



Partnering with Communities



Delaware River
Joint Toll Bridge
Commission

Preserving Our Past, Enhancing Our Future

**ANNUAL
REPORT
2008**



Calhoun Street Toll-Supported Bridge

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Joint Governors' Letter



Quality infrastructure—and transportation infrastructure in particular—is key to the continued economic viability of the Delaware River region and the states of Pennsylvania and New Jersey.

In these tough times, the Delaware River Joint Toll Bridge Commission is doing its part to promote a sustained economic recovery by investing in sound transportation-improvement projects and providing safe, secure and efficient vehicular crossings for our citizens.

The agency's network of 20 river bridges and numerous approach structures and roadways are critical links for the transport of goods and services throughout the Northeast region. They help facilitate the travel of thousands of job commuters between the two states on a daily basis. And they serve an important gateway function for millions of visitors who flock to the Delaware River region each year for sight-seeing, shopping or recreational activities like skiing, canoeing or fishing.

The Commission has long recognized the important role it has in the region's economy. In 2001, it had the foresight to adopt a long-term capital improvement plan to rebuild and expand its transportation facilities. Likewise, the Commission has provided numerous grants to dozens of river communities so they could undertake transportation-related infrastructure projects of their own.

With each passing year, the Commission has demonstrated that it is more than a government agency—it is a partner in progress.

We applaud the Commission for achieving new milestones of success during a period of enormous economic challenges and for continuing to fulfill its core service mission on behalf of the residents of New Jersey and Pennsylvania.

Sincerely,

A handwritten signature in blue ink that reads "Edward G. Rendell".

Edward G. Rendell

A handwritten signature in blue ink that reads "Jon S. Corzine".

Jon S. Corzine



A Letter from the Executive Director

All across America, toll agencies were forced to confront enormous challenges in 2008: the worldwide recession, a severe spike in gasoline prices, and rampant disruptions in the credit markets.

The Delaware River Joint Toll Bridge Commission was no exception in this “perfect storm” of unsettling economic trends.

As the year-end traffic statistics show, the agency saw 1.2 million fewer vehicles use its bridges in 2008—a decline of unparalleled proportions within the past 25 years. Most acutely, the Commission saw an average 3,000 fewer vehicle crossings a day at its seven toll bridges. This translated into fewer toll transactions—the sole revenue source for the Commission’s operations, capital projects, and service functions. (Fortunately, there was one positive outcome. Because of proactive steps with its toll-rate schedule in previous years, the Commission realized a slight increase—0.7 percent—in its 2007/2008 toll revenue comparison.)

There were other challenges during the year. The Commission was confronted by unanticipated interest-rate hikes when the subprime mortgage market meltdown undermined the auction-rate debt market for government agencies. And the agency experienced steep price increases for necessary commodities like motor fuels and road salt.

But as imposing as these unprecedented conditions were, the Commission and its staff weathered the storm—adapting to a new financial order wrought by declining traffic numbers and diminishing economic expectations.

Most of all, we succeeded in advancing our capital program to new heights of accomplishment while maintaining quality service for our motorists, investors, and Delaware River region communities. We shifted gears, made the tough strategic decisions, and moved forward over every bumpy road that came upon us in 2008.

This annual report is a digest of the Commission’s noteworthy achievements during the year. The theme is “Partnering with Communities,” and the Compact Authorized Investment (CAI) grant program is a prominently featured example of how the Commission is striving to work arm-in-arm with its host municipalities to improve local transportation infrastructure in the region.

In addition, there are summaries for some of the construction projects that took place during the year under the Commission’s \$950-million-plus Capital Improvement Program.

These include

- A new toll plaza, a widened roadway deck and other improvements at the Trenton-Morrisville (Route 1) Toll Bridge.

- The installation of video surveillance cameras to provide added security and improve the Commission’s ability to address emergencies caused by accidents, nature or acts of terrorism.
- An expanded headquarters/administration facility at the New Hope-Lambertville Toll Bridge.

Because of the prudent steps and tough decision we made in 2008, we also set the stage for more progress in 2009—when we anticipate conducting the largest amount of capital program activity of any year in our history. This will include the next steps for implementing open road tolling for E-ZPass customers at the I-78 and Delaware Water Gap (I-80) Toll Bridges, the removal of traffic-control arms (gates) at our toll plazas, and final design planning for a new round of bridge rehabilitation projects.

It’s a privilege to be part of an organization of men and women who are committed to the mission of providing safe, convenient and reliable vehicular and pedestrian river crossings, as well as forging a spirit of cooperation and achievement in the dozens of river communities we serve.



Staff

FRANK G. McCARTNEY

Executive Director

FRANK J. TOLOTTA

Deputy Executive Director of Operations

GEORGE G. ALEXANDRIDIS, P.E.

Chief Engineer

SEAN P. McNEELEY

Chief Financial Officer

ARNOLD J. CONOLINE, JR.

Chief Administrative Officer

JOSEPH F. DONNELLY, JR.

Deputy Executive Director of Communications

STEPHEN CATHCART

Comptroller

RICHARD McCLELLAN

Director of Community Affairs (Acting)

JULIO A. GURIDY

Director of Compact Authorized Investments

MATTHEW M. HARTIGAN

Director of Electronic Security and Surveillance

YVONNE KUSHNER

Director of E-ZPass

PATRICK R. HERON

Director of Human Resources

MARY JANE HANSEN

Director of Information Technology

FRANK L. BERUTA

Director of Plants and Facilities

GLENN REIBMAN

Director of Policy and Planning

FREDERICK J. FIELDS

Director of Purchasing (Acting)

JAMES P. STETTNER

Director of Security, Safety and Training

JOHN B. PRIOR

District I Superintendent (Acting)

LENDELL JONES

District II Superintendent

BRYAN L. HILL

District III Superintendent

Commissioners

The Delaware River Joint Toll Bridge Commission is governed by a board of 10 commissioners—five from each state. The New Jersey members are nominated by the Governor and confirmed by the state Senate for three-year terms; the Pennsylvania members are appointed by the Governor and serve at his pleasure. In 2008, 11 different individuals served as Commissioners at some point during the year—including J. Alan Fowler of Pennsylvania and Thomas Sumners, Esq., of New Jersey. The board had one vacancy at the end of the 2008. The Commissioners are not compensated for their service.

New Jersey

David R. DeGerolamo, *Chairman*
Donald Hart
William J. Hodas
Harry Zikas, Jr.

Pennsylvania

Gaetan J. Alfano, Esq., *Vice Chairman*
John Prevoznik, Esq., *Secretary-Treasurer*
James L. Broughal, Esq.
Bernard A. Griggs, Jr.
Melissa Heller



Pictured from left to right:
Top row: James L. Broughal, Donald Hart, David R. DeGerolamo, Bernard A. Griggs, Jr.
Bottom row: Harry Zikas, Jr., John Prevoznik, William J. Hodas, Gaetan J. Alfano, Melissa Heller



Compact Authorized Investment Program

The Commission's Compact Authorized Investment program is rooted in the principles of cooperation and partnership.

