

**Delaware River Joint Toll Bridge Commission
Meeting of January 31, 2022**

CONTRACT COMPLIANCE REPORT INDEX

Month of December 2021

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Delaware River Joint Toll Bridge Commission
Month of December 2021

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IBE PROGRAM OVERVIEW

The Delaware River Joint Toll Bridge Commission (Commission) established an IBE Program (MBE/WBE/SBE/DBE/DsBE/VBE) with a target of 25% for all Professional Services and Construction Contracts awarded by the Commission effective July 1, 2014. To date, the Commission has awarded (72) contracts with the IBE Program requirements. Currently, there are (36) active projects and (36) completed projects.

IBE Program Requirements

The Commission began using Elation Systems effective January 2017, as the online system for Payment Verification and Certified Payroll Reporting (CPR). All contracts awarded by the Commission to a Prime Consultant/Prime Contractor and their Subconsultants and Subcontractors use this service free of charge. Online training is available to vendors on how to use Elation Systems. The Contract Compliance Department and Elation Support Staff are available to assist all users.

The Contract Compliance Department (CCD) monitors, posts and reports data in regards to all payments. The CCD also reviews all Certified Payrolls submitted into Elation Systems.

The following are all mandatory requirements:

Company On-Line Registration:

- i. All Primes must register their company and activate an account in Elation Systems; *and*
- ii. All Primes must also ensure that all Subconsultants and Subcontractors register their company and activate an account in Elation Systems.

Payment Verification:

- i. Prime Contractors must post all payments to their Subconsultants and/or Subcontractors in Elation Systems; *and*
- ii. Prime Contractors and their Subconsultants and/or Subcontractors must confirm all payments received in Elation Systems.

Certified Payroll Reporting:

- i. All Prime Contractors are responsible for assigning someone from their staff with the responsibility to review, approve, and upload their CPR(s) on a weekly basis into Elation Systems; *and*
- ii. All Prime Contractors must also ensure that their Subcontractors upload their CPR(s) on a weekly basis into Elation Systems.

Prime Consultants / Contractors IBE Target performance will be displayed / available on the Commission's public website.

**Delaware River Joint Toll Bridge Commission
Month of December 2021**

**Contract Compliance Department Compliance
IBE Scores Overview**

The Commission through its Contract Compliance Department has instituted a Compliance Score Ranking that will be included in the Monthly Contract Compliance Report for all Professional Services and Construction Projects.

The Compliance Score Ranking is an ongoing summary of data presented on Active and Completed contracts, which includes the tracking of payments from Prime Consultants and Contractors to IBE Subconsultants and Subcontractors, and the Prime Contractors Workforce Utilization. The Scores will illustrate the progress and participation to meet the Targets by Prime Consultants and Contractors as part of the IBE program.

The complete and timely reporting of payments and certified payrolls to the Elation Systems by the Prime Consultants and Prime Contractors, and their Subconsultants and Subcontractors, will assist the Prime Consultant and Prime Contractor in tracking the data to meet their targets.

Accordingly, each Prime will also be given a final grade at the completion of each project. Additionally, the data will be uploaded onto the Commission’s public website on a monthly basis. ***The Score(s) are factored using the following criteria:***

IBE PAYMENTS

The payments by the Prime Consultant / Contractor to each of their IBE Subconsultants / Subcontractors will be calculated based on the criteria set by the Commission’s 25% IBE Target.

WORKFORCE UTILIZATION

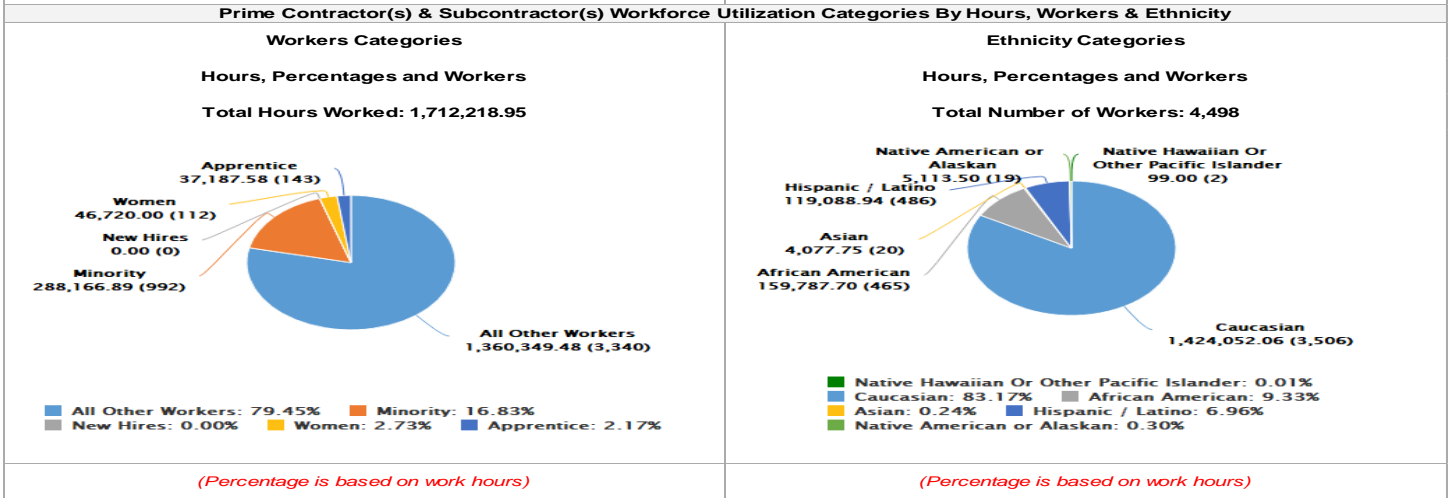
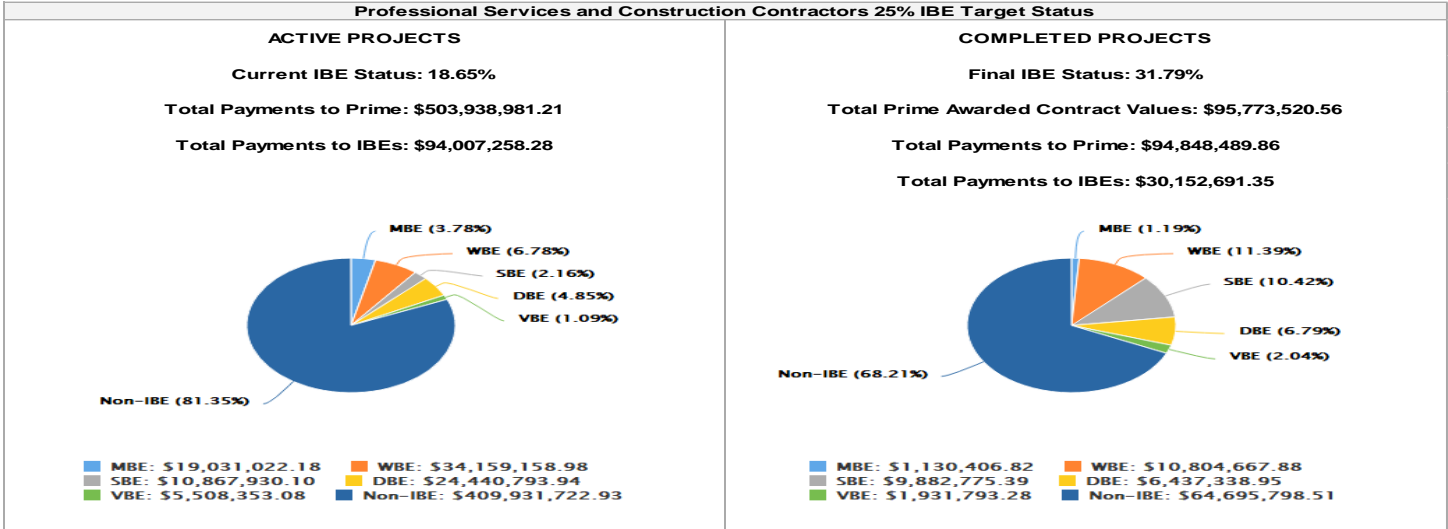
Workforce utilization contains 2 levels of scoring and documents the hourly employee utilization by workforce type, ethnicity and gender.

