridges. The Commission receives neither federal nor state tax subsidies.

A 10-member board of Commissioners — five from each state — governs the Commission. New Jersey members are nominated by the Governor and confirmed by that state’s Senate for three-year terms. The Pennsylvania members are appointed by the governor and serve at his/her pleasure. Commissioners meet monthly to review reports, provide oversight and set policies carried out by the Executive Director and professional staff.

The Commission’s bridges carried an average of 305,000 vehicles per day in 2020. Total operating revenue earned in 2020 was \$146,023,391. The Commission’s 2020 operating budget was \$75.5 million. The agency has roughly 400 full-time employees.



# STAFF

**Joseph J. Resta**  
EXECUTIVE DIRECTOR

**Sean M. Hill**  
DEPUTY EXECUTIVE DIRECTOR  
OF OPERATIONS

**Roy W. Little, P.E.**  
CHIEF ENGINEER

**Arnold J. Conoline, Jr.**  
CHIEF ADMINISTRATIVE OFFICER

**Joseph F. Donnelly, Jr.**  
DEPUTY EXECUTIVE DIRECTOR  
OF COMMUNICATIONS

**James M. Petrino**  
CHIEF FINANCIAL OFFICER

**Kevin Skeels**  
ASSISTANT CHIEF ENGINEER

**Qiyang (Tracy) Zhao**  
COMPTROLLER

**Charmaine Kent-Graves**  
ASSISTANT COMPTROLLER

**Jodee Inscho**  
DIRECTOR OF COMMUNITY AFFAIRS

**Julio A. Guridy**  
DIRECTOR OF CONTRACT COMPLIANCE

**Vacancy**  
DIRECTOR OF E-Z PASS

**Joanna M. Cruz**  
DIRECTOR OF HUMAN RESOURCES

**John Bencivengo**  
DIRECTOR OF INFORMATION TECHNOLOGY

**LeVar Talley**  
DIRECTOR OF MAINTENANCE

**Lendell Jones**  
SENIOR DIRECTOR OF MAINTENANCE  
& TOLL OPERATIONS

**William Wright**  
FIRST SENIOR DIRECTOR OF OPERATIONS

**Matthew M. Hartigan**  
SENIOR DIRECTOR OF PUBLIC SAFETY  
& BRIDGE SECURITY

**J. Eric Freeman**  
DIRECTOR OF PUBLIC SAFETY  
& BRIDGE SECURITY

**David K. Burd**  
DIRECTOR OF PURCHASING

**Michele Gara**  
DIRECTOR OF TOLL OPERATIONS

**John Mills**  
SENIOR DIRECTOR OF TRAINING &  
EMPLOYEE SAFETY

**Jack Baum**  
Director of Training & Employee Safety

## COVID-19 Pandemic Commanded Commission's Undivided Attention in 2020

A microscopic viral particle called the severe acute respiratory syndrome coronavirus (SARS-CoV-2) spawned a pandemic and a corresponding global economic recession that commanded the Commission's unflagging attention during 2020.

Concern arose in January as the World Health Organization (WHO) announced mysterious pneumonia-like cases in Wuhan, China and the federal Centers for Disease Control and Prevention (CDC) confirmed the first United States case – a recent visitor to China – about two weeks later.

Within months, cases mounted nationally by the thousands each day, with hospitals and health providers struggling to prevent deaths. Travel bans, business closures, and stay-at-home orders soon plunged the country into a severe recession. The unprecedented events forced sweeping changes in Commission operations while devastating the agency's traffic rates and toll collections throughout the year.

Here is a look back on the past 12 months and some of the actions the Commission undertook to deal with this unfathomable health and economic crisis:

The slow but unabated spread of COVID-19 (the official name assigned by the WHO with the "CO" standing for corona, the "VI" standing for virus, the "D" for disease and the number 19 for the year of the pathogen's origination) caused the United States to declare a Public Health Emergency in early February. On March 3, the first New Jerseyan tested positive for the disease. Three days later, the first Pennsylvania cases were confirmed.

Soon, Pennsylvania Governor Tom Wolf and New Jersey Governor Phil Murphy reported rising cases of COVID-19 infections and deaths. These daily accountings were soon followed by school closings, social-distancing measures, work and travel restrictions, social-gathering limits, business shutdowns, and emergency orders for increasingly scarce medical supplies. This scenario was repeated in other states across the country, casting the national economy into abrupt recession.

The Commission began implementing measures in early March to deal with the fast-developing situation. A formal Continuity of Operations – Essential Plan (COP-E) was completed by mid-month to address issues like workplace infection control, sanitizing protocols, worker health monitoring, suspension of in-person toll collections, contact tracing, and potential sick leaves. Large numbers of administration personnel were switched to work-from-home status. The Commission further sought to combat the spread of COVID by closing the PennDOT Welcome Center at I-78 and the 1799 House trailhead facility near the Scudder Falls Toll Bridge. On March 24, the Commission joined other toll agencies in the region by suspending cash toll collections at its seven non-all-electronic tolling points to help stymie the spread of the highly contagious pathogen.

As the nation's economy ground to halt between March and April, the Commission's traffic rates and toll collections plummeted. From March 10 to April 2, the Commission

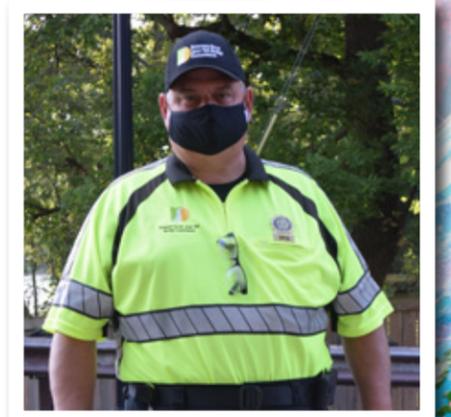
experienced an estimated toll revenue loss of nearly \$1.7 million. On the reverse side of the ledger during that time period, the agency incurred more than \$120,000 in additional costs for supplies that included laptops for work-from-home employees, personal-protective equipment (PPE), and additional cleaners and disinfectants. The Commission also encountered a steep drop in investment income, as the Federal Reserve lowered interest rates to prevent a depression and promote a recovery.

The Commission was effectively being squeezed from both ends of the ledger. The agency was not alone. The nation's entire transportation sector – including airlines, trains, bus companies, and driving services – saw its customer base evaporate. Likewise, public toll agencies like the Commission encountered diminished traffic and revenue in the wake of increased telecommuting, school closures, supply chain disruptions, and business closures. Bond rating firms soon assigned negative outlooks to the tolling industry, the Bridge Commission included.

Congress contemplated various emergency COVID-relief measures in the spring to help families, businesses, and government entities deal with the crisis. Recognizing a potential opportunity to offset some of the toll-collection losses brought on by the pandemic and recession, the Commission teamed with other toll agencies in Pennsylvania, New Jersey and Delaware to seek a share of the potential funds. Unfortunately, the effort proved unsuccessful for the Commission.

After social gathering restrictions forced the Commission to cancel its March meeting, the agency's Commissioners held their first virtual/remote meeting via the Microsoft Teams online conferencing platform in April. This allowed for public attendance via computer and/or teleconferencing. A special page established on the Commission's website guided the public on how it could attend these and all subsequent remote/virtual meetings.