It was conceived in recognition of the fact that the Commission's transportation facilities present significant traffic challenges in the dozens of river communities directly and indirectly served by the agency's bridges and related facilities. By providing grants to these "host" communities for local transportation projects, the Commission helps to alleviate some of the transportation burdens shouldered by its community partners.

The program saw significant construction activity in 2008, with a total of 14 projects completed during the year and an additional 12 launched throughout the river region. By year's end, the number of completed CAI projects had risen to 31, a total of \$15.6 million worth of investments in local transportation infrastructure spread over three years.

The Commission also awarded \$3,470,888 in new grant funding to 10 communities in 2008. Additionally, the Commission approved a one-year extension of the popular CAI program—effectively giving communities another year to complete any outstanding projects.

This was good news for a number of communities that secured CAI grants in recent years, but were unable to complete construction activities before the program's original expiration date. While the extension did not provide any additional funding, it enabled 20 previously authorized projects in 14 municipalities on both sides of the river to continue moving forward. Among the affected communities were Phillipsburg and Lambertville in New Jersey and Easton, Delaware Water Gap and Portland in Pennsylvania.

Since 2005, the Commission has awarded \$39.2 million in CAI grants for 63 separate projects in 31 different communities in New Jersey and Pennsylvania. The funds have financed a wide range of projects aimed at reducing congestion, improving traffic flow and promoting vehicular and pedestrian safety. These important projects will improve conditions for local residents as well as the thousands of customers who use the Commission's 20 bridges daily.

When it awarded the grants, the Commission set a deadline of Dec. 31, 2008 for communities to complete their projects—a provision conforming with the

Commission's bond financing covenants that funded the program. After consulting with its bond counsel and reviewing the status of the various communities' projects, the Commission determined that it was able to extend the program deadline to December 31, 2009.

The CAI program funds local transportation projects for communities within the Delaware River Joint Toll Bridge Commission's 140-mile jurisdiction. The preponderance of grants awarded under this unique partnering initiative has gone to communities that are directly impacted by traffic from the Commission's bridges and approach roadways. Projects eligible to receive CAI funding include initiatives aimed at improving a respective community's safety and traffic flow.

Once the Commission awards a CAI grant to an eligible community, the resulting project is managed by the local community. The Commission, however, continues an important accountability function with each project, ensuring that the public funding is properly used and spent.

CAI-funded enhancements help to make for a better travel experience between Pennsylvania and New Jersey as well as strengthening the relationship between the Commission and its host communities. Besides providing important quality-of-life dividends for residents, motorists and area businesses, the program facilitates easier access to commercial centers, recreation areas and tourist sites along the river.

Examples of projects that are considered eligible for funding under the CAI program are:

- Installation or upgrades to traffic signalization in the vicinity of Commission facilities;
- Road widening in areas affected by or affecting Commission crossings;
- Bicycle or pedestrian paths leading up to Commission facilities;
- Park-and-ride facilities; and
- Safety lighting.

The CAI program is just one aspect of the Commission's overall commitment to its customers and host communities.

Noteworthy CAI Projects Completed/Initiated in 2008

Pennsylvania

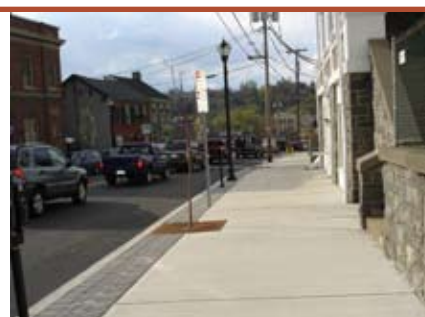
Lower Mount Bethel	Pedestrian Trail	\$336,778
Williams Township	Traffic Signal Installation	\$430,590
Delaware Water Gap	Waring Drive Reconstruction and Repair	\$220,000
Yardley	Yardley Borough Road Improvement Project	\$234,217
Morrisville	South Pennsylvania Avenue Curbs and Sidewalks	\$237,000
Smithfield Township	Broad Street to Minisink Park Pedestrian Improvements	\$779,000
Portland Borough	Park & Walk Visitors' Parking Lot	\$312,420
Upper Makefield	Washington Crossing Gateway Project	\$1,447,000

New Jersey

Pohatcong	Riegelsville Transportation Project	\$798,000
Stockton	Bridge Street Reconstruction Project	\$2,257,000
Milford	Bridge Street Reconstruction	\$1,552,000
Knowlton	Reconstruction of Intersection at Routes 94 and 605	\$157,560
Lambertville	George Street Improvements	\$70,000
Phillipsburg	Union Square Enhancement	\$3,311,000
Ewing	Roadway Resurfacing	\$1,840,000
West Amwell	Rockville-Lambertville Road Resurfacing	\$360,000



Before



After

UNION SQUARE, PHILLIPSBURG



Phillipsburg's Union Square Improvements Completed

Getting around Phillipsburg's bustling Union Square got a bit easier this year, as the municipality completed a \$3.3 million roadway improvement project supported by the CAI program.

The project included the design and reconstruction of Broad Street and North/South Main Street from the intersection of Third and Broad streets to the Norfolk Southern Railroad Bridge. It was one of the first projects ever to receive funding from the Commission's CAI program.

In addition to the roadway reconstruction, improvements included:

- Installation of traffic signals and traffic signage;
- Construction of crosswalks and sidewalks; and
- Installation of period lighting, landscaping and signage.

The project is helping to reduce traffic congestion, improve traffic circulation, enhance pedestrian safety and support the revitalization of the town's Union Square District.

In an effort to economize resources, the Commission provided Phillipsburg with an additional \$63,000 so the CAI project contractor could pave the Commission's section of Union Square on the approach to the Northampton Street Toll-Supported Bridge.

The improvements complement other revitalization and economic-development efforts in Phillipsburg, including a railroad museum and new green space linking the city's business district with the waterfront.

The project, which was completed in December, is a model for what can be accomplished when regional agencies and local municipalities work together to achieve common goals.

The Commission also awarded Phillipsburg an additional grant of \$429,422 to expand the Union Square Enhancement project to include an area stretching from the Norfolk Southern Railroad Bridge to Shapell Park. Improvements will include replacing the existing walkways with concrete sidewalks accented with brick pavers, installing period lighting, planting trees and replacing curbing.

“The Delaware River Joint Toll Bridge Commission is a great neighbor and we are immensely appreciative of its efforts aimed at improving traffic circulation in the downtown area.”

— Harry Wyant, Jr., Phillipsburg Mayor



Sidewalks and Curbs Are the Focus in Morrisville

When Morrisville Borough received a \$237,000 CAI grant to finance its South Pennsylvania Curb and Sidewalk Replacement Project, little did they know that it would become a project that would keep on giving.