IBE Payments Legend	
Score Rankings	IBE Commitment Participation
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

Workforce Utilization Legend		
Score Rankings	Workforce Commitment Participation	Ethnicity & Gender Participation
A+	30% & above	25% & a above
A	25% to 29.9%	15% to 24.9%
B+	20% to 24.9%	over 15%
B	15% to 19.9%	10% to 14.9%
C+	10% to 14.9%	over 10%
C	10% to 14.9%	7.5% to 9.9%
D+	5% to 9.9%	over 7.5%
D	5% to 9.9%	5% to 7.4%
F	4.9% & below	4.9% & below

Delaware River Joint Toll Bridge Commission Month of December 2021

DECEMBER 2021 IBE SUMMARY REPORT



	Contract Value	Prime P / T / D	IBE P / T / D	IBE Actual	Score
Active Professional and Construction Projects Totals	\$ 640,011,003.74	\$ 503,871,536.97	\$ 94,000,464.85	18.66%	C
Active Professional Services Projects Totals	\$ 102,451,608.94	\$ 80,785,320.53	\$ 18,925,160.86	23.43%	C+
	Contract Value	Prime P / T / D	IBE P / T / D	IBE Actual	Score
Completed Professional and Construction Projects Totals	\$ 95,773,520.56	\$ 94,848,489.86	\$ 30,152,691.35	31.79%	B+
Completed Professional Services Projects Totals	\$ 10,142,487.20	\$ 9,914,226.61	\$ 2,943,632.41	29.69%	B

ACTIVE CONSTRUCTION PROJECTS														
Payments Summary				Workforce Hours Summary 19.87%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$537,559,394.80	\$404,453,213.18	\$72,616,903.45	17.95%	C	3179	1,477,130.65	1,227,274.70	249,855.95	43,639.25	B	83.09%	16.91%	2.95%	A
COMPLETED CONSTRUCTION PROJECTS														
Payments Summary				Workforce Hours Summary 16.63%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$85,631,033.36	\$84,934,263.25	\$27,209,058.94	32.04%	B+	1286	206,122.30	174,377.09	31,745.21	2,524.25	B	84.60%	15.40%	1.22%	A

Delaware River Joint Toll Bridge Commission

Month of December 2021

Active Professional Services Projects Payments Detail Report

Date: From 07/01/2014 To 12/31/2021

IBE Payments Legend	
Score Rankings	IBE Commitment
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

	Contract Value	Prime P / T / D	IBE P / T / D	IBE Actual	Score
Active Professional and Construction Projects Totals	\$ 640,011,003.74	\$ 503,871,536.97	\$ 94,000,464.85	18.66%	C
Active Professional Services Projects Totals	\$ 102,451,608.94	\$ 80,785,320.53	\$ 18,925,160.86	23.43%	C+