Two resolutions at the April meeting agenda were directly related to the COVID-19 crisis: A declaration of emergency for Bridge Commission operations and an amendment to the agency's investment policy.



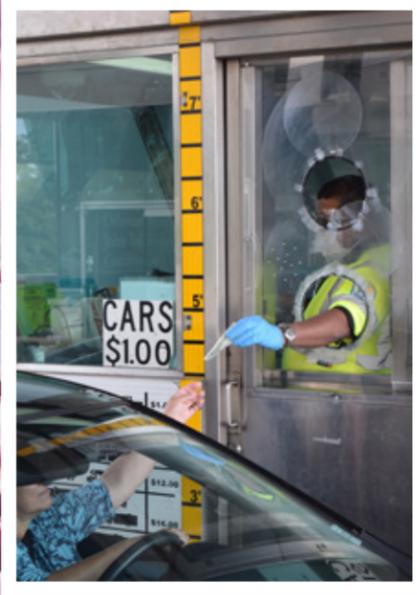
Executive Director Joe Resta used his introductory remarks at the meeting to give a brief snapshot of how the new stay-at-home economy was affecting Commission finances:

*January and February traffic and revenue was actually higher than our projections for those months. Since March 10th, car traffic is nearly off by 60%, and truck traffic is nearly off by 19%. Overall revenue change from the period of March 10th through last Friday is off by nearly 20%.*

The combination of the unchecked virus spread and declining revenues prompted a series of steps during the year to address continuing revenue declines:

- Job hiring was halted after the Commission's February 2020 meeting;
- New capital project starts were put on hold during the second half of the year;
- Discretionary spending lines were cut 10 percent in the forthcoming 2021 operating budget; and
- A salary freeze was issued and incorporated into the 2021 budget, which was completed and approved in December.

Traffic rates stabilized somewhat during the latter part of 2020's second quarter as temperatures rose and a cabin-fevered public adjusted to social distancing, mask wearing and other infection-prevention measures. Economic activity slowly showed signs of improvement, although remaining significantly below normal levels. The Commission resumed cash toll collection at its seven barrier toll plazas on May 13. Modifications like installations of Plexiglass panels were made to individual toll booths in an effort to prevent transmission of the virus between motorists



and toll-collection personnel. Toll collectors were outfitted with plastic face shields, masks and nitrile gloves. Cash-paying motorists were urged to wear face masks when making transactions at toll booths.

The Commission's COVID-response measures went beyond the toll lanes. Other steps taken during the year to combat the coronavirus's spread included:

- Custodial staff stepped up the use of disinfectant cleaners at common employee areas;
- Bridge monitor shelters and toll-collection offices were cleaned daily;
- Bridge monitors were deployed only at bridges that were considered structure-critical by the agency's engineering staff;
- Signs were posted at all bridge walkways urging the public to wear masks, refrain from congregating, and practice social distancing; and
- The annual summer program of temporary workers was cancelled.

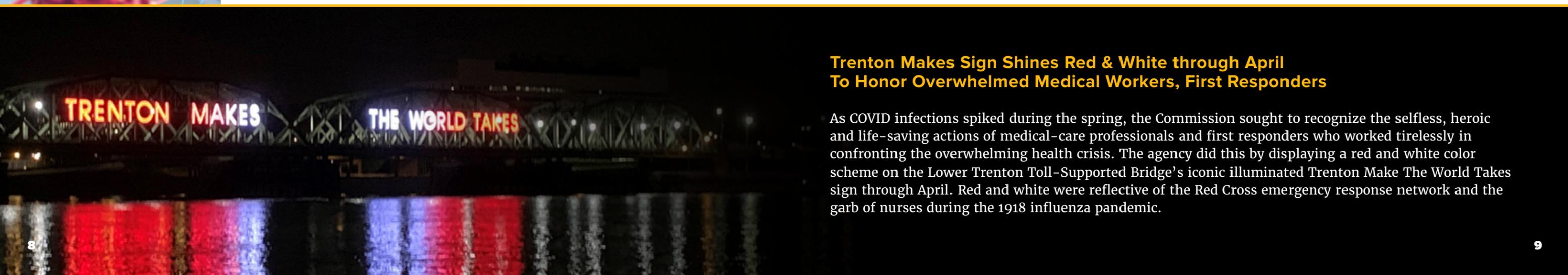
These measures appear to have had a desired effect. Only 15 of the Commission's roughly 400 employees tested positive for the virus at some point during the year. Contract tracing showed the lion's share of these infections occurred outside of the workplace. The illnesses also were not confined to a single location or a specific grouping of employees.

As encouraging as the low worker infection rates were through the year, the Commission's COVID-related financial issues remained a focus of increasing concern. Toll collections never returned to pre-COVID norms. The agency recorded 11.8 million fewer toll transactions and took in 9.36 percent less revenue than forecasted for 2020. The year-end revenue hole: \$14.5 million. The agency also incurred more than \$600,000 in costs for computers, cleaners, disinfectants, personal protective equipment (PPE) during the year. Meanwhile, federal interest-rate policy changes caused the Commission to realize \$1.3 million less than expected on investments.

Mounting concern about a potential bond rating downgrade prompted the agency's Commissioners in December to unanimously approve a Financial Resilience Policy aimed at boosting the DRJTBC's creditworthiness and cost-effective access to capital markets. The year ended with the Commission staring at a prospective 2021 toll increase to address the gaping revenue gap resulting from COVID-19's merciless onslaught in 2020.

### **Trenton Makes Sign Shines Red & White through April To Honor Overwhelmed Medical Workers, First Responders**

As COVID infections spiked during the spring, the Commission sought to recognize the selfless, heroic and life-saving actions of medical-care professionals and first responders who worked tirelessly in confronting the overwhelming health crisis. The agency did this by displaying a red and white color scheme on the Lower Trenton Toll-Supported Bridge's iconic illuminated Trenton Make The World Takes sign through April. Red and white were reflective of the Red Cross emergency response network and the garb of nurses during the 1918 influenza pandemic.





# SCUDDER FALLS

## Despite COVID Pandemic, Scudder Falls Project Construction Continues

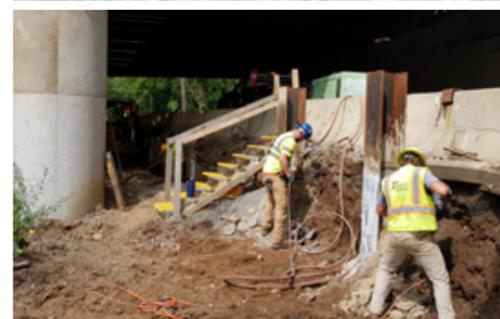
The Scudder Falls Bridge Replacement Project advanced at multiple locations during 2020 despite some COVID-19-pandemic-related issues.

Project construction was disrupted for brief periods during the first half of the year due to a small number of worker illnesses – none serious – and a Pennsylvania restriction on construction activities during March and April. The progression of project work activities also was impacted from time to time by delayed deliveries of materials and supplies.