Originally conceived as a project that would improve a stretch of South Pennsylvania Avenue from the Route 1 interchange to Philadelphia Avenue, the project's scope was extended when the construction bids came in at 40 percent of engineering estimates.

“Without the CAI grants from the Delaware River Joint Toll Bridge Commission, Morrisville would not have been able to move forward in undertaking this kind of face lift. These funds are really allowing us to rejuvenate our community.”

— Kathryn Panzitta, Morrisville Council Vice President

As a result, the balance of the CAI grant was used to finance additional sidewalk replacement work farther along South Pennsylvania Avenue and on nearby Washington Street.

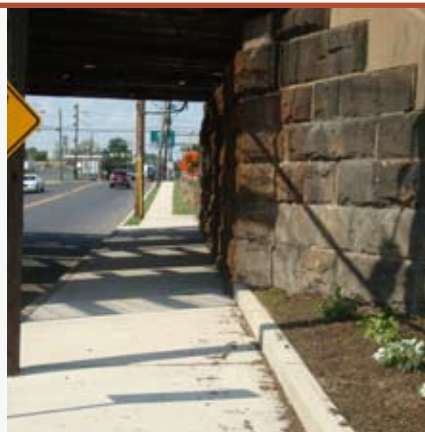
A series of other CAI-funded projects in the borough were kicked off in 2008, as state and local officials along with Commission representatives held a July 30 groundbreaking ceremony for an additional \$1.25 million worth of transportation improvement projects in Morrisville.

SOUTH PENNSYLVANIA AVENUE, MORRISVILLE

Before



After





Lower Mount Bethel Completes Pedestrian Trail

A 2.8-mile pedestrian trail in Lower Mount Bethel Township, Pa. is enabling families to enjoy the rich environment and farmland-dominated landscape in Pennsylvania's Lehigh Valley region.

Completed in November, the design and construction of the trail was supported by a \$336,778 CAI grant to the township.

The project included the design and construction of a pedestrian trail from Del Haven Road to Depues Ferry Road.

The project complements a larger, more-far-reaching CAI project in the township that includes the construction of a 300-vehicle park-and-ride lot, a Welcome Center outfitted with an environmentally advanced "green roof," and wall-length maps depicting 7.5 miles of trails linking the township's Riverton and Del Haven sections.

The project also was aided by a unique private-public partnership with the power-supply company PPL Corporation, which donated nine acres for the multi-faceted facility.

The 1,600-foot Welcome Center will serve more than travelers. It also will be a "classroom" where families can learn about conservation and the unique environment of their rural riverside community.



Milford Merchants Applaud Bridge Street Reconstruction

It's not every day that merchants treat road crews to lunch.

But in Milford, N.J., contractors working on the Bridge Street Reconstruction Project built such a good relationship with local business owners that the merchants invited the workers to lunch to show their appreciation.

Funded by a \$1.5 million CAI grant, the reconstruction project included repaving and widening of Bridge Street; installing new sidewalks, curbs and crosswalks; and upgrading traffic signals.

Business owners initially feared the three-month project and the disruption it would cause. The project team, however, recognized those fears and went the extra mile to minimize the impact and keep traffic flowing.

Workers helped elderly customers cross the street.

They carried packages for shoppers.

And they assisted in unloading delivery trucks for local shops and businesses.

The project was completed in time for the winter holiday shopping season, enabling merchants and shoppers to enjoy new sidewalks, new crosswalks and a new road.

“The biggest thanks goes to the Delaware River Joint Toll Bridge Commission for the grant money to do the project. It is highly unlikely Milford would have had any type of revenue to fund a project of this scale without the Commission's help.”

— Melissa Harrison, President of the Milford Merchants Association

December 4, 2008
The Express-Times



December 6, 2008
The Express-Times



Stockton Road Project Enhances Riverfront Community

Residents and visitors to Stockton, N.J. are enjoying new sidewalks, streetlights and curbing along with other improvements thanks to a \$2.26 million CAI grant.

State, local and Commission officials kicked off the Bridge Street Area Improvement project with a groundbreaking ceremony in July. Less than six months later, it was completed.

The project included the installation of new sidewalks, streetlights and historically appropriate blue-stone curbing, as well as landscaping and drainage improvements, traffic-calming measures and water-line upgrades.

Additionally, North Railroad Avenue and Mill Street were reconstructed. A park-and-walk at North Railroad Avenue also was constructed.

The project—the most expansive capital undertaking by Stockton in decades—improved pedestrian and vehicular safety while retaining the character and charm of the riverfront community.

Bridge Street connects the Centre Bridge-Stockton Toll-Supported Bridge with Route 29. Featuring a variety of restaurants and retail shops, the busy thoroughfare is frequented by borough residents and tourists alike.

“We are deeply appreciative of the Commission’s generosity and investment in Stockton Borough.”

— Steve Giocondo, Stockton Mayor



Before

BRIDGE STREET



During



After





Trenton-Morrisville (Route 1) Toll Bridge

Capital Improvement Program

Bridges constantly need maintenance and structural improvements to help enhance their integrity and safety. That is why a comprehensive capital program is so important.

The Commission in 2008 made significant progress on its Capital Improvement Program, which focuses on preserving, enhancing, protecting and managing the agency's bridges.

A new toll plaza was commemorated at the Trenton-Morrisville (Route 1) Toll Bridge, where work on a three-year rehabilitation and widening project moved ahead of its original schedule. A ceremonial ribbon was cut for the Commission's newly renovated administrative headquarters adjacent to the New Hope-Lambertville (Route 202) Toll Bridge. An extensive rehabilitation of the Milford-Montague Toll Bridge—one of the gateway facilities in the sprawling Delaware Water Gap National Recreation Area—began in February. Meanwhile, a roadway rehabilitation project that began in 2007 on the Commission's New Jersey portion of I-78 continued throughout the year.

The Commission also fast-tracked plans for open road tolling at the Delaware Water Gap (I-80) Toll Bridge, the first step in an effort to relieve traffic congestion at the heavily used crossing.

Finally, the Commission forged ahead with its Electronic Surveillance/Detection System initiative aimed at enhancing the safety and security of the agency's bridges and facilities.

The Commission launched its capital program in 2001 and it now plans to invest more than \$950 million in infrastructure, safety and security improvements by 2016.