	Prime Consultants	IBE Firm	Project Title	Contract Value	Prime P / T / D	IBE P / T / D	IBE Actual	Score
1	Gannett Fleming Inc. - Camp Hill, PA		C-519A GANNETT - Southern Operations & Maintenance Facilities Improvements	\$ 4,848,884.54	\$ 3,805,383.92	\$ 906,658.73	23.83%	C+
2	Greenman-Pedersen, Inc.		C-590A PROFESSIONAL ENGINEERING	\$ 1,420,768.65	\$ 1,070,420.02	\$ 458,509.53	42.83%	A
3	Michael Baker International, Inc.		C-660A BAKER - SFB Replacement Project Final Design Services	\$ 33,626,658.74	\$ 33,018,562.37	\$ 6,696,905.69	20.28%	C+
4	McCormick Taylor, Inc.		C-662A McCORMICK - SFB Replacement	\$ 1,800,016.87	\$ 1,430,551.45	\$ 364,088.20	25.45%	B
5	French & Parrello Associates (IBE Prime)	VBE	C-696B FRENCH - TOA/ Engineering Services - NJ Assignment	\$ 500,000.00	\$ 139,135.60	\$ 139,135.60	100.00%	A+
6	Rummel, Klepper and Kahl, LLP		C-701A RK&K - TOA/ Engineering Services for Electronic Toll Collection	\$ 500,000.00	\$ 461,377.87	\$ 91,464.15	19.82%	C
7	IH Engineers, P.C. (IBE Prime)	MBE	C-702B IH ENGS (IBE)- STRUCTURAL / CIVIL TASK ORDER AGREEMENT - NJ	\$ 1,000,000.00	\$ 863,109.07	\$ 863,109.07	100.00%	A+
8	Urban Engineers, Inc.		C-703A URBAN - TOA/ Construction	\$ 500,000.00	\$ 445,990.62	\$ 89,676.75	20.11%	C+
9	Pennoni Associates Inc		C-715A PENNONI ASSOCIATES INC -	\$ 1,000,000.00	\$ 826,516.45	\$ 198,308.65	23.99%	C+
10	Johnson, Mirmiran and Thompson, Inc.		C-716A JMT (JOHNSON, MIRMIRAN & THOMPSON) - Facilities Task Order	\$ 500,000.00	\$ 229,207.43	\$ -	0.00%	F
11	The Gordian Group, Inc.		C-727A THE GORDIAN GROUP, INC.- JOB	\$ 650,000.00	\$ 267,243.19	\$ -	0.00%	F
12	Rummel, Klepper and Kahl, LLP		C-728A RUMMEL, KLEPPER & KAHL - ELECTRONIC TOLL COLLECTION /	\$ 500,000.00	\$ 196,114.43	\$ 8,510.46	4.34%	F
13	French & Parrello Associates (IBE Prime)	VBE	C-729A FRENCH & PARRELLO ASSOCIATES - FACILITIES TASK ORDER	\$ 500,000.00	\$ 15,677.45	\$ 15,677.45	100.00%	A+
14	Arora and Associates, P.C. (IBE Prime)	MBE	C-732A ARORA AND ASSOCIATES, PC.- (IBE) - Structural Civil TOA - NJ	\$ 1,000,000.00	\$ 611,352.27	\$ 611,352.27	100.00%	A+
15	KS Engineers, P.C. (IBE Prime)	MBE	C-733A KS ENGINEERS, P.C. - CONSTRUCTION MANAGEMENT	\$ 500,000.00	\$ 390,966.80	\$ 390,966.80	100.00%	A+
16	WSP/PARSONS BRINCKERHOFF, INC		C-750A WSP - USA - STRUCTURAL / CIVIL TASK ORDER AGREEMENT (TOA)	\$ 1,000,000.00	\$ 48,717.20	\$ -	0.00%	F
17	Traffic Planning and Design, Inc. (IBE Prime)	SBE	C-751A TRAFFIC PLANNING AND DESIGN, INC - Professional Eng. Services	\$ 500,000.00	\$ 46,900.80	\$ 46,900.80	100.00%	A+
18	Remington & Vernick		C-760A PROFESSIONAL ENGINEERING	\$ 500,000.00	\$ -	\$ -	0.00%	N/A
19	TRC Engineers		CI-671A TRC - SFB Replacement Project	\$ 6,515,220.03	\$ 3,982,547.46	\$ 1,401,498.23	35.19%	A
20	WSP/PARSONS BRINCKERHOFF, INC		CI-672A PARSONS (WSP) - SFB Replacement Project Engineering	\$ 7,776,718.32	\$ 4,924,957.80	\$ 1,398,298.09	28.39%	B
21	Gannett Fleming Inc. - Camp Hill, PA		CI-673A GANNETT - SFB Replacement Project Engineering Services for NJ	\$ 6,568,103.32	\$ 5,496,885.66	\$ 1,837,102.25	33.42%	B+
22	Joseph Jingoli & Son, Inc.		CM-519A SOUTHERN OPERATION &	\$ 3,611,070.08	\$ 163,788.88	\$ -	0.00%	F
23	Johnson, Mirmiran and Thompson, Inc.		CM-590A JMT -NORTHAMPTON ST. TSB REHABILITATION, CM/CI SERVICES	\$ 1,554,968.16	\$ -	\$ -	0.00%	N/A
24	Hill International, Inc. - Philadelphia, PA		CM-669A HILL - SFB Replacement Project Construction Management Services	\$ 25,015,066.98	\$ 21,819,033.50	\$ 3,371,248.18	15.45%	C
25	Joseph Jingoli & Son, Inc.		CM-707A JINGOLI - Commission	\$ 564,133.25	\$ 530,880.29	\$ 35,749.96	6.73%	D
26	Transcore LP - Harrisburg, PA		DB-540A TRANSCORE - Electronic Toll Collection System Replacement - Design,	\$ 12,462,964.26	\$ 11,346,449.43	\$ 2,316,211.51	20.41%	C+
27	Schneider Electric - HORSHAM, PA		DB-724A SCHNEIDER ELECTRIC Electronic Surveillance/Detection System	\$ 11,294,820.75	\$ 1,182,625.66	\$ 27,708.76	2.34%	F
28	Bracy Construction Inc		T-519A BRACY Southern Operations &	\$ 56,535,181.25	\$ 1,930,738.01	\$ -	0.00%	F
29	Trumbull Corporation		T-668A TRUMBULL 2 New Jersey - SFB	\$ -	\$ -	\$ -	0.00%	N/A
30	Trumbull Corporation		T-668A TRUMBULL 1 Pennsylvania SFB	\$ 424,129,137.19	\$ 401,933,510.77	\$ 69,366,746.00	17.26%	C
31	Road-Con, Inc.		T-719A ROAD-CON Delaware Water Gap	\$ 3,773,197.85	\$ 3,346,750.90	\$ 481,282.82	14.38%	D+
32	J.D. Eckman, Inc.		TS-590A J.D. ECKMAN NORTHAMPTON	\$ 15,487,427.50	\$ -	\$ -	0.00%	N/A
33	J. Fletcher Creamer & Son, Inc.		TTS-723A J FLETCHER CREAMER On Call Beam Guide Rail & Attenuator	\$ 1,376,666.00	\$ 540,901.80	\$ 78,115.03	14.44%	D+
34	Mount Construction, Co. Inc. (IBE Prime)	SBE	TTS-734A MOUNT CONSTRUCTION (SBE) - JOC North Bridge Construction	\$ 3,500,000.00	\$ 1,104,257.96	\$ 1,104,257.96	100.00%	A+
35	Mount Construction, Co. Inc. (IBE Prime)	SBE	TTS-735A MOUNT CONSTRUCTION (SBE) - JOC Services for Bridge, Highway	\$ 2,500,000.00	\$ 566,743.72	\$ 566,743.72	100.00%	A+
36	RCC BUILDERS & DEVELOPERS, INC. (IBE Prime)	SBE	TTS-736A RCC BUILDERS & DEVELOPERS - JOC for Building and Facility Work North Region	\$ 3,000,000.00	\$ 65,231.99	\$ 65,231.99	100.00%	A+
37	RCC BUILDERS & DEVELOPERS, INC. (IBE Prime)	SBE	TTS-737A RCC BUILDERS & DEVELOPERS - Job Order Contracting for Building & Facility Work SOUTH REGION	\$ 3,500,000.00	\$ 1,069,006.20	\$ 1,069,006.20	100.00%	A+

*Met or Exceeded the Target

*Did Not Meet the Target

*P/T/D = Paid To Date

Delaware River Joint Toll Bridge Commission Month of December 2021

Completed Professional Services Projects Payments Detail Report

Date: From 07/01/2014 To 12/31/2021

IBE Payments Legend	
Score Rankings	IBE Commitment
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

	Contract Value	Prime P / T / D	IBE P / T / D	IBE Actual	Score
Completed Professional and Construction Projects Totals	\$ 95,773,520.56	\$ 94,848,489.86	\$ 30,152,691.35	31.79%	B+
Completed Professional Services Projects Totals	\$ 10,142,487.20	\$ 9,914,226.61	\$ 2,943,632.41	29.69%	B

	Prime Consultants	IBE Firm	Project Title	Contract Value	Prime P / T / D	IBE P / T / D	IBE Actual	Score
1	Burns Engineering, Inc.		C-508A BURNS - I-78 Maintenance	\$ 717,042.74	\$ 717,042.74	\$ 305,795.94	42.65%	A
2	Gannett Fleming Inc. - Camp Hill, PA		C-644A GANNETT - I-78 Bridges & Approach Slab Rehabilitation	\$ 651,157.49	\$ 600,565.63	\$ 42,925.47	7.15%	D
3	Ammann & Whitney		C-650A AMMANN - Riverton / Belvidere	\$ 517,538.84	\$ 451,072.33	\$ 36,347.80	8.06%	D
4	Joseph Jingoli & Son, Inc.		C-657A JINGOLI - TOA/ Building	\$ 297,447.93	\$ 297,447.96	\$ 13,380.00	4.50%	F
5	Pennoni Associates Inc		C-663A PENNONI - SFB Replacement	\$ 237,424.67	\$ 237,424.67	\$ 118,547.24	49.93%	A+
6	Cherry, Weber & Associates, P.C.		C-684A-2 Van Cleef Engineering Associates, LLC - formally - CHERRY	\$ 1,260,000.00	\$ 1,222,340.65	\$ 292,358.15	23.92%	C+
7	Johnson, Mirmiran and Thompson, Inc.		C-696A JMT - TOA/ Engineering Services - PA Assignment	\$ 500,000.00	\$ 436,347.22	\$ 92,842.42	21.28%	C+
8	Greenman-Pedersen, Inc.		C-704A GPI / New Hope-Lambertville Toll	\$ 500,000.00	\$ 610,145.27	\$ 26,570.72	4.35%	F
9	USA Architects (IBE Prime)	SBE	C-707A USA - Commission Administration Building at Scudder Falls	\$ 1,376,451.71	\$ 1,376,354.11	\$ 1,376,354.11	100.00%	A+
10	Jacobs Engineering Group Inc.		CI-566A JACOBS - Portland / Columbia Toll Bridge Approach Roadways	\$ 476,991.53	\$ 476,991.53	\$ 144,473.11	30.29%	B+
11	Jacobs Engineering Group Inc.		CI-665A JACOBS - SFB Replacement Project Engineering Services for PA	\$ 626,965.40	\$ 626,933.76	\$ 44,766.05	7.14%	D
12	STV Inc. - Trenton, NJ		CM-508A STV - I-78 Maintenance Garage	\$ 586,402.81	\$ 582,335.21	\$ 44,851.79	7.70%	D
13	Greenman-Pedersen, Inc.		CM-644A GPI - I-78 Bridges and Approach	\$ 1,545,442.08	\$ 1,429,603.53	\$ 266,934.72	18.67%	C
14	Greenman-Pedersen, Inc.		CM-664A GPI - SFB Replacement Project	\$ 849,622.00	\$ 849,622.00	\$ 137,484.89	16.18%	C