Nonetheless, the third full year of construction proved successful as the contractor, sub-contractors, and individual workers adjusted and engaged in practices aimed at preventing the spread of the highly contagious disease. The Commission’s marquee capital project is now one year shy of reaching substantial completion where all of its various bridge, highway, and interchange improvements can be collectively put into unrestricted service.

The primary focus of attention during 2020 was the continued dismantling of the old bridge -- which was shut down in 2019 -- and the construction of a second parallel span immediately downstream of the first span that opened in July 2019.

The second bridge’s New Jersey abutment and two corresponding piers (one in the water and the other at the river’s edge) were completed in the spring. Masonry and concrete piers that previously supported the prior Scudder Falls Bridge were cleared away to allow for the replacement bridge’s wider abutment and piers. Steel girder installation work began in late May at the completed New Jersey-side substructures, reaching completion a month later. Bolt up was finished in early July. Girders extended off the last pier for later connection with girders that will be installed from the Pennsylvania-side in 2021.



The temporary work platform that had been installed in the river from the New Jersey riverbank was removed after July 1 expiration of an annual moratorium on river-bottom disturbances (imposed to protect spawning short-nosed sturgeon).

Bridge construction also took place on the Pennsylvania side during the first half of the year, but the extent of that work broadened significantly after July 1 as New Jersey work platform sections were removed and then added to the Pennsylvania-side platform. As on the New Jersey side, the Pennsylvania work involved removal of old bridge steel members and substructures followed by construction of new, wider masonry substructures that include an abutment, a land-based pier next to PA Route 32/River Road and three in-river piers.

At year’s end, the abutment, and first two piers were completed with steel having been lifted into place between the abutment and first pier. Construction on the bridge’s parallel downstream span will continue into 2021. The construction of river piers and installation of main steel girders are expected to be completed in the spring.

Other significant project endeavors during 2020 included the following:

- Reconstruction and widening of the I-295 eastbound approach lanes from the PA Route 332/Newtown-Yardley Road interchange (Exit 8) to the Scudder Falls Toll Bridge and the construction of corresponding NJ-bound-direction approach bridges over Taylorsville Road and the Delaware Canal in Pennsylvania. This work was aided by a long-term shift of all I-295 traffic into a temporary divided two-way alignment connecting with the first completed upstream Scudder Falls Bridge span.
- Excavation, drainage work, curbing and paving and other improvements along Taylorsville Road, particularly in the area of Woodside Road in Lower Makefield, PA.
- Construction of a two-span approach bridge for I-295 southbound on the New Jersey side of the Scudder Falls Bridge. When completed in 2021, this structure will carry traffic across the Route 29 northbound bypass roadway, two-lane Route 175/Upper River Road and the Delaware and Raritan Canal.
- Installation of a drainage basin and surrounding tree plantings in the infield of the downstream I-295 southbound exit ramp for Route 29.



- Completion of various components – notably the installation of railings – on the shared-used bicycle-pedestrian facility on the upstream bridge’s walkway that is expected to open during late summer/early fall 2021.
- Continuation of construction – notably the pouring of concrete and installation of railings – on the access ramp that will connect the bridge’s shared-use bike-ped facility with the Delaware Canal towpath in Pennsylvania.
- Excavation, grading, and construction related to the installation of ramps and pathways that will eventually connect the bridge’s bike-ped facility with the Delaware & Raritan Canal’s towpath in New Jersey. This work was aided in February by the implementation of an 18-month-long closure of the NJ Route 29 southbound bypass roadway that provided a safe construction area in the narrow space between Route 29 and the river near the bridge.

The 4.4-mile long project is on track to reach substantial completion toward the end of 2021.

The bridge’s downstream span and various corresponding approach roadways and bridges are expected to be finished in late summer. When completed, these downstream structures and related highway segment will carry New Jersey-bound I-295 traffic only. The downstream bridge will have three lanes for through traffic and two auxiliary lanes for handling merging traffic movements off the two highway entrance ramps at the I-295 southbound/Taylorville Road interchange (Exit 10) in Pennsylvania. One of the auxiliary lanes will taper off for accessing Route 29 in New Jersey (Exit 76). The second will end at the access ramp for County Route 579/Bear Tavern Road (Exit 75), the second interchange on the New Jersey side.



### Old Scudder Falls Bridge Demolition Nearly Completed

The former Scudder Falls (I-95) Bridge is virtually removed from the landscape.

Completed in late 1959 and opened in mid-1961, the old traffic-challenged bridge’s demolition continued through 2020. Only the removal of one granite-faced river pier remnant and the cleanup of residual debris are left to be completed in 2021.

JAN. 2020

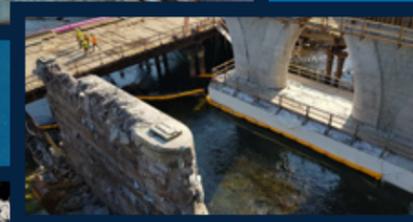


FEB. 2020

APRIL 2020



OCT. 2020



NOV. 2020



The razing of the functionally obsolete bridge began immediately after it was taken out of service on July 26, 2019. The first task was demolition of the concrete deck. Removal of the bridge’s structural steel and masonry abutments and piers continued through 2020.

When completed, the seven river piers will be removed to a point two-feet below the river bottom.

The Commission is planning to memorialize the bridge by moving one of its bearings and a granite pier block to the grounds of the nearby 1799 House trailhead adjacent to Pennsylvania’s Delaware Canal in Lower Makefield Twp., PA.



# PROJECTS

## New Operations and Maintenance Facilities Advance For Commission's Southern Service Region

A broad project aimed at modernizing and improving the maintenance and operations capabilities in the Commission's southern service region advanced on multiple fronts in 2020.

Officially listed as the Southern Operations and Maintenance Facilities Improvements Project, the multi-year undertaking involves three Bucks County, PA. locations: a six-acre tract in the Langhorne section of Middletown Township; the agency's aging maintenance/administration building site in Morrisville, PA.; and the New Hope-Lambertville (Route 202) Toll Bridge maintenance yard in Solebury, PA.

As currently scheduled, the project's various elements are expected to be completed sometime in 2024. The project aims to improve the maintenance, security, traffic-management, toll-collection, salt-storage and fueling capabilities in the Commission's Southern Region, which includes nine bridges between the Trenton-Morrisville (Route 1) Toll Bridge to the south and the Lumberville-Raven Rock Toll-Supported Pedestrian Bridge to the north.

The project's 2020 activities were as follows:



### Trenton-Morrisville Salt Storage Building

A nearly \$3.3 million contract was awarded in April for the construction of a larger, more environmentally sound salt-storage building, largely within the footprint of a former parking area adjacent to the Trenton-Morrisville Administration Building.

The contract also involved the installation of a canopy-covered vehicle fueling area, a magnesium-chloride mixing/dispensing system, truck-cleaning apparatus, new utility service lines, lightning-protection measures, and site fencing. Work began in May and was completed in November – in time to handle 2020-21 winter storms.

The new 1,750-square-foot salt storage building is large enough to handle 500 tons of salt. The building has a concrete floor, concrete flagstone-textured walls with translucent top panels to allow for daylight infiltration aimed at reducing electric-energy costs, and a standing-seam roof.