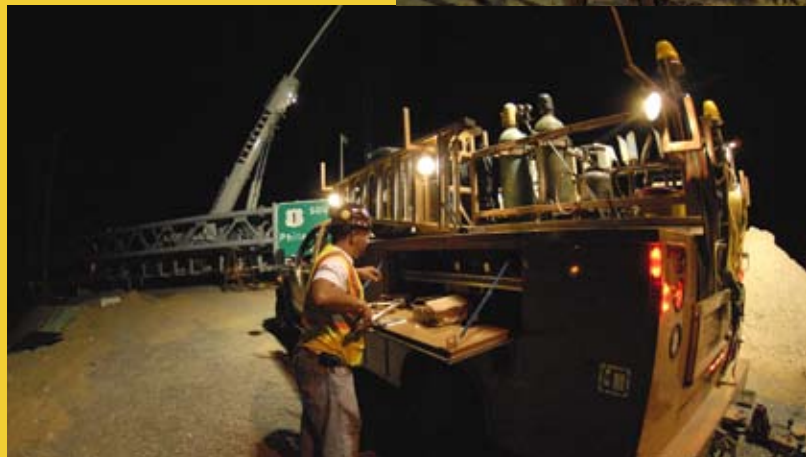
While the Commission spent about \$3 million per year in the 1990s under its previous "fix what is broken" approach, it will spend as much as \$40 million to \$65 million per average year under its current "fix it right" approach. This represents a 15- to 20-fold increase in spending on capital projects, a change that is necessary to enable the Commission to meet 21st century transportation and security needs.

Other issues also necessitated the development of a comprehensive approach to infrastructure improvement. This includes an aging bridge system in which the average age of the Commission's bridges exceeds 70 years. Similarly, five out of the Commission's seven toll bridges are more than 50 years old and six of its 11 vehicular toll-supported bridges are over 100 years old.

The Commission also faces new traffic-demand challenges. Traffic volumes on Commission bridges are projected to increase in coming decades due to anticipated population and employment growth trends throughout the Commission's jurisdiction.

The Commission's Capital Improvement Program consists of four components:

- System Preservation—bridge rehabilitation and modernization.
- System Protection—safeguard bridges, facilities, and our customers.
- System Management—operational and service enhancement to optimize capacity and improve traffic flow.
- System Enhancement—expansion and construction of transportation facilities.





Trenton-Morrisville Toll Bridge Project Moves into Final Stage

The Trenton-Morrisville (Route 1) Toll Bridge Rehabilitation/Widening Project is the most challenging project the Commission has undertaken since it was established in 1934.

With a total program cost of \$102.4 million, it easily ranks as the most expensive project attempted to date by the Commission. Adding to the project's complexity is the fact that its various construction elements are being executed while keeping the bridge open to everyday traffic.

In 2008, the project made great strides, progressing from Stage 1 to Stage 3 in just a year.

The Commission celebrated the completion of Stage 1 work with a May 19 ribbon-cutting ceremony for a new \$6 million toll plaza that was constructed near the bridge's Pennsylvania landing. It was the first major milestone in the multi-faceted project that began in late 2006.

The newly updated toll plaza boasts slightly wider lanes, better lighting and a variety of other features that will make travel safer and easier.

The new plaza increases safety for Commission employees by allowing toll collectors to access work stations without having to cross live traffic lanes. The plaza's collection booths offer enhanced visibility for toll collectors. The collection islands have covered rear stairwells protecting employees from the elements and providing safe access to the new service tunnel below.

For motorists, the new facility is a significant improvement over the facility that was constructed along with the original bridge in 1952. The one-way toll plaza has five lanes, collecting tolls in the southbound direction only. The rebuilt approach and exit pavements are providing smoother rides for motorists and the modernized facility offers two "E-ZPass Only" lanes and three mixed-mode lanes that can handle E-ZPass or cash fares.

Other improvements that were completed in 2008 include:

- Construction of a new auxiliary northbound lane from the Pennsylvania Avenue on-ramp in Morrisville, Pa. to the Route 29 off-ramp in Trenton, N.J., providing motorists a dedicated lane for entering and exiting Route 1 northbound in the vicinity of the bridge;
- Demolition and reconstruction of the bridge's former southbound pavement;
- Modification and widening of the support piers on the bridge's upstream side;

- Installation of additional steel superstructure members on the widened piers to support the new northbound road deck;

- Concrete repairs and steel superstructure painting at Center Street, South Broad Street, and on the Route 29 ramp overpasses in Trenton; and

“Overall, this project remains on time and on budget. When all the work is done in 2009, the result will be a bridge ready to take on the transportation challenges for the next 50 years.”

— David R. DeGerolamo, DRJTBC Chairman

- Installation of noise-abatement walls at the northbound bridge approach along Moreau Street in Morrisville.

The focus of Stage 3 construction is to rebuild the center third of the bridge, an element that will result in the complete reconstruction of the entire bridge structure.

The multi-year rehabilitation initiative will improve safety, reduce congestion, enhance toll plaza operations, mitigate noise impacts and improve interchange access on the bridge and its approaches.

The Trenton-Morrisville Toll Bridge carries U.S. Route 1 over the Delaware River between Trenton, N.J. and Morrisville, Pa. The bridge is a 12-span, simply supported composite steel girder and concrete deck structure with an overall length of 1,324 feet. The granite-faced piers and abutments are reinforced concrete. Originally constructed by the Commission in 1952 as a four-lane facility, the structure was widened to six lanes in 1965 for a total curb-to-curb width of 62 feet. In 1983, an aluminum median barrier was erected across the bridge, creating three southbound and two northbound lanes.

Want to Know More?

More information about the Trenton-Morrisville (Route 1) Toll Bridge rehabilitation is available at www.tmtollbridgerehab.com. Find answers to frequently asked questions, view progress photos and sign up to receive project news. To access information by phone, the Commission offers a toll-free hotline at 1-866-433-7762.

Summer Shuttle Service Helps Cyclists and Pedestrians Cross Milford-Montague Toll Bridge

The rehabilitation of the Milford-Montague Toll Bridge—one of the gateways to Pennsylvania's Pocono Mountains region—kicked off early in 2008 and progressed steadily throughout the year. Except for a relatively few instances, the work on the bridge took place while it remained open—often with alternating lanes of traffic—to regular commuter and commercial customers.

The bridge is within the Delaware Water Gap National Recreation Area and is close to the Pocono Mountain resorts. Consequently, traffic increases nearly 50 percent during the summer vacation months.

To accommodate vacation travelers and local businesses, the Commission suspended alternating lane closures during the summer. In an effort to be a good neighbor, the Commission took one additional step to prevent economic and recreational inconvenience during the warm-weather vacation travel season: it offered a free shuttle service for bicyclists and pedestrians who wanted to cross the bridge.

The shuttle was needed because a walkway attached to the bridge's truss system had to be closed for safety reasons for the project's duration. (Bicyclists and pedestrians always have been prohibited from using the bridge's road deck.)

The shuttle service operated seven days a week from 8 a.m. to 6 p.m. It consisted of a 12-seat Commission passenger van equipped with a rack designed to transport up to five bicycles at a time. Cyclists and pedestrians simply needed to call for the service as they were approaching the bridge and wait at designated stations at either end of the bridge, where the shuttle picked them up for transport to the other side.