*Met or Exceeded the Target

*Did Not Meet the Target

*P/T/D = Paid To Date

Delaware River Joint Toll Bridge Commission

Month of December 2021

Construction Projects - Summary's & Scores (IBE Payments, Workforce Hours & Ethnicity Participation)

Date: From 07/01/2014 To 12/31/2021

IBE Payments Legend	
Score Rankings	IBE Commitment Participation
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

Total of all Primes Contract Values \$537,559,394.80

Total Payments to all Primes \$423,086,216.44

Total Payments to all IBEs \$75,075,303.99

IBE Target 25.00%

IBE Actual 17.74%

Workforce Utilization Legend		
Score Rankings	Workforce Commitment Participation	Ethnicity & Gender Participation
A+	30% & above	25% & above
A	25% to 29.9%	15% to 24.9%
B+	20% to 24.9%	over 15%
B	15% to 19.9%	10% to 14.9%
C+	10% to 14.9%	over 10%
C	10% to 14.9%	7.5% to 9.9%
D+	5% to 9.9%	over 7.5%
D	5% to 9.9%	5% to 7.4%
F	4.9% & below	4.9% & below

ACTIVE CONSTRUCTION PROJECTS														
Payments Summary					Workforce Hours Summary 19.97%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$537,559,394.80	\$423,086,216.44	\$75,075,303.99	17.74%	C	3260	1,506,794.65	1,250,014.97	256,779.68	44,195.75	B	82.96%	17.04%	2.93%	A

DB-540A TRANS CORE - Electronic Toll Collection System Replacement - Design, Build & Maintain														
Payments Summary					Workforce Hours Summary 53.31%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$12,462,964.26	\$11,346,449.43	\$2,316,211.51	20.41%	C+	15	2,040.00	952.50	1,087.50	0.00	A+	46.69%	53.31%	0.00%	A+

DB-724A SCHNEIDER ELECTRIC Electronic Surveillance/Detection System Maintenance Contract														
Payments Summary					Workforce Hours Summary 45.89%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$11,294,820.75	\$1,182,625.66	\$27,708.76	2.34%	F	57	717.00	479.00	238.00	91.00	A+	66.81%	33.19%	12.69%	A+

T-519A BRACY Southern Operations & Maintenance Facilities Improvements - Trenton, Morrisville, Langhorne & New Hope														
Payments Summary					Workforce Hours Summary 10.57%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$56,535,181.25	\$1,930,738.01	\$-	0.00%	F	75	6,951.25	6,234.75	716.50	18.50	C	89.69%	10.31%	0.27%	B

T-668A TRUMBULL 2 New Jersey - SFB Replacement Project														
Payments Summary					Workforce Hours Summary 21.46%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$-	\$-	\$-	0.00%	N/A	1689	654,625.24	530,980.44	123,644.80	16,863.00	B+	81.11%	18.89%	2.58%	A

T-668A TRUMBULL 1 Pennsylvania SFB Bridge Replacement Project														
Payments Summary					Workforce Hours Summary 18.64%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$424,129,137.19	\$401,933,510.77	\$69,366,746.00	17.26%	C	1885	815,580.33	689,552.01	126,028.32	25,999.75	B	84.55%	15.45%	3.19%	A

T-719A ROAD-CON Delaware Water Gap Toll Bridge Facility Westbound Toll Plaza Roadway and NJ Approach Repairs.														
Payments Summary					Workforce Hours Summary 23.68%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$3,773,197.85	\$3,346,750.90	\$481,282.82	14.38%	D+	123	9,822.57	7,915.77	1,906.80	419.50	B+	80.59%	19.41%	4.27%	A

TS-590A J.D. ECKMAN NORTHAMPTON STREET TOLL SUPPORTED BRIDGE REHABILITATION														
Payments Summary					Workforce Hours Summary 0.00%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$15,487,427.50	\$-	\$-	0.00%	N/A	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

TTS-723A J FLETCHER CREAMER On Call Beam Guide Rail & Attenuator Replacement														
Payments Summary					Workforce Hours Summary 37.47%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,376,666.00	\$540,901.80	\$78,115.03	14.44%	D+	50	1,764.00	1,103.00	661.00	0.00	A+	62.53%	37.47%	0.00%	A+

Delaware River Joint Toll Bridge Commission

Month of December 2021

Construction Projects - Summary's & Scores (IBE Payments, Workforce Hours & Ethnicity Participation)

Date: From 07/01/2014 To 12/31/2021

IBE Payments Legend	
Score Rankings	IBE Commitment Participation
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

Total of all Primes Contract Values \$537,559,394.80

Total Payments to all Primes \$423,086,216.44

Total Payments to all IBEs \$75,075,303.99

IBE Target 25.00%

IBE Actual 17.74%

Workforce Utilization Legend		
Score Rankings	Workforce Commitment Participation	Ethnicity & Gender Participation
A+	30% & above	25% & above
A	25% to 29.9%	15% to 24.9%
B+	20% to 24.9%	over 15%
B	15% to 19.9%	10% to 14.9%
C+	10% to 14.9%	over 10%
C	10% to 14.9%	7.5% to 9.9%
D+	5% to 9.9%	over 7.5%
D	5% to 9.9%	5% to 7.4%
F	4.9% & below	4.9% & below

ACTIVE CONSTRUCTION PROJECTS														
Payments Summary					Workforce Hours Summary 19.97%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$537,559,394.80	\$423,086,216.44	\$75,075,303.99	17.74%	C	3260	1,506,794.65	1,250,014.97	256,779.68	44,195.75	B	82.96%	17.04%	2.93%	A

TTS-734A MOUNT CONSTRUCTION (SBE) - JOC North Bridge Construction														
Payments Summary					Workforce Hours Summary 21.38%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$3,500,000.00	\$1,104,257.96	\$1,104,257.96	100.00%	A+	75	10,822.50	9,308.50	1,514.00	799.50	B+	86.01%	13.99%	7.39%	B

TTS-735A MOUNT CONSTRUCTION (SBE) - JOC Services for Bridge, Highway & Civil Work SOUTH REGION														
Payments Summary					Workforce Hours Summary 19.96%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$2,500,000.00	\$566,743.72	\$566,743.72	100.00%	A+	36	3,135.50	2,509.50	626.00	0.00	B	80.04%	19.96%	0.00%	A