The structure replaces a wooden 200-ton salt shed that was constructed by Commission maintenance personnel decades ago. Due to its limited capacity, the old salt shed had to be refilled frequently when there were large or repeated winter storms. This could complicate storm-response efforts and exacerbate costs due to price spikes when supply shortages arose.



### Planning/Preparations for Other Work at Trenton-Morrisville Location

The new salt storage building is just one facet of a broader overhaul of the Commission's Morrisville grounds. As currently envisioned, the Commission's largely mothballed administration building will be razed and replaced with a smaller structure that will house the Trenton-

Morrisville Toll Bridge's toll plaza staff and various security and traffic-incident-management personnel. Meanwhile, the location's maintenance building and garages will be removed and replaced with a smaller building. Parking and access to the location will be changed as the property gets reconfigured for the first time in more than 65 years.

Planning and design for these new buildings largely took place in 2020, and is expected to be completed in early 2021. A major planning consideration is to stage the work in a manner that will not disrupt current maintenance and toll personnel activities and parking considerations at the location. A key building block will be the construction of a demarcation room where the site's utility lines will be centralized and then fanned out to the location's various facilities.

This pivotal initial construction stage is expected to be completed in early 2022. This would then allow for demolition of the four-story Trenton-Morrisville Administration Building that served as the Commission's primary office hub for the better part of 60 years. Other site preparation will include excavation, installation of storm-water management measures and erosion/sediment controls, connections to utilities, site lighting, landscaping, installation of an electric gate, removal of underground storage tanks, and paving.

When all site preparations are completed, the project would then move to construction of a new two-story, 16,000-square-foot building that would house security personnel on the bottom floor and the Trenton-Morrisville Bridge's toll personnel on the top floor. This "Ops Building" is scheduled to be completed by late 2023.



A nearly 9,000-square-foot maintenance building also is being planned for the Morrisville location. The building would provide space for storage of vehicles and equipment, a sign shop and support facilities for maintenance personnel. That building, however, is not expected to be completed until late 2024.



**Langhorne Site**

Site clearing and design were completed in 2020 for this new facility that will serve as the base of maintenance operations for the Commission’s southern region – all of which lies in Bucks County, PA. and portions of Mercer and Hunterdon counties in New Jersey. When completed, this new facility is expected to feature two buildings, adjoining parking lots, and ancillary service/equipment islands.

The Langhorne site consists of four contiguous properties that the Commission purchased in 2019 and are being consolidated into a single parcel. The property is zoned for light industrial uses and is adjacent to a landscaping business, railroad tracks, and a PECO electric-utility substation.

The location is virtually equidistant to the Commission’s two southernmost toll bridges – the Trenton-Morrisville (Route 1) Toll Bridge and the Scudder Falls (I-295) Toll Bridge. The new maintenance center would primarily handle the routine maintenance needs of the dual-span Scudder Falls Bridge and the nearby administration building in Lower Makefield, PA.

In limited, more-complex instances, the Langhorne location also could provide repair/maintenance services for the Trenton-Morrisville Toll Bridge and the New Hope-Lambertville (Route 202) Toll Bridge and six smaller Southern Region toll-supported bridges: Lower Trenton (“Trenton Makes”), Calhoun Street, Washington Crossing, New Hope-Lambertville, Centre Bridge-Stockton, and Lumberville-Raven Rock (pedestrian). [Note: General maintenance for the Trenton-Morrisville Toll Bridge and the Lower Trenton and Calhoun Street toll-supported Bridges is provided out of the Commission’s Morrisville maintenance facility; general maintenance for the New Hope-Lambertville (Route 202) Toll Bridge and the Washington Crossing, New Hope-Lambertville, Centre Bridge-Stockton, and Lumberville-Raven Rock (pedestrian) bridges is provided out of the Commission’s New Hope maintenance facility.]

If all goes according to plan, construction of a 7,000-square-foot, 5,000-ton barn-styled salt-storage building with nearby fueling and de-icing facilities would begin in 2021 and reach completion during the first quarter of 2022. The salt building would have 15-foot-high cast-in-place concrete walls topped with translucent panels and a gambrel-styled truss with a standing-seam metal roof.



The site’s second building – a 44,347-square-foot Vehicle Maintenance Building – would be constructed in 2022 and completed in the first quarter of 2023. This building would have substantial garage space for vehicles and equipment, a repair shop, a vehicle wash bay, welding and office areas, lockers and showers, and a kitchen/lunchroom. The building would have a partial second story and an open mezzanine for storage of equipment and supplies. The design calls for a steel superstructure with a masonry split-faced veneer finish on the building’s lower half and a corrugated metal-panel façade on the upper half. A cast-in-place concrete foundation with spread footings would surround a concrete slab floor.

**New Hope – Fuel Island**

One other project facet would be the installation of a new fuel-dispensing island and fuel-management system at the New Hope-Lambertville Toll Bridge’s maintenance yard. This new apparatus would be installed by 2022.

**Procurement Schedule**

The multi-faceted project for the three Southern Region locations is expected to be bid for a single contract in spring 2021 with a potential award in early summer. Supply-chain disruptions, manpower challenges, and other unanticipated issues arising in the post-pandemic economic recovery could affect the construction schedule as currently envisioned.



## Northampton Street Bridge Rehabilitation Advances, Then Put on Hold Due to COVID

An envisioned rehabilitation of the unique Northampton Street Toll-Supported Bridge between Easton, PA. and Phillipsburg, NJ. went into a holding pattern in 2020 due to financial constraints arising from the COVID-19 pandemic. At year's end, the prospects of carrying out the project in 2021 were diminishing.

The bridge, which is colloquially referred to as the “free bridge,” was last rehabilitated in 2001. The latest inspection report on the Commission’s toll-supported bridges – conducted in 2018 and released in 2019 – classified the bridge as being in “fair condition” and “capable of safely supporting the posted load.” However, the report listed several concerns that have slowly arisen since 2001:

- Floor beams and stringers (a secondary steel girder found below truss bridge road decks) typically exhibit 1/8-inch material loss at their bottom flanges and web bases;
- Several stringers exhibit minor impact damage; one stringer is bent upward five inches;
- A riser beam has a full-length cracked weld at one end and three of four missing connection bolts;
- There are numerous small holes throughout the stringers and floor beams;
- There is impact damage (likely caused by a large tree or some other floating object during a flood) at several locations in the bridge’s lower chords;
- Some upper-chord eyebars are loose;
- During high temperatures – 100 degrees or more – the upstream truss’s upper chord member can bow by more than five inches into the adjacent traffic lane. The bowing appears to be the result of thermal expansion and, possibly, corrosion at the pin nuts.
- There are several damaged conduits beneath the bridge (probably damaged by debris in high-water events.)



This list of deficiencies pushed the bridge into a priority position in the Commission’s rolling capital improvement program. Accordingly, the Commission approved a contract in late May to conduct the engineering design work to rehabilitate the nearly 125-year-old bridge.

The design work by GPI/Greenman Pederson Inc. of Lebanon, NJ. advanced quickly. A primary focus was to determine a course of action that would best address each structural issue at the bridge. From this, the designers began to develop drawings, list structural details, compile construction specifications and map traffic-control plans, sequencing the project’s tasks in a manner that mitigates impacts to motorists, pedestrians and the bridge’s two host communities.