The rehabilitation work was the most extensive overhaul to take place at the bridge since 1982. The \$19.1 million project includes the replacement of the bridge deck, various improvements to the approach roadways on both sides of the river, cleaning and repainting of the bridge's truss system, and construction of a new toll plaza. The project is slated for substantial completion by the summer of 2009.

The Milford-Montague Toll Bridge is the northernmost bridge in the Commission's inventory. Located seven miles south of the New Jersey/New York state line, the bridge connects U.S. Route 206 at Montague, N.J. to U.S. Routes 6 and 209 at Milford, Pa.

Opened to traffic on December 30, 1953, the bridge is a 1,150-foot, four-span continuous steel deck truss structure. The two-lane bridge has a roadway width of 27 feet 6 inches, with a 4-foot pedestrian sidewalk fastened to the upriver truss. A one-way toll plaza, located on the Pennsylvania side, has three lanes. Tolls are collected in the westbound direction.



I-78 NJ Roadway Rehabilitation Fills the Voids

In addition to its 20 Delaware River bridges, the Commission owns and operates various lengths of feeder roadways, ramps, and approach structures. The longest stretch of this non-bridge infrastructure is the Commission's 4.2-mile portion of I-78 in New Jersey.

The Commission has been rehabilitating this busy six-lane Interstate segment since October 2007. The project is addressing premature cracking of the highway's concrete slabs and settlement of the roadway due to the heavy truck traffic that uses the I-78 corridor every day. The work also is taking place in an area of the state that is geologically prone to sinkholes caused by water-induced erosion of subsurface limestone.

The project area extends from the Delaware River bridge to the Still Valley Interchange (Exit 3), an area that includes four Warren County municipalities: Phillipsburg, Pohatcong, Alpha, and Greenwich Township. The work includes: rehabilitation of the concrete roadway pavement, rehabilitation of bridge decks, and various upgrades along the corridor.

To carry out the project, workers have slurry grouted the subsurface to remediate areas that technical investigations identified as being prone to sinkholes. Another aspect of the project concerns extensive concrete-slab cracking that occurred over the years. To remediate the cracking, polyurethane grout was injected into the ground to stabilize the voids under the pavement. "Crack stitching" also was utilized at roughly 2,700 locations as part of the roadway rehabilitation effort. In some worst-case areas of roadway deterioration, existing concrete pavement was removed and replaced with concrete slabs in a process known as full-depth replacement. When the concrete slab rehabilitation work is completed, the entire surface will be given a 7-inch asphalt overlay. The project also calls for ramp rehabilitation work at Exit 3—the Still Valley Interchange; the most substantial portions of this work already have been completed.

Upon completion, the rehabilitation project will provide a much smoother ride for motorists. The project remained on track through 2008 for completion in fall 2009.



First Component of Electronic Surveillance/Detection System Initiative Completed

The Commission in September 2008 substantially completed the installation of a new state-of-the-art radio system that provides a unified communications system for the agency throughout its entire 140-mile jurisdiction.

Previously, the Commission's radio communications system was hindered by fragmented broadcast capabilities and significant technological limitations. Both intra-district and inter-district radio transmissions were hampered by the winding course of the Delaware River and the topography on both sides of the waterway.

The transition to a new unified radio network enabled the possibility of seamless communications while allowing bridge officers and Commission personnel to communicate directly with State Police in New Jersey and Pennsylvania and with emergency personnel up and down the river when responding to accidents and emergencies.

The cost of installing the new radio system was partially offset by the sale of the Commission's old communications frequency to a private telecommunications company.

The radio system is one element of a three-pronged initiative aimed at enhancing security and upgrading communications at the agency's bridges and facilities. In addition to the radio system, the Commission moved ahead with a related \$22.6 million Electronic Surveillance/Detection System project that includes the installation of a video camera surveillance system and electronic access controls at all critical Commission properties.

Together, the various components will provide the public with added security while enhancing the Commission's ability to respond to accidents and other incidents at its bridges, approach roadways, buildings and support facilities.

The system will improve the Commission's ability to respond to major incidents, such as flooding. It also should prove helpful to partner communities and other river-region agencies when needed. The system will promote public safety, improve response times and ultimately help save lives.

Finally, the video equipment will advance the Commission's efforts to develop an Intelligent Transportation System that will help manage traffic and congestion on the agency's bridges and roadways.

The video cameras are similar to what already is used by the Pennsylvania and New Jersey Departments of Transportation, the New Jersey Turnpike and other toll agencies in the region. During 2008, work crews began the process of installing cameras on and around all of the Commission's 18 vehicular bridges. Wireless and fiber-optic technology was employed to link them to a central control center. At remote locations without easy access to electrical lines, solar panels were employed to power cameras and related equipment. When completed, the camera network will cover the Commission's bridges, piers, approach roadways, over- and under-passes, toll plazas, and the Commission's administration and maintenance facilities.

Plans call for the entire Electronic Surveillance/Detection System network to be substantially completed in June 2009.



Modernizing the Commission

The Commission in December 2008 rededicated its expanded and updated New Hope Headquarters and Administration Building. The facility—located in Solebury, across from the toll plaza for the New Hope-Lambertville (Route 202) Toll Bridge—became the bistate agency’s new central nervous system.

The project included renovations and an addition to the original toll-bridge administration building, the incorporation of audio-visual communications capabilities, and the installation of a new standby generator.

The expansion and modernization project was undertaken based on space and technology needs arising from the Commission’s capital improvement program. The new facility enabled the Commission to centralize its executive staff and create space for its Electronic Security/Detection System’s control center. As a result of the additional space, the agency’s engineering, human services and E-ZPass personnel were afforded some breathing room at the Morrisville Administration Building, which previously housed the Commission’s executive personnel.

A significant effort was made to incorporate environmental considerations into the project. The Commission was guided by the Leadership in Energy and Environmental Design criteria established by the United States Green Building Council.

The building incorporates the following “green” features:

- An infiltration basis to meet Pennsylvania’s Best Management Practices for Stormwater;

- A 20-percent water-use reduction through the replacement of old plumbing;
- A highly energy-efficient heating, ventilation and air-conditioning system;
- Use of low-vapor-emitting materials such as composite wood and agrifiber products in the construction process; and
- Stringent construction-waste management.

“We’re pleased to have had the opportunity to employ new-age construction techniques with this facility. It’s an important precedent, one that hopefully will be replicated when the Commission attempts further building improvement projects at its various buildings along the river in the years and decades to come.”

— Gaetan J. Alfano, DRJTBC Vice Chairman



I-95/Scudder Falls Bridge Improvement Project

Progress continued on the I-95/Scudder Falls Bridge Improvement Project in 2008, as the Commission announced its recommended preferred alternative for what is shaping up to be the single biggest capital undertaking in the Commission's history.