TTS-736A RCC BUILDERS & DEVELOPERS - JOC for Building and Facility Work North Region														
Payments Summary					Workforce Hours Summary 48.50%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$3,000,000.00	\$65,231.99	\$65,231.99	100.00%	A+	2	334.00	172.00	162.00	0.00	A+	51.50%	48.50%	0.00%	A+

TTS-737A RCC BUILDERS & DEVELOPERS - Job Order Contracting for Building & Facility Work SOUTH REGION														
Payments Summary					Workforce Hours Summary 19.88%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$3,500,000.00	\$1,069,006.20	\$1,069,006.20	100.00%	A+	35	1,002.26	807.50	194.76	4.50	B	80.57%	19.43%	0.45%	A

Delaware River Joint Toll Bridge Commission

Month of December 2021

Completed Construction Projects - Summary's & Scores (IBE Payments, Workforce Hours & Ethnicity Participation)

Date: From 07/01/2014 To 12/31/2021

IBE Payments Legend	
Score Rankings	IBE Commitment Participation
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

Total of all Primes Contract Values \$85,631,033.36

Total Payments to all Primes \$84,934,263.25

Total Payments to all IBEs \$27,209,058.94

IBE Target 25.00%

IBE Actual 32.04%

Workforce Utilization Legend		
Score Rankings	Workforce Commitment Participation	Ethnicity & Gender Participation
A+	30% & above	25% & above
A	25% to 29.9%	15% to 24.9%
B+	20% to 24.9%	over 15%
B	15% to 19.9%	10% to 14.9%
C+	10% to 14.9%	over 10%
C	10% to 14.9%	7.5% to 9.9%
D+	5% to 9.9%	over 7.5%
D	5% to 9.9%	5% to 7.4%
F	4.9% & below	4.9% & below

COMPLETED CONSTRUCTION PROJECTS														
Payments Summary					Workforce Hours Summary 16.63%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$85,631,033.36	\$84,934,263.25	\$27,209,058.94	32.04%	B+	1286	206,122.30	174,377.09	31,745.21	2,524.25	B	84.60%	15.40%	1.22%	A

T-508A BRACY - I-78 Maintenance Garage Expansion at I-78 PA Welcome Center / Maintenance Facility														
Payments Summary					Workforce Hours Summary 7.39%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$9,845,177.03	\$9,845,176.91	\$1,589,381.54	16.14%	C	244	31,516.58	30,048.08	1,468.50	861.25	D	95.34%	4.66%	2.73%	F

T-514A WEST SIDE - DIII Toll Bridges Facilities Emergency Standby Generators Improvements														
Payments Summary					Workforce Hours Summary 0.00%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$644,686.07	\$644,686.00	\$197,339.99	30.61%	B+	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

T-566A INTERCOUNTY PAVING - PORTLAND COLUMBIA TOLL BRIDGE APPROACH ROADWAY IMPROVEMENTS														
Payments Summary					Workforce Hours Summary 0.00%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$6,317,000.00	\$6,193,334.28	\$1,877,906.86	30.32%	B+	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

T-611A MAGNUM (IBE) NH-L Toll Bridge Salt Storage Facility														
Payments Summary					Workforce Hours Summary 2.16%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,439,584.00	\$1,348,934.71	\$1,348,934.71	100.00%	A+	65	5,925.50	5,805.50	120.00	8.00	F	97.97%	2.03%	0.14%	F

T-641A MERC0 - Easton / Phillipsburg Ramp C Stabilization														
Payments Summary					Workforce Hours Summary 0.00%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$998,300.00	\$998,300.00	\$998,300.00	100.00%	A+	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

T-644A J.D. ECKMAN - Easton Phillipsburg TB Facility Administration Bldg.														
Payments Summary					Workforce Hours Summary 28.50%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$11,117,003.61	\$11,038,703.72	\$3,066,725.97	27.78%	B	320	47,800.75	35,278.00	12,522.75	1,098.75	A	73.80%	26.20%	2.30%	A+

T-645A MJF Building & Facilities Energy Conservation														
Payments Summary					Workforce Hours Summary 23.54%					Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$5,376,806.87	\$5,376,806.87	\$5,376,806.87	100.00%	A+	46	9,735.28	7,509.23	2,226.05	65.75	B+	77.13%	22.87%	0.68%	A

Delaware River Joint Toll Bridge Commission

Month of December 2021

Completed Construction Projects - Summary's & Scores (IBE Payments, Workforce Hours & Ethnicity Participation)

Date: From 07/01/2014 To 12/31/2021

IBE Payments Legend	
Score Rankings	IBE Commitment Participation
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

Total of all Primes Contract Values	\$85,631,033.36
Total Payments to all Primes	\$84,934,263.25
Total Payments to all IBEs	\$27,209,058.94
IBE Target	25.00%
IBE Actual	32.04%

Workforce Utilization Legend		
Score Rankings	Workforce Commitment Participation	Ethnicity & Gender Participation
A+	30% & above	25% & above
A	25% to 29.9%	15% to 24.9%
B+	20% to 24.9%	over 15%
B	15% to 19.9%	10% to 14.9%
C+	10% to 14.9%	over 10%
C	10% to 14.9%	7.5% to 9.9%
D+	5% to 9.9%	over 7.5%
D	5% to 9.9%	5% to 7.4%
F	4.9% & below	4.9% & below

COMPLETED CONSTRUCTION PROJECTS														
Payments Summary				Workforce Hours Summary 16.63%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$85,631,033.36	\$84,934,263.25	\$27,209,058.94	32.04%	B+	1286	206,122.30	174,377.09	31,745.21	2,524.25	B	84.60%	15.40%	1.22%	A

T-645B SCHNEIDER ELECTRIC Building & Facilities Energy Conservation Measures - Mechanical/Controls														
Payments Summary				Workforce Hours Summary 0.00%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,247,159.50	\$1,247,159.50	\$129,525.50	10.39%	D+	7	1,625.50	1,625.50	0.00	0.00	F	100.00%	0.00%	0.00%	F

T-661A TRC - SFB Replacement Project Subsurface Boring & Sampling														
Payments Summary				Workforce Hours Summary 0.00%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,438,942.00	\$1,438,941.98	\$234,466.30	16.29%	C	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

T-666A PKF - SFB Replacement Project Construction for PA Noise Walls														
Payments Summary				Workforce Hours Summary 14.94%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$11,394,750.00	\$11,219,737.01	\$3,338,786.23	29.76%	B	42	5,738.00	5,122.00	616.00	241.50	C	89.26%	10.74%	4.21%	B

T-667A AP CONSTRUCTION - SFB Replacement Project Tree Clearing														
Payments Summary				Workforce Hours Summary 0.00%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,814,999.39	\$1,721,688.26	\$454,825.01	26.42%	B	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

T-705A SPARWICK - I-78 Toll Plaza Bumper Block Replacement														
Payments Summary				Workforce Hours Summary 0.00%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$160,006.00	\$160,006.00	\$160,006.00	100.00%	A+	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

T-707A Bracy Commission Administration Building at SFB & Adaptive Reuse of the 1799 Building														
Payments Summary				Workforce Hours Summary 12.32%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$21,357,000.00	\$21,468,985.71	\$4,382,167.83	20.41%	C+	435	80,061.86	70,408.20	9,653.66	209.00	C	87.94%	12.06%	0.26%	B