The design work progressed, but not to the point where the public could be engaged or a construction contract could be bid. Because of traffic and revenue declines brought on by the COVID-19 pandemic, the Commission halted a series of new project starts during 2020, and the Northampton Street Bridge was among the affected projects.

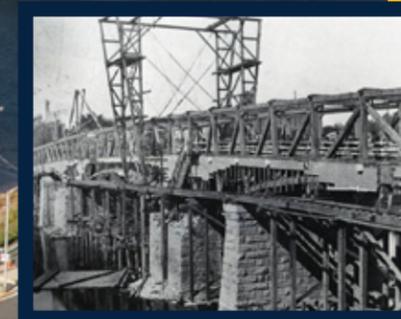
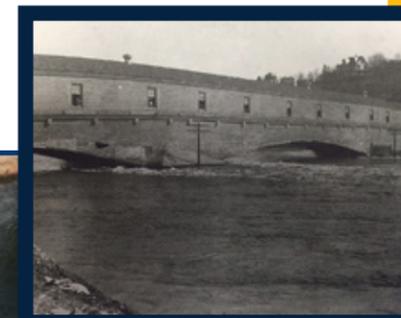
### Northampton Street Bridge Facts

The Northampton Street Toll-Supported Bridge – colloquially referred to as the “free bridge” – is the Commission’s second oldest superstructure, having been constructed in 1895 and 1896. The bridge was designed by James Madison Porter III, who served on Lafayette College’s engineering faculty from 1890 to 1970.

The structure’s rare design gets high marks among bridge enthusiasts. The bridge rates a 10 on a scale of 10 on the HistoricBridges.org website’s national and local historic significance rankings. The website states: “This bridge is a unique, incredible blend of engineering and artistry that is unlike any other bridge in the country. At first glance, it has the appearance of an eyebar suspension bridge. However, this bridge is a true cantilever truss bridge.”

The bridge is the only three-lane vehicular bridge in the Commission’s system and the most heavily used of the agency’s 12 non-toll bridges. Bridge monitors are stationed at each end of the bridge on a 24/7 basis to prevent crossings of overweight vehicles.

The bridge replaced the former wooden-covered Easton Bridge designed by American covered-bridge pioneer Timothy Palmer of Newburyport, Ma. Both the Palmer and Porter bridges were constructed for the Easton Delaware Bridge Company, a shareholder-owned local enterprise that operated the bridges as tolled crossings. (The Northampton Street Bridge was constructed within the old covered bridge’s footprint, using portions of the former structure to keep traffic moving across the river during construction.) The 100th anniversary of “free” travel at the bridge will occur Aug. 3, 2021.



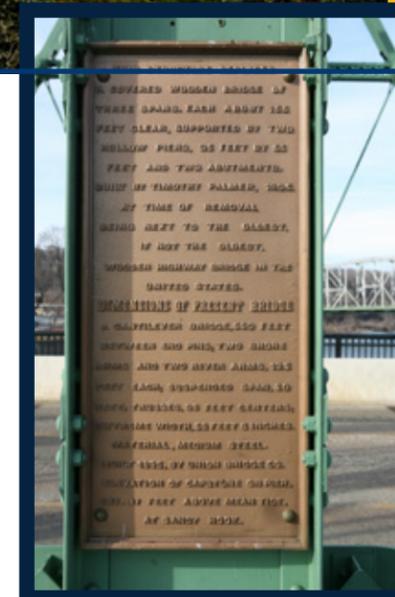


It was originally envisioned that project construction activities would take place in 2021 – the 100th anniversary year of when the formerly privately owned and tolled bridge became a publicly owned free crossing.

While that schedule is now in doubt, there is considerable certainty of the tasks that a contractor will need to perform in an eventual – and inevitable – rehabilitation project:

- Clean and paint the steel superstructure
- Repoint stone-masonry abutments, piers and wingwalls
- Reconstruct end pylons/walls
- Repair/rehabilitate various steel truss members
- Replace both pedestrian walkway surfaces
- Replace bridge approach sidewalks
- Replace electrical systems and back-up generator
- Install new ornamental lighting fixtures
- Install new programmable architectural lighting to highlight the bridge's profile

As with other Commission bridge rehabilitation projects, the core objective is to extend the structure's service life, mitigating major repairs that could necessitate protracted bridge closures for at least 15 years.



## By the Numbers

**YEAR COMPLETED:** 1896

**STRUCTURE TYPE:** CANTILEVER TRUSS

**TOTAL LENGTH:** 550 FEET

**WIDTH:** 36 FEET

**NUMBER OF LANES:**  
2 PA-BOUND; 1 NJ-BOUND

**LOAD RATING:** 3 TONS

**SPEED LIMIT:** 15 MPH

**DAILY AVERAGE TRAFFIC 2020:**  
15,100 VEHICLES (BOTH DIRECTIONS)

**TOTAL CLEAR ROADWAY WIDTH:**  
32 FEET

**SIDEWALK WIDTHS:** 8 FEET

**VERTICAL CLEARANCE ON STRUCTURE:**  
10-FEET, 6-INCHES

**FHWA CLASSIFICATION:**  
FUNCTIONALLY OBSOLETE

**LAST REHABILITATION:** 2002

**LAST PAINTED:** 2002

**RIVER CROSSING'S OWNERSHIP:**

EASTON DELAWARE BRIDGE CO. —  
OCTOBER 14, 1806 TO AUGUST 3, 1921

NEW JERSEY AND PENNSYLVANIA (JOINT  
TAX-SUPPORTED) — AUGUST 3, 1921 TO  
JULY 1, 1987

DELAWARE RIVER JOINT TOLL  
BRIDGE COMMISSION (TOLL-SUPPORTED)  
— JULY 1, 1987 TO PRESENT

**TOLLED —** 115 YEARS

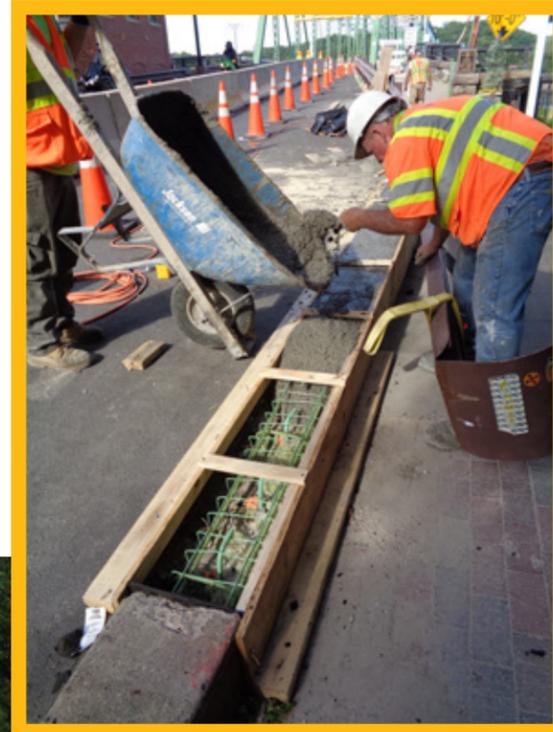
**NON-TOLL —** 99 YEARS

## Repairs, Improvements Made to Approach Facilities At Three Two-Lane Truss Bridges

A short-duration project conducted between June and August addressed a series of deficiencies at the approach facilities for three steel truss bridges that link Bucks County, PA. and Hunterdon County, NJ.