The project encompasses a 4.4-mile stretch along I-95, from PA Route 332 in Bucks County, Pa. to Bear Tavern Road in Mercer County, N.J. and calls for a complete replacement of the existing four-lane Scudder Falls Bridge over the Delaware River.

The recommended preferred alternative consists of the following:

- Widen I-95 in Pennsylvania from PA 332 to the inside by adding one travel lane in each direction through utilization of the current grass median along that roadway stretch.
- Reconfigure the Taylorsville Road Interchange in Lower Makefield Twp., Pa. by eliminating the existing eastern southbound off-ramp from I-95 and combining it with the existing western southbound off-ramp. All other existing ramps at the interchange—the northbound off-ramp, the two northbound on-ramps, and the southbound on-ramp—would be retained with minor alignment modifications. This segment option also includes modifications to I-95's acceleration and deceleration lanes to improve traffic safety and flow.
- Replace the existing outdated four-lane Scudder Falls Bridge. An entirely new structure would be constructed on the upstream side for southbound traffic. A second structure for northbound traffic would be built afterward, overlapping the current bridge footprint. The new structures would have six lanes of through traffic (three in each direction) with two auxiliary northbound lanes for entry/exit travel and one auxiliary southbound lane entry/exit travel. The recommended option also calls for full inside and outside roadway shoulders. The Commission worked closely with many state and federal agencies and residents throughout the project area to design a new bridge that will meet the region's future needs. As a result of conversations with New Jersey Transit, the inside shoulder of I-95 throughout the project area will be 14-feet wide to accommodate potential Route 1 Bus Rapid Transit (BRT) service that would operate during congested conditions. The addition of a bicycle and pedestrian facility on the southbound side of the bridge also is being considered.
- Reconstruct and reconfigure the Route 29 interchange through the use of roundabouts. This option would result in a folded diamond interchange with two roundabout intersections at the ramps with I-95. Bypasses for NJ Route 29 northbound and southbound traffic will be retained; improved acceleration and

deceleration lanes for I-95 will be provided. The stop-sign at the southbound I-95 on-ramp will be eliminated, as will the existing northbound I-95 on-ramp from NJ Route 175 (Upper River Road).

In addition to announcing a recommended preferred alternative, the Commission submitted a draft Environmental Assessment for review by transportation departments in New Jersey and Pennsylvania and by the Federal Highway Administration. The draft document also underwent review by federal and state environmental resource and regulatory agencies with regard to project findings and assessments and mitigation for a number of environmental considerations within the project limits. These include—but are not limited to—historical and archeological resources, threatened and endangered species, and wetlands.

The Commission's recommended plan was the featured element in a series of sweeping changes the Commission made to the special Web site it created to provide accurate public information on the project. The updates were the most extensive changes to the site in more than a year.

The Web site may be viewed at www.scudderfallsbridge.com. The Commission also continues to offer a project hotline at 1-800-879-0849.



Rehabilitation of Calhoun Street Toll-Supported Bridge Moves Forward

Preparations for a proposed rehabilitation of the Calhoun Street Toll-Supported Bridge moved forward in 2008, as the agency awarded an engineering-services contract to develop plans to overhaul the 124-year-old iron-truss crossing.

The rehabilitation project is expected to include replacement of the superstructure floor system, repairs of the iron truss, painting of the superstructure, improvements to the bridge's rail and sidewalk safety features, substructure repairs and roadway repairs.

The bridge is the oldest span in the Commission's 20-bridge inventory, and its wrought-iron construction poses unique challenges for engineers working on the planned rehabilitation.

The Commission expects to complete the project by the end of 2010.

The Calhoun Street Toll-Supported Bridge is one of three bridges connecting Trenton, N.J. with Morrisville, Pa. Built in 1884, the bridge is a Phoenix Pratt truss with a total length of 1,274 feet. A timber plank pedestrian sidewalk is supported by the upriver truss on steel cantilever brackets. It is the longest through-truss vehicular bridge in the Commission's jurisdiction and the only one constructed of iron.

The bridge is currently posted for a three-ton weight limit, an eight-foot vertical clearance and a 15-mph speed limit.

Did You Know?

The *Daily State Gazette* reported on October 20, 1884—the day the current Calhoun Street Bridge opened as a tolled crossing—the first day of operations included:

- 16 two-horse vehicles;
- 7 one-horse vehicles; and
- 175 pedestrians.



Open Road Tolling on the Fast Track

Seeking to mitigate mounting instances of traffic queuing at the Delaware Water Gap (I-80) Toll Bridge, the Commission fast tracked a project to implement open road tolling (ORT) at the busy river crossing.

Open road tolling enables E-ZPass users to pay their tolls while traveling at normal highway speeds by passing beneath an electronic array. Also known as Express E-ZPass, a single ORT lane can process five-and-a-half-times more vehicles per hour as compared to a conventional cash-collection toll booth. The expedited project will enable the Commission to mitigate some instances of traffic congestion at the bridge while it studies other long-term improvements for the bridge and adjoining toll plaza at this location.

Implementation of open road tolling at the I-80 span originally was envisioned to take place in 2015 as part of a more far-reaching bridge rehabilitation and widening project.

But with traffic tie ups occurring more frequently at the bridge, the Commission sought a quicker remedy and decided to implement ORT at the bridge sooner rather than later. The new goal is to have ORT available at the I-80 toll plaza by the summer of 2010.

The Commission in November 2008 awarded a contract for a study and concept design at the bridge, the first step in the process of implementing an ORT facility. At year's end, the Commission was preparing an additional In-Lane Toll System Design, Build and Maintain contract that would include the design, installation and maintenance of the proposed ORT system at the Delaware Water Gap Toll Bridge. The award of that contract was expected to take place in early 2009.

The other congestion-mitigation plans for the bridge—rehabilitation and widening—remain on a track as a separate project to be in place in 2015. The additional planning time is needed because of the bridge's unique configuration, the location of the toll plaza, and the environmental challenges that will need to be addressed.

The expedited time frame for ORT at the bridge puts the project virtually neck and neck with a similar—though separate—ORT project previously set in motion for the I-78 Toll Bridge. The Commission also seeks to have the I-78 system operational by summer 2010.

The Delaware Water Gap Toll Bridge carries Interstate 80 across the Delaware River near Stroudsburg, Pa., providing a gateway from eastern metropolitan areas to the Pocono Mountains' resort and recreational destinations.

Built by the Commission, the 55-year-old bridge is a dual roadway, multi-span, steel plate structure. At 2,465 feet, it is the Commission's longest span. Each of the bridge's adjacent dual-lane roadways is 28 feet wide. An aluminum median barrier separates the eastbound and westbound traffic. A five-foot-wide sidewalk is located to the south side of the eastbound roadway, separated from the vehicular-travel lanes by a concrete barrier. The walkway serves as the Delaware River crossing for the Appalachian Trail, which stretches 2,178 miles between Georgia and Maine. The bridge provides hikers and motorists with a spectacular scenic view of the world-famous Delaware Water Gap.