T-708A Allied Painting New Hope-Lambertville Toll Bridge Floor System Rehabilitation -Facility Administration Building														
Payments Summary				Workforce Hours Summary 64.86%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,694,000.00	\$1,546,100.00	\$170,944.28	11.06%	D+	26	5,244.00	1,842.50	3,401.50	0.00	A+	35.14%	64.86%	0.00%	A+

Delaware River Joint Toll Bridge Commission

Month of December 2021

Completed Construction Projects - Summary's & Scores (IBE Payments, Workforce Hours & Ethnicity Participation)

Date: From 07/01/2014 To 12/31/2021

IBE Payments Legend	
Score Rankings	IBE Commitment Participation
A+	45% & above
A	35% to 44.9%
B+	30% to 34.9%
B	25% to 29.9%
C+	20% to 24.9%
C	15% to 19.9%
D+	10% to 14.9%
D	5% to 9.9%
F	4.9% & below

Total of all Primes Contract Values	\$85,631,033.36
Total Payments to all Primes	\$84,934,263.25
Total Payments to all IBEs	\$27,209,058.94
IBE Target	25.00%
IBE Actual	32.04%

Workforce Utilization Legend		
Score Rankings	Workforce Commitment Participation	Ethnicity & Gender Participation
A+	30% & above	25% & above
A	25% to 29.9%	15% to 24.9%
B+	20% to 24.9%	over 15%
B	15% to 19.9%	10% to 14.9%
C+	10% to 14.9%	over 10%
C	10% to 14.9%	7.5% to 9.9%
D+	5% to 9.9%	over 7.5%
D	5% to 9.9%	5% to 7.4%
F	4.9% & below	4.9% & below

COMPLETED CONSTRUCTION PROJECTS														
Payments Summary				Workforce Hours Summary 16.63%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$85,631,033.36	\$84,934,263.25	\$27,209,058.94	32.04%	B+	1286	206,122.30	174,377.09	31,745.21	2,524.25	B	84.60%	15.40%	1.22%	A

T-711AR BRACY - Easton Phillipsburg Toll Bridge Salt Storage Building														
Payments Summary				Workforce Hours Summary 15.61%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,711,600.00	\$1,666,931.06	\$18,727.94	1.12%	F	77	5,669.75	4,784.50	885.25	0.00	B	84.39%	15.61%	0.00%	A

T-717A BRACY Milford-Montague Toll Bridge Salt Storage Building														
Payments Summary				Workforce Hours Summary 7.70%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,244,000.00	\$1,232,810.45	\$70,588.96	5.73%	D	43	3,227.00	2,978.50	248.50	0.00	D	92.30%	7.70%	0.00%	C

T-730A BRACY Southern Operations & Maintenance Facilities Improvements Trenton Morrisville Salt Operations														
Payments Summary				Workforce Hours Summary 6.85%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$3,275,000.00	\$3,234,621.97	\$450,025.89	13.91%	D+	57	5,831.08	5,471.58	359.50	40.00	D	93.83%	6.17%	0.69%	D

TS-639B MOUNT CONSTRUCTION - Lower Trenton TSB Approach Roadways Improvements														
Payments Summary				Workforce Hours Summary 0.00%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$2,090,794.02	\$2,090,794.00	\$2,090,794.00	100.00%	A+	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

TS-650A ROAD-CON - RIVERTON BELVIDERE TSB														
Payments Summary				Workforce Hours Summary 0.00%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$652,738.50	\$652,738.50	\$28,347.48	4.34%	F	0	0.00	0.00	0.00	0.00	N/A	0.00%	0.00%	0.00%	N/A

TS-677A SPARWICK - SF TSB Interim Deck Repairs on I-95														
Payments Summary				Workforce Hours Summary 13.62%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$1,003,336.00	\$999,656.00	\$999,656.00	100.00%	A+	8	580.00	501.00	79.00	0.00	C	86.38%	13.62%	0.00%	B

TS-687A CARR & DUFF - Lower Trenton Toll Supported Bridge Replacement of Sign Lighting Elements														
Payments Summary				Workforce Hours Summary 1.50%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$647,000.00	\$647,000.00	\$163,632.58	25.29%	B	14	2,734.00	2,693.00	41.00	0.00	F	98.50%	1.50%	0.00%	F

TS-699A CARR & DUFF LOWER TRENTON TSB APPROACH TRAFFIC SIGNAL EQUIPMENT UPGRADES														
Payments Summary				Workforce Hours Summary 28.52%						Ethnicity Participation Summary				
Total Contracts Value	Total Prime P / T / D	Total IBE P / T / D	Total IBE %	Payments Score (Total IBE Payments)	Total Number of Workers	Total Hours Worked	Caucasian Hours	Total Minority Hours	Total Women Hours	Workforce Score (Total Hours Worked)	Caucasian %	Minority %	Women %	Ethnicity Score (Total Participation)
\$161,150.37	\$161,150.32	\$61,169.00	37.96%	A	11	433.00	309.50	123.50	0.00	A	71.48%	28.52%	0.00%	A+

**Delaware River Joint Toll Bridge Commission
Month of December 2021**

MINORITY, WOMEN AND SMALL BUSINESS ENTERPRISE PROGRAM

The Delaware River Joint Toll Bridge Commission implemented a one-year Minority Business Enterprise (MBE) pilot program, with a 7% participation goal, and the Women Business Enterprise (WBE) pilot program with a 3% goal. These goals applied to consultants and contractors' participating in the Commission's Capital Program and were effective on September 1, 2008.

At its December 2008 Commission Meeting, the Commission revised the pilot program to specify a 25% Small Business Enterprise (SBE) goal to New Jersey assigned consultant contracts in lieu of the previously specified 7% MBE and 3% WBE goals.

At its December 2010 Commission Meeting, due to the success of the Commission's MWSBE Pilot Program, the Delaware River Joint Toll Bridge Commission adopted a resolution for permanent status of the Minority Business Enterprise (MBE) program, with a 7% participation goal, and the Women Business Enterprise (WBE) program with a 3% goal, and the Small Business Enterprise (SBE) program with a 25% goal. These goals apply to consultants and contractors' participating in the Commission's Capital Program.

The Contract Compliance Department continues to monitor, update and analyze the payments for the MWSBE diversity program.

<i>a)</i> PA Assigned Professional Services Contracts:	7% MBE and 3% WBE
<i>b)</i> No State Assigned Professional Services Contracts:	7% MBE and 3% WBE
<i>c)</i> Capital Plan Construction Contracts:	7% MBE and 3% WBE
<i>d)</i> NJ Assigned Professional Services Contracts:	25% SBE