Some travel lane closures, traffic shifts, and bridge walkway access restrictions were utilized to carry out the work conducted by a contractor the Commission secured under a job-order contract.

The significant project objectives at each bridge are listed on the next page:



### New Hope-Lambertville Toll-Supported Bridge

- Patch and recoat the curbing and deteriorating masonry retaining walls at the bridge's Pennsylvania approach;
- Repair/replace portions of the New Jersey approach curbing;
- Reconfigure the curb return at the northwest corner of Bridge Street and Lambert Lane in Lambertville and install a curb ramp to improve access for people with disabilities;
- Mill and repave the New Jersey-side asphalt approach in the vicinity of Bridge Street and Lambert Lane; and
- Replace cracked/settled portions of the approach sidewalk on the Pennsylvania side.

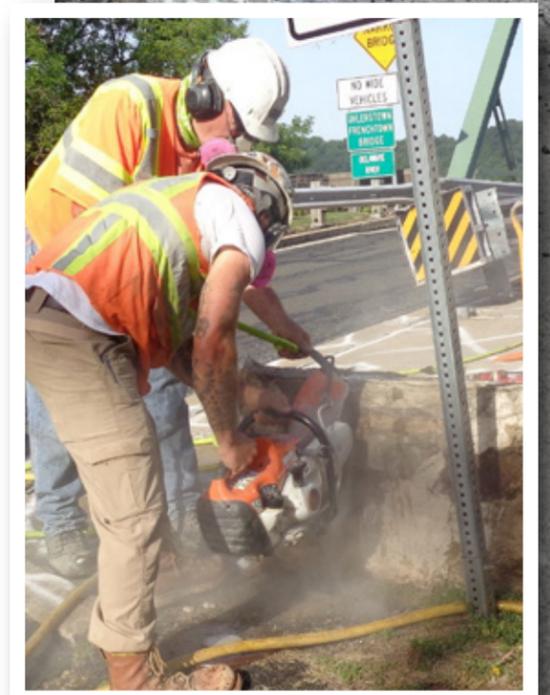
### Centre Bridge-Stockton Toll-Supported Bridge

- Replace six storm-water inlets with bicycle-safe grates on the Pennsylvania side;
- Replace/install curbs on the Pennsylvania side;
- Clean culvert and storm-water lines, inlets and drains within the Commission's jurisdictional approaches at each end of the bridge;
- Extend and repair sections of the approach sidewalk on the Pennsylvania side;
- Repair the foundation supporting the steel staircase that links bridge's walkway and Pennsylvania's Delaware Canal towpath; and
- Mill and resurface the Commission's asphalt approaches on both sides of the bridge, including around the triangular island on the Pennsylvania side.

### Uhlertown-Frenchtown Toll-Supported Bridge

- Reconfigure the curb and install an ADA-compliant curb ramp for bridge-walkway access on the New Jersey side;
- Reconfigure the curb and install an ADA curb ramp on the Pennsylvania side; and
- Mill and repave the Commission's asphalt approaches at both ends of the bridge.

A final project task involved the striping of each bridge's newly paved approach surfaces.





### Challenging New Jersey I-78 Approach Roadway Gets Attention

A short-duration summer project replaced a series of badly deteriorated asphalt roadway joints along the Commission’s I-78 approach roadway in Warren County, NJ. The project focused strictly on longitudinal joints; severely deteriorated transverse joints along the same highway segment were addressed in a fall 2019 project.

It was the latest in a series of projects that the Commission has conducted in its I-78 jurisdiction, which consists of 2.25 miles of road surface in Pennsylvania, 4.2 miles of surface in New Jersey, and the 1,226-foot-long twin-span I-78 Toll Bridge connecting the two states. The corridor is the Commission’s busiest, carrying a daily average of 53,400 vehicles in 2020. The bridge ranks among the nation’s most frequently used truck crossings, linking the North Jersey ports with Eastern Pennsylvania’s warehouses and distribution centers.

The Commission’s New Jersey I-78 highway segment ranks as the agency’s most geologically challenging to maintain. Large sections of the New Jersey approach traverse a karst limestone terrain that is prone to sink holes and other instances of subsidence. The combination of heavy traffic volumes and unsound topography causes cracking and shifting of the Commission’s New Jersey segment of I-78, which is situated between the Routes 22/173 interchange (Exit 3) and the I-78 Toll Bridge.

The I-78 Longitudinal Joints Rehabilitation Project was conducted almost exclusively during overnight hours when traffic volumes are lowest. Work began in late June and involved repair work to the most deteriorated longitudinal – or parallel – joints between each traffic lane in the westbound and eastbound directions. Single-lane travel restrictions were utilized to carry out much of the work.

The project ended in August with re-striping of the travel lanes and installation of raised reflective pavement-markings. Work was performed under the Commission’s new Job Order Contract program, which allows for procurement of diverse contractors for smaller-scale repair projects that would not traditionally attract a competitive bidding process.

The repair/replacement of the New Jersey I-78 segment’s worst joints is expected to mitigate potential operational issues along the roadway before the Commission undertakes a more comprehensive milling and paving project that is anticipated for 2024-25.