A one-way toll plaza, located at the bridge's Pennsylvania approach, has eight toll lanes. Tolls are collected in the westbound direction.

“Open road tolling is better and faster than our current system of mixed-mode tolling. Motorists will enjoy the convenience of non-stop toll paying as express E-ZPass transponder readers process up to 2,200 cars an hour compared to 400 cars an hour by manual toll collection.”

— Frank G. McCartney, DRJTBC Executive Director





Going Green

In an effort to promote energy conservation, protect the environment and rein in rising fuel costs, the Commission implemented an anti-idling policy that sets concrete parameters for employees to follow when using agency vehicles or equipment.

The policy requires an increased level of diligence by employees who operate motor vehicles or machines that consume fossil fuels.

The “green initiative” came at an important time for the Commission as it encountered a significant spike in fuel costs in 2008.

The policy was developed by the Commission’s Green Team, an internal committee of Commission personnel formed to provide leadership and direction in promoting

environmentally sensitive policies and operating procedures. Green Team recommendations are incorporated into the Commission’s operations, projects and ongoing practices as part of an ongoing effort to protect the environment, reduce pollution, and ensure efficient use of resources.

To craft the anti-idling policy, the Green Team examined anti-idling guidelines that were put in place in a variety of other states and governmental agencies. As in these other jurisdictions, the Commission’s policy allows for exemptions—such as when employees are responding to accidents or conducting snow and ice removal operations.

Environmental Stewards

In September 2008, the New Jersey Department of Environmental Protection recognized the Commission with a Certificate of Environmental Stewardship for its “voluntary and proactive measures taken to go beyond compliance in an effort to improve the environment and ensure a sustainable future.”

The Commission was commended for its efforts in the specific areas of Environmental Policy, Green Purchasing and Hazardous Waste Reduction.

In addition to the adoption of an anti-idling policy and the green elements in the construction of its New Hope headquarters, the Commission implemented several other Green Team recommendations in 2008.

Among them was a concerted move toward a paperless system. The Commission reduced the use of paper in the following ways:

- Replacing numerous paper administrative forms with electronic forms;

- Scanning bridge and facility capital project plans electronically to eliminate thousands of paper copies;
- Encouraging employees to use two-sided copies, and
- Increasing the use of the Commission’s intranet to disseminate information previously provided on reams of paper.

Moving forward, the Green Team plans to continue developing environmentally responsible procedures and projects in 2009, along with taking steps to measure, track and enforce compliance with the Commission’s established green policies.

Recycling by the Numbers

Here’s a quick look at the results of the Commission’s recycling efforts in 2008:

- 5,264 lbs. aluminum, plastic and glass
- 20,876 lbs. cardboard, newspaper and paper
- 3,649 lbs. miscellaneous metals
- 495 gallons of oil
- 108 tires



The Commission provided roughly \$10 million worth of discounts and account service subsidies to E-ZPass® users in 2008, a cost that necessitated changes in the agency's E-ZPass® pricing policies at the end of the year.

For the first time since offering the convenient electronic-toll-collection service in November 2002, the Commission authorized the creation of a \$1-a-month maintenance fee for its roughly 69,000 E-ZPass® account holders and trimmed its table of E-ZPass® discounts.

The changes brought the DRJTBC's E-ZPass® program in line with the pricing policies of other transportation agencies in the Northeast region, many of which imposed account fees and eliminated discounts years ago. The changes also were expected to generate more toll proceeds, partially offsetting revenue declines arising from the traffic reductions brought on by the recession and higher motor-fuel costs.

The authorized changes included:

- Establishment of a \$1 monthly administrative fee for each Commission-administered E-ZPass® account;
- Elimination of the 20-percent "casual" discount provided to all motorists whenever they use an E-ZPass® transponder to pay a toll at a Commission crossing;
- Elimination of the 5-percent peak-period discount for commercial vehicles; and
- Maintain an off-peak discount for commercial vehicles, but revised it to 10 percent—down from 15 percent.

The Commission maintained the commuter discount for its most frequent toll bridge customers. Under this discount, E-ZPass® users who make 20 charged trips across a Commission toll bridge within a 35-day period qualify for a 40-percent reduction in toll charges, trimming the base 75 cent toll to 45 cents.

The Commission has long maintained one of the most motorist-friendly E-ZPass® programs in the region. It is the last agency in the Pennsylvania and New Jersey region to charge an account fee and eliminate casual discounts.

The pricing policy changes were projected to generate roughly \$5 million in 2009.

E-ZPass® enables customers to cut down the length of their commutes and save gas as special E-ZPass®-only lanes process vehicles more rapidly, enabling commuters to proceed with their trips in a timelier manner. The Commission's E-ZPass® transponders work at toll locations from Maine to Virginia and as far west as Illinois. E-ZPass® usage also reduces the overall congestion at Commission bridges for all commuters because the electronic system processes up to 1,000 cars per hour compared to 400 cars per hour at manual cash lanes.



QuickStart Program Expands Reach

With new sign-up locations and a partnership with AAA Northampton County, the Commission's E-ZPass® QuickStart Program continued to expand its reach in 2008.

A new partnership between the Commission and AAA Northampton County enabled the Commission to issue E-ZPass® transponders to a broadened range of motorists in the Lehigh Valley.

Under the partnership announced in the fall, E-ZPass® QuickStart sign-ups were made available through the AAA Northampton County offices in Easton, Pa. six days a week beginning in December. It marked the first time the Commission offered its E-ZPass® QuickStart program to the public through another entity.

Also in 2008, the Commission expanded the number of locations where it offered QuickStart sign-up events—adding both the Quaker Bridge Mall in Lawrence Township, N.J. and the Oxford Valley Mall in Middletown, Pa.

The Commission has issued nearly 120,000 E-ZPass® transponders since it implemented its program in November 2002. The QuickStart marketing program alone generated 1,578 new accounts in 2008.

The program enables commuters to complete an on-the-spot application process and open an E-ZPass® account in just 10 minutes. The Commission holds QuickStart events throughout the year in various communities served by its bridges.



Plans to Remove Traffic Control Arms At Toll Booths Moving Forward

To many E-ZPass® customers, traffic control arms at toll booths are a nuisance. They force motorists to a virtual stop—even after an electronic toll has been paid.

The gates were installed decades ago for important reasons. First, they prevented scofflaws from driving up costs for law-abiding motorists who pay their tolls. Second, they enabled Commission personnel to safely access their assigned toll-collection booths.

But with the advent of E-ZPass® toll paying, the Commission received a steadily mounting wave of customers calling for removal of the gates, similar to that at nearby toll agencies such as the Pennsylvania and New Jersey Turnpikes. In 2008, the Commission took a significant step in response, approving a contract for the operation and maintenance of a comprehensive E-ZPass® Customer Service Center and Violation Processing Center.