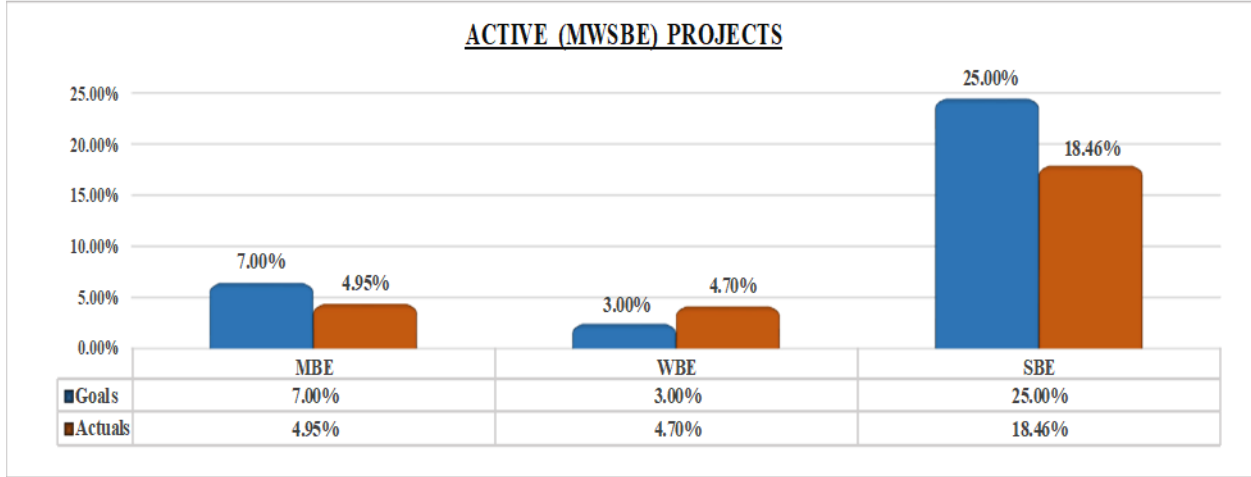
Numerous diversified businesses have benefited and continue to benefit from the Commission's previous M/W/SBE Program. The number of Contracts awarded during the MWSBE Program are as follows:

➤ Active Projects:	5
➤ Completed Projects:	72
➤ Total Capital Program Projects:	77
➤ Total Number of Contractors:	180

As of July 1, 2014 projects fall into the status now commonly referred to as IBE (Identified Business Enterprise) with a projected target to be or to exceed 25% of the total project award amount.

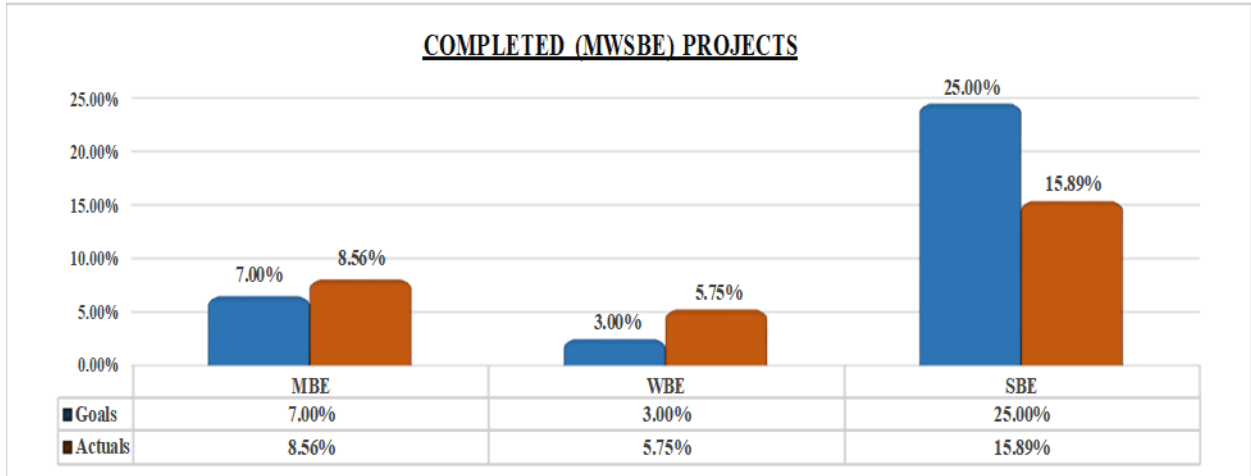
**Delaware River Joint Toll Bridge Commission
Month of December 2021**

ACTIVE and COMPLETED (MWSBE) PROJECTS PAYMENTS



M/WBE Actual Summary Totals \$26,678,603.35	MBE		WBE		SBE Actual Summary Totals \$1,253,074.27	SBE	
	ACTUAL	PAYMENTS	ACTUAL	PAYMENTS		ACTUAL	PAYMENTS
	4.95%	\$1,319,428.97	4.70%	\$1,253,433.16		18.46%	\$231,333.17

PROJECT NO.	CONTRACTOR / CONSULTANT	PROJECT VALUE	TOTAL PAYMENTS TO DATE	MBE GOAL 7%	MBE PAYMENTS	WBE GOAL 3%	WBE PAYMENTS	SBE GOAL 25%	SBE PAYMENTS
C-502A	AECOM Transp.	\$ 30,397,000.00	\$ 26,395,486.30	4.34%	\$ 1,319,428.97	4.11%	\$ 1,248,433.16		\$ -
C-629A	Hill International	\$ 300,000.00	\$ 147,560.34		\$ -		\$ -	13.66%	\$ 40,993.70
C-556A	Pennoni Associates	\$ 389,614.63	\$ 323,615.98		\$ -		\$ -	25.21%	\$ 98,228.18
C-628B	Louis Berger Group	\$ 1,000,000.00	\$ 781,897.95		\$ -		\$ -	9.21%	\$ 92,111.29
C-599A	McCormick & Taylor	\$ 1,000,000.00	\$ 283,117.05		\$ -	0.50%	\$ 5,000.00		\$ -



M/WBE Actual Summary Totals \$139,098,476.93	MBE		WBE		SBE Actual Summary Totals \$20,593,480.45	SBE	
	ACTUAL	PAYMENTS	ACTUAL	PAYMENTS		ACTUAL	PAYMENTS
	8.56%	\$11,903,166.05	5.75%	\$8,003,051.95		15.89%	\$3,271,639.83

**Delaware River Joint Toll Bridge Commission
Month of December 2021**

**Minority, Women and Small Business Enterprise Payment Reporting
Completed Contracts**

*Categories highlighted below indicates the Prime has either met or exceeded the target.