### Southern Region Maintenance Crews Replace Walkways At Lower Trenton, Calhoun Street Bridges

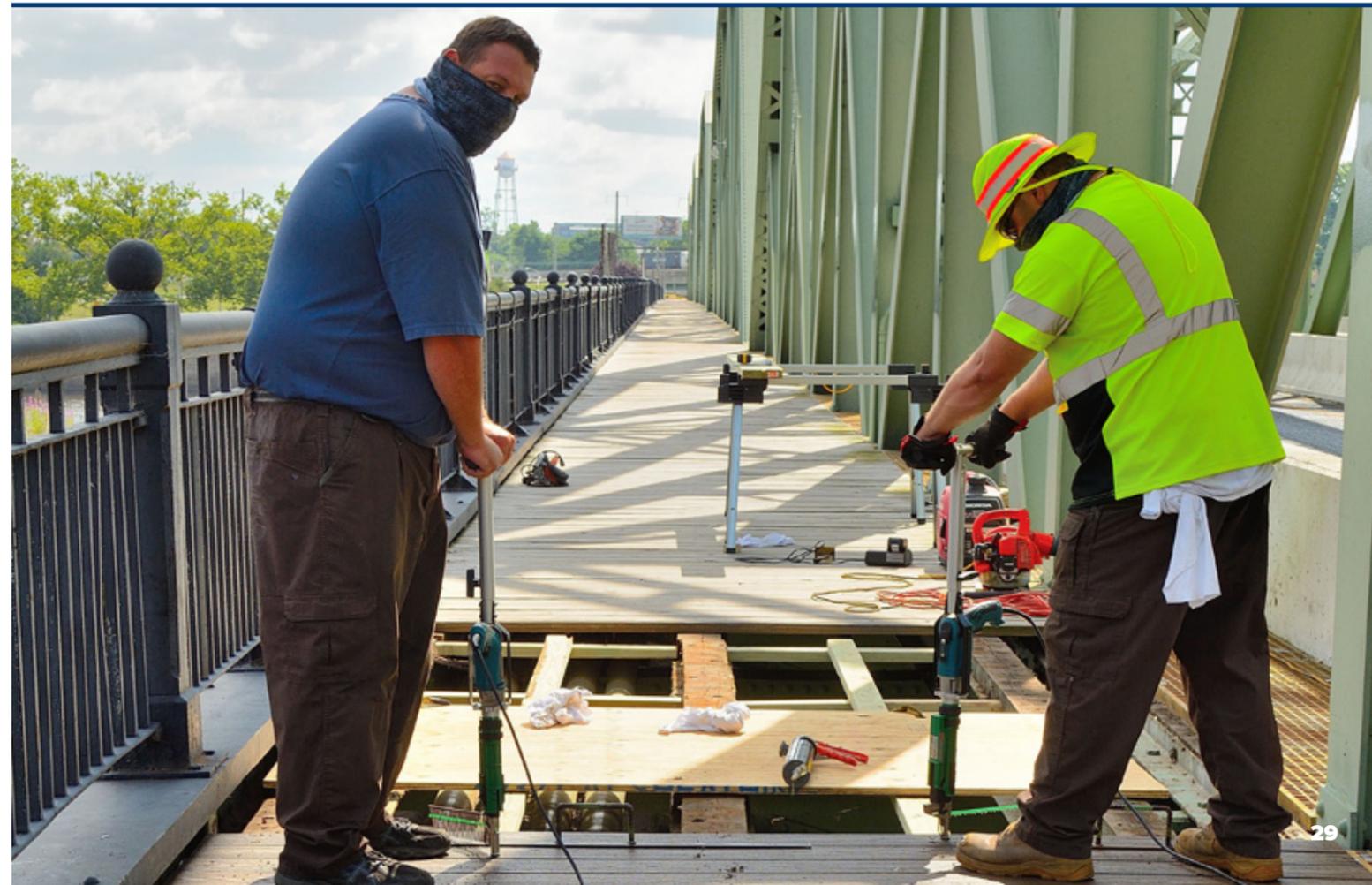
The Commission’s Lower Trenton and Calhoun Street toll-supported bridges were outfitted with new walkways in 2020.

Southern Region maintenance personnel executed the work during the summer and fall, removing each bridge’s severely weathered treated-lumber planks and then installing new composite-lumber planks.

The composite decking material is expected to wear better and last longer than the prior wooden planks.

Replacement of Lower Trenton’s 1,002-foot-long, 8-foot-wide walkway began in July and ended in late-August. Work crews then shifted their attention to the Calhoun Street Bridge’s 1,274-foot-long, 6-foot-wide walkway. Work at that location began in mid-September and ended in mid-November.

As a result of the walkway decking replacement work, the Washington Crossing Toll-Supported Bridge is now the Commission’s only river crossing with a treated-lumber walkway. All other bridges have concrete, composite lumber, steel, or synthetic surfaces.





# YEAR IN REVIEW



Four Lambertville men figured prominently in the effort to free the New Hope-Lambertville bridge of tolls:

- Frank Barkley, who served as secretary to a state commission New Jersey created in 1908 to assess the feasibility and costs of freeing the privately owned toll bridges that operated over a century ago along the Delaware River.
- Phineas K. Hazen, the editor/publisher of the former Lambertville Beacon newspaper and a charter member of the Joint Commission for Elimination of Toll Bridges.
- Assemblyman Oliver C. Holcombe, a local music instruments merchant who authored legislative measures aimed at freeing the privately owned Delaware River toll bridges.
- Walter F. Hayhurst, a prominent lawyer who was appointed to the Joint Commission after Hazen's death in 1917.



FRANK BARKLEY



PHINEAS K. HAZEN



OLIVER C. HOLCOMBE



WALTER F. HAYHURST

At the time of its 1920 sale into public ownership, the river crossing had been operated as a private toll bridge for 105 years. The record of private ownership was as follows:

- \* New Hope Delaware Bridge Co. (first incarnation) – 1814-1850
- \* NJ-PA Receivers – Feb. 27, 1850-Apr. 4, 1854
- \* John Michener/James Gordon (Philadelphia attorneys) – Apr. 4, 1854-Nov. 8, 1855
- \* Samuel Grant of Philadelphia – Nov. 8, 1855-Sept. 23, 1872
- \* Heirs of Samuel Grant – until May 11, 1887
- \* New Hope Delaware Bridge Co. (second incarnation) – May 11, 1887-Jan. 3, 1920

Pennsylvania and New Jersey jointly owned the bridge from January 3, 1920 to July 1, 1987. The states annually paid equal shares of money to the Joint Commission for Elimination of Toll Bridges to operate and maintain the bridge from 1920 through 1934. In late 1934, the states established the Delaware River Joint Toll Bridge Commission to replace the old Joint Commission. The new Bridge Commission then assumed the responsibility of caring for the bridges with equal annual tax subsidies from the two states, which continued to own the “free bridges.”

On July 1, 1987, the states conveyed ownership of the aging New Hope-Lambertville span and 12 other tax-supported bridges to the Bridge Commission. The former private bridges have since been maintained and operated by the Commission through share of the revenue the agency collects at its toll bridges. This is why the bridge's current official name is the New Hope-Lambertville Toll-Supported Bridge.

At some point in 2025, the duration of this bridge crossing's public ownership will exceed that of its prior private owners. As the old saying goes, the rest is history.



## Three Employees Receive Proclamations for Life-Saving Actions On Northampton Street Bridge's Walkway

Commissioners in February bestowed proclamations to three Commission employees who came to the aid of a female pedestrian in crisis on the Northampton Street Toll-Supported Bridge's downstream walkway on December 29, 2019.

The employees had prevented the distraught woman from falling into the river waters after she had climbed over the downstream walkway railing. The response was in keeping with suicide-prevention training the Commission provides to its security personnel.

Bridge Monitor Dena Parichuk was first on the scene after observing the situation on a bridge shelter surveillance monitor. Parichuk grasped the woman to keep her on the bridge. Bridge Monitor Craig Harron and Toll Sergeant Rachael Stocker subsequently arrived to assist in pulling the resisting woman back over the railing to safety.

The Commission's proclamation commended Parichuk, Harron and Stocker for their "heroic life-saving actions in the line of duty." The three employees were honored again as part of a September suicide prevention month ceremony in Northampton County, PA, conducted by County Executive Lamont G. McClure, Jr., Director of Human Services Susan Wandalowski, and the county's suicide prevention task force.



## New Financial Targets Established to Guide Commission In Good and Bad Economic Times

The Commission ended its fiscally challenging year by adopting a Financial Resilience Policy that lays out a multi-prong framework to guide current and future Commissioners in managing the agency's finances.

As the policy states: "In times of economic change and uncertainty, it is critical to make sure (the Commission's) ability to provide service rests on a strong and stable financial foundation."

The new policy stands to be a significant consideration in the pursuit of toll rate adjustments in 2021; the Commission's last system-wide toll adjustment occurred in 2011.