PROJECT NO.	CONTRACTOR / CONSULTANT	CONTRACT VALUE	MBE GOAL 7.0 %	MBE PAYMENTS	WBE GOAL 3.0 %	WBE PAYMENTS	SBE GOAL 25.0 %	SBE PAYMENTS
DB-427B	A.P. Construction	\$ 4,356,866.00	10.00%	\$ 435,686.60	7.30%	\$ 318,051.22		
T/TS-573A	A.P. Construction	\$ 7,823,588.00	7.69%	\$ 601,633.92	4.92%	\$ 384,920.53		
T-440BR	A.P. Construction	\$ 4,608,295.33	11.70%	\$ 539,170.55	7.33%	\$ 337,788.05		
TTS-476A-2	A.P. Construction	\$ 3,511,153.06	7.20%	\$ 252,803.02	5.50%	\$ 193,113.42		
T-472A	Allied Painting	\$ 15,595,983.76	9.70%	\$ 1,512,810.42	15.00%	\$ 2,339,397.56		
C-443A	Ammann & Whitney	\$ 770,909.81	10.00%	\$ 77,090.98	14.00%	\$ 107,927.37		
C-445A	Ammann & Whitney	\$ 920,304.08	7.20%	\$ 66,261.89	3.20%	\$ 29,449.73		
C-629B	Michael Baker	\$ 500,000.00					2.79%	\$ 13,937.96
T-474A	Bracy Contracting	\$ 2,660,000.00	6.05%	\$ 160,930.00	2.87%	\$ 76,342.00		
C-474A	Brinjac	\$ 287,603.87	8.00%	\$ 23,008.31	9.00%	\$ 25,884.35		
C-627A	Buchart Horn	\$ 132,374.35						
C-598A	Burns Group	\$ 408,272.00					8.00%	\$ 32,661.76
C-454A	Carroll Engineers	\$ 500,000.00	18.10%	\$ 90,500.00	5.90%	\$ 29,500.00		
C-543A	Cherry Weber	\$ 612,233.00					28.30%	\$ 173,261.94
C-639A	Cherry Weber	\$ 401,455.40	18.10%	\$ 72,663.43	5.90%	\$ 23,685.87		
T-498A	Cornell & Co.	\$ 1,999,015.22	9.30%	\$ 185,908.42	6.30%	\$ 125,937.96		
T-554A	Dayspring Electric	\$ 232,117.66						
C-628A	Dewberry	\$ 474,625.86	9.69%	\$ 46,014.78	13.27%	\$ 62,999.77	9.12%	\$ 43,294.17
C-454B	French & Parello	\$ 500,000.00					17.00%	\$ 85,000.00
C-627B	French & Parello	\$ 276,851.59					5.70%	\$ 28,487.21
C-453A	Gannett Fleming	\$ 1,000,000.00	5.33%	\$ 53,300.00	0.87%	\$ 8,700.00		\$ -
C-598B	Gannett Fleming	\$ 367,353.90					8.95%	\$ 32,878.17
C-566A	Greenman Pedersen	\$ 350,675.02	9.54%	\$ 33,464.64	0.83%	\$ 2,924.37		\$ -
C-599B	Greenman Pedersen	\$ 1,000,000.00					4.00%	\$ 40,000.00
CM-437A	Greenman Pedersen	\$ 2,559,020.59					19.50%	\$ 499,009.02
CM-440B	Greenman Pedersen	\$ 753,336.71					17.64%	\$ 132,888.60
T-441A	H & G Contractors	\$ 1,586,698.00	6.60%	\$ 104,722.07	1.57%	\$ 24,911.16		
C-530A	Hill International	\$ 400,000.00	2.50%	\$ 10,000.00				
CM-427B	Hill International	\$ 629,749.00					13.60%	\$ 85,645.86
CM-447B	Hill International	\$ 973,401.52	4.10%	\$ 39,909.46	2.10%	\$ 20,441.43		
CM-442A	Hill International	\$ 319,826.73					25.14%	\$ 80,404.44
CM-573A	Hill International	\$ 1,038,384.48	6.20%	\$ 64,379.84	5.80%	\$ 60,226.30		
T-506A	HRI	\$ 13,727,411.69	7.17%	\$ 984,255.42	2.91%	\$ 399,467.68		
TS-505A	IEW	\$ 661,352.00	55.00%	\$ 363,743.60	8.93%	\$ 59,058.73		
DB-563A	J. Fletcher Creamer	\$ 1,283,717.00	15.00%	\$ 192,557.55	4.00%	\$ 51,348.68		
TTS-634AR	J. Fletcher Creamer	\$ 896,808.00	8.35%	\$ 74,885.53	0.42%	\$ 3,755.75		
T-437A	J.D. Eckman	\$ 24,412,321.90	7.48%	\$ 1,826,041.68	3.04%	\$ 742,134.59		
C-549AR	Jacobs Engineering	\$ 445,549.98	8.02%	\$ 35,745.16	3.11%	\$ 13,866.11		
TS-442A	James A. Anderson	\$ 2,149,268.62	6.30%	\$ 135,403.92	1.30%	\$ 27,940.49		
TS-443A	James A. Anderson	\$ 2,461,975.00			6.10%	\$ 150,180.48		
T-543A	James D. Morrissey	\$ 6,683,640.40	4.80%	\$ 320,814.74	8.64%	\$ 577,466.53		
CM-444A	JMT	\$ 905,196.00	9.50%	\$ 85,993.62	2.80%	\$ 25,345.49		
CM-506A	JMT	\$ 1,459,000.00	7.65%	\$ 111,613.50	2.40%	\$ 35,016.00		
CM-543A	JMT	\$ 752,729.58					30.60%	\$ 230,335.25
C-506A	K.S. Engineers	\$ 1,156,622.33	63.38%	\$ 733,067.23	13.44%	\$ 155,450.04		
TTS-476A-1	Kyle Conti	\$ 4,128,641.00	0.09%	\$ 3,715.78	9.00%	\$ 371,577.69		
DB-562A	M.L. Ruberton	\$ 344,492.68	8.30%	\$ 28,592.89	3.80%	\$ 13,090.72		
T-475A	Miniscalco	\$ 68,229.51	2.25%	\$ 1,535.16	1.20%	\$ 818.75		
TS-445A	Neshaminy Contractors	\$ 6,285,926.10	16.90%	\$ 1,062,321.51	2.70%	\$ 169,720.00		
TS-447B	Neshaminy Contractors	\$ 8,955,586.24	8.60%	\$ 770,180.42	2.58%	\$ 231,054.12		
C-437B	Parsons Brinkerhoff	\$ 2,254,674.00					22.54%	\$ 508,203.52
C-437A	Pennoni Associates	\$ 764,181.39					24.00%	\$ 183,403.53
C-455B	Remington & Vernick	\$ 400,000.00					2.49%	\$ 9,960.00
TS-444A	Road-Con	\$ 7,814,850.68	4.87%	\$ 380,583.23	0.31%	\$ 24,226.04		
T-639A	Road-Con	\$ 3,324,313.00			13.90%	\$ 462,079.51		
C-621A	Rummel, Klepper & Kahl	\$ 487,881.64	9.01%	\$ 43,941.24	3.16%	\$ 15,427.54		
T-624A	Sparwick	\$ 874,601.00	7.60%	\$ 66,469.68	0.75%	\$ 6,559.51		
C-440B	Stantec	\$ 728,011.79	4.75%	\$ 34,580.56	2.80%	\$ 20,384.33		
C-440A	Stantec	\$ 405,011.03	4.80%	\$ 19,440.53	6.60%	\$ 26,730.73		
C-600A	STV	\$ 800,000.00					12.60%	\$ 100,800.00
CM-472A	STV	\$ 1,728,385.40					23.80%	\$ 411,355.73
CM-474A	STV	\$ 291,172.17						
C-538A	STV	\$ 500,000.00	1.25%	\$ 6,250.00	31.20%	\$ 156,000.00		
CM-443A	STV	\$ 204,152.63	16.75%	\$ 34,195.57	11.00%	\$ 22,456.79		
CM-445A	STV	\$ 682,064.44					26.00%	\$ 177,336.75
CM-498A	STV	\$ 571,665.66	12.00%	\$ 68,599.88	2.40%	\$ 13,719.98		
C-453B	T & M Associates	\$ 1,000,000.00					18.90%	\$ 189,000.00
C-07-11	Transystems	\$ 747,493.55					21.05%	\$ 157,347.39
C-447B	Transystems	\$ 666,016.64	8.00%	\$ 53,281.33	2.00%	\$ 13,320.33		
CM-476A	Trumbull	\$ 699,250.00	13.60%	\$ 95,098.00	6.10%	\$ 42,654.25		
C-505A	Urban Engineers	\$ 154,598.70					36.50%	\$ 56,428.53
C-539A	URS Corporation	\$ 265,070.69						