The directive sets the following benchmarks for Commission financial guidance:

- Reaffirmed that the Commission's minimum cash balance shall be the greater of \$80 million or 15 percent of the Commission outstanding principal indebtedness (the "Minimum Balance");
- Increased the Commission's optimal debt service coverage ratio to 2.0 or greater – this means the annual revenues must be at least twice the amount of annual debt service for outstanding bond obligations; and
- Mandated that the Commission assess the need for toll adjustments in any year that the projected debt coverage service ratio falls below 1.75 times the agency's annual debt service.

The resolution, which passed unanimously, declares that the Commission's latest General Reserve Fund balance projection for 2021 would fall below the Minimum Balance target reaffirmed under the policy. This decline is clearly attributable to diminished toll revenues resulting from 2020's COVID-19 pandemic and its corresponding economic recession.

The resolution further states that the new policy would enable the Commission to:

- Continue its ongoing capital program aimed at ensuring the safety, efficiency and structural integrity of its toll and toll-supported bridges;
- Provide the public with numerous improvements in transportation infrastructure, traffic-congestion relief, and safety and security;
- Protect the agency's revenue base so it can fund operations, maintenance, and capital projects in good and bad economic environments; and
- Maintain or improve its creditworthiness and credit rating to ensure cost-efficient access to capital markets.

# STATEMENTS OF NET POSITION

	December 31,	2020	2019*
<b>ASSETS</b>			
Current Assets			
Unrestricted Assets:			
Cash and Cash Equivalents		\$35,129,379	\$16,449,375
Investments		109,463,429	103,294,672
EZPass, Pay by Plate and Violations Receivable (net of allowance for uncollectibles of \$48,382,732 for 2020 and \$28,068,583 for 2019)		11,732,666	9,925,233
Other Receivables		232,010	326,802
Fiduciary Fund Receivable		905,308	1,134,633
Prepaid Expenses		274,230	251,955
<b>Total Unrestricted Assets</b>		<b>157,737,022</b>	<b>131,382,670</b>
Restricted Assets:			
Cash and Cash Equivalents		22,973,369	37,810,950
Investments		118,851,934	189,749,602
Accrued Interest Receivable		693,817	1,228,937
<b>Total Restricted Assets</b>		<b>142,519,120</b>	<b>228,789,489</b>
<b>Total Current Assets</b>		<b>300,256,142</b>	<b>360,172,159</b>
Non-Current Assets			
Unrestricted Assets:			
Investments		52,278,517	69,860,892
<b>Total Unrestricted Assets</b>		<b>52,278,517</b>	<b>69,860,892</b>
Restricted Assets			
Investments		15,486,192	33,399,271
Prepaid Bond Insurance		78,212	85,725
<b>Total Restricted Assets</b>		<b>15,564,404</b>	<b>33,484,996</b>
Net Other Post-Employment Benefits			-
Capital Assets:			
Capital Assets Not Being Depreciated		349,437,947	259,748,822
Capital Assets Being Depreciated (Net of Accumulated Depreciation)		630,939,484	638,731,304
<b>Total Capital Assets</b>		<b>980,377,431</b>	<b>898,480,126</b>
<b>Total Non-Current Assets</b>		<b>1,048,220,352</b>	<b>1,001,826,014</b>
<b>Total Assets</b>		<b>\$1,348,476,494</b>	<b>\$1,361,998,173</b>

\*Certain prior year balances have been reclassified to conform with current year presentation.

	December 31,	2020	2019
<b>DEFERRED OUTFLOW OF RESOURCES</b>			
Deferred Loss on Refunding of Debt		\$20,175,104	\$23,233,776
Deferred Outflows - OPEB		8,066,214	11,783,277
Deferred Outflows - Pension		16,921,814	20,966,317
<b>Total Deferred Outflow of Resources</b>		<b>\$45,163,132</b>	<b>\$55,983,370</b>
<b>LIABILITIES</b>			
Current Liabilities Payable from Unrestricted Assets			
Accounts Payable and Accrued Expenses		\$15,567,486	\$26,350,422
Compensated Absences - Current Portion		155,708	109,475
Retainage Payable		21,592,122	22,651,848
<b>Total Current Liabilities from Unrestricted Assets</b>		<b>37,315,316</b>	<b>49,111,745</b>
Current Liabilities Payable from Restricted Assets			
Accrued Interest Payable on Bonds		16,302,112	16,020,311
Bridge System Revenue Bonds Payable - Current Portion		16,620,000	16,305,000
<b>Total Current Liabilities Payable from Restricted Assets</b>		<b>32,922,112</b>	<b>32,325,311</b>
Non-Current Liabilities			
Compensated Absences Payable		2,958,453	2,370,440
Bridge System Revenue Bonds Payable - Non Current Portion		742,244,071	766,580,972
Net OPEB Liability		532,055	25,033,652
Net Pension Liability		66,338,660	71,686,473
<b>Total Non-Current Liabilities</b>		<b>812,073,239</b>	<b>865,671,537</b>
<b>Total Liabilities</b>		<b>\$882,310,667</b>	<b>\$947,108,593</b>
Deferred Inflows of Resources			
Deferred Inflows-OPEB		\$31,954,651	\$17,633,561
Deferred Inflows-Pension		6,309,716	1,886,817
<b>Total Deferred Inflows of Resources</b>		<b>\$38,264,367</b>	<b>\$19,520,378</b>
<b>NET POSITION</b>			
Net Invested in Capital Assets		\$322,668,949	\$323,663,661
Restricted		76,331,011	76,124,091
Unrestricted		74,064,632	51,564,820
<b>Total Net Position</b>		<b>\$473,064,592</b>	<b>\$451,352,572</b>



# TRAFFIC COUNTS

Annual Average Daily Traffic*	
Toll Bridges	2020
Trenton-Morrisville Route 1	47,400
Scudder Falls Toll I-295**	30,300
New Hope-Lambertville Route 202	8,800
I-78	53,400
Easton-Phillipsburg Route 22	30,300
Portland-Columbia	6,400
Delaware Water Gap I-80	44,100
Milford-Montague Route 206	7,000
<b>Total - Toll Bridges</b>	<b>227,700</b>

Annual Average Daily Traffic*	
Toll-Supported Bridges	2020
Lower Trenton	14,200
Calhoun Street	13,200
Scudder Falls I-295***	—
Washington Crossing	5,600
New Hope-Lambertville	10,300
Centre Bridge-Stockton	4,500
Uhlerstown-Frenchtown	3,900
Upper Black Eddy-Milford	3,200
Riegelsville	2,800
Northampton Street	15,100
Riverton-Belvidere	4,500
<b>Total - Toll Supported Bridges</b>	<b>77,300</b>

<b>Total Commission-Wide Annual Average Daily Traffic</b>	<b>305,000</b>
<b>Total Commission-Wide Yearly Traffic</b>	<b>111.6M</b>

\*Incidents where there are lower traffic counts may be a result of construction, bridge closures, or data-collection issues. Data reflects traffic in both directions.

\*\*Scudder Falls Toll Bridge opened to traffic 7/14/19 – Daily average of 44,500 vehicles over ensuing 171 days in 2019.

\*\*\*First span of replacement toll bridge opened to traffic in PA-bound direction only overnight July 9, 2019. Crossing operated without tolls 194 days in 2019 with daily of 49,900 vehicles during that period.





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