Coinciding with the Customer Service Center contract, the Commission in 2008 laid the groundwork for a new In-Lane Toll System contract. This contract would replace the existing contract for the maintenance of the existing E-ZPass® system in the toll lanes and include the design and installation of a Violation Enforcement System (VES). The VES includes cameras with optical character recognition and lighting. Images of violators will be recorded and transmitted to the Violation Processing Center for billing and collection. The In-Lane contract also would include the design and implementation of Open Road Tolling (ORT) equipment at the I-78 and Delaware Water Gap (I-80) Toll Bridges.

Open-road tolling enables E-ZPass® users to pay their tolls while traveling at normal highway speeds by passing beneath an overhead electronic array. This reduces traffic and congestion at conventional toll plazas.

The implementation of the new combined Customer Service Center and Violation Processing Center and the anticipated award of the corresponding In-Lane Toll System contract in 2009 will ultimately enable the Commission to remove gates at its seven toll plazas and implement ORT tolling lanes at I-78 and Delaware Water Gap Toll Bridges. The removal of gates could begin as early as late 2009. ORT could be in place as early as summer 2010.



Traffic Counts

Annual Average Daily Traffic*					
Toll Bridges	2004	2005	2006	2007	2008
Trenton-Morrisville Route 1	51,700	50,600	51,600	49,600	49,900
New Hope-Lambertville Route 202	8,000	9,400	9,700	10,700	11,000
Interstate 78	54,200	55,500	57,900	57,600	56,100
Easton-Phillipsburg Route 22	37,500	38,300	38,300	38,400	38,700
Portland-Columbia	6,800	7,200	7,400	8,200	7,500
Delaware Water Gap Interstate 80	54,900	55,100	55,900	55,400	53,700
Milford-Montague	8,200	8,500	8,500	8,400	8,400
Total — Toll Bridges	221,300	224,600	229,300	228,300	225,300

Annual Average Daily Traffic*					
Toll-Supported Bridges	2004	2005	2006	2007	2008
Lower Trenton	12,900	9,700	16,100	18,600	18,400
Calhoun Street	18,900	18,500	18,100	18,500	18,400
Scudder Falls Interstate 95	57,500	55,100	56,100	58,400	58,300
Washington Crossing	7,400	5,800	6,500	6,900	7,100
New Hope-Lambertville	9,700	13,600	13,900	14,600	14,000
Centre Bridge-Stockton	5,800	5,000	4,800	3,300	4,400
Uhlerstown-Frenchtown	4,200	3,900	3,800	3,900	3,800
Upper Black Eddy-Milford	4,400	4,100	3,900	3,800	3,400
Riegelsville	3,100	3,400	3,400	3,400	3,400
Northampton Street	22,800	22,300	22,900	23,000	21,500
Riverton-Belvidere	5,300	5,100	5,100	4,400	4,700
Total — Toll-Supported Bridges	152,000	146,500	154,600	158,800	157,400

Total Commission-Wide Annual Average Daily Traffic	373,300	371,100	383,900	387,100	382,700
Total Commission-Wide Yearly Traffic	136.6M	135.5M	140.1M	141.3M	140.1M

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

Statement of Net Assets

ASSETS	December 31,	
	2008	2007
Current Assets		
Unrestricted		
Cash and equivalents	\$2,345,098	\$5,370,481
Other assets	1,129,632	2,161,765
E-ZPass clearing account	4,557,594	5,087,063
Total Unrestricted	8,032,324	12,619,309
Restricted		
Cash and equivalents	59,226,794	62,035,676
Accrued interest on investments	2,754,729	1,680,078
Total Restricted	61,981,523	63,715,754
Total Current Assets	70,013,847	76,335,063
Non-Current Assets		
Unrestricted		
Investments	3,494,462	3,794,910
Restricted		
Investments	381,541,182	462,017,468
Bond issuance costs	6,179,230	6,452,157
Capital assets	411,553,216	316,544,247
Total Restricted	799,273,628	785,013,872
Total Non-Current Assets	802,768,090	788,808,782
Total Assets	\$872,781,937	\$865,143,845

LIABILITIES AND NET ASSETS	December 31,	
	2008	2007
Current Liabilities		
Accounts payable and accrued expenses	\$5,588,119	\$3,768,182
E-ZPass customer accounts	3,826,724	3,460,856
Accrued interest on bond indebtedness	7,932,238	6,400,327
Compensated absences — current portion	120,000	120,000
Accrued post-employment benefits obligation — current portion	2,193,000	—
Bridge system revenue bonds, series 2003, 2005A, 2007A and 2007B — current portion	11,230,393	9,790,393
Premium on bonds — current portion	1,212,704	1,311,327
Total Current Liabilities	32,103,178	24,851,085
Non-Current Liabilities		
Compensated absences — non-current portion	1,872,912	1,836,629
Accrued post-employment benefits obligation — non-current portion	6,881,200	—
Bridge system revenue bonds, series 2003, 2005A, 2007A and 2007B — non-current portion	437,590,752	448,821,145
Premium on bonds — non-current portion	8,411,922	9,624,626
Total Non-Current Liabilities	454,756,786	460,282,400
Total Liabilities	486,859,964	485,133,485
Net Assets (Deficit)		
Invested in capital assets, net of related debt	205,515,765	198,100,157
Restricted	189,361,377	174,681,651
Unrestricted	(8,955,169)	7,228,552
Total Net Assets	385,921,973	380,010,360
Total Liabilities and Net Assets	\$872,781,937	\$865,143,845

Mission

The Delaware River Joint Toll Bridge Commission provides safe, dependable and efficient river crossings between Pennsylvania and New Jersey. Stretching 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 villages, and scenic portions of the Delaware River where nature's bounty abounds.

Committed to improving the quality of life for area residents, the Commission strives to create a synergy of economic vitality, environmental stewardship, historic preservation, customer service and fiscal accountability.



About the Commission

The Delaware River Joint Toll Bridge Commission is a bistate agency that owns and operates seven toll bridges and 13 toll-supported bridges—two of which are pedestrian-only crossings—along the Delaware River between Pennsylvania and New Jersey.

The Commission's jurisdiction extends 140 miles from Bucks County, Pa. and Burlington County, N.J. to the New Jersey/New York state line. This area comprises four counties and a portion of a fifth in New Jersey, and four counties in Pennsylvania. The region has a population of more than 2 million people.

The Commission is a self-funded organization that receives no federal or state tax dollars. Funding for the operation, upkeep and maintenance of its bridges and other facilities is solely derived from revenues collected at its seven toll bridges.

A board of 10 commissioners—five from Pennsylvania and five from New Jersey—governs the Commission. The New Jersey members are nominated by the Governor and confirmed by the state Senate for three-year terms. The Pennsylvania members are appointed by the Governor and serve at his pleasure.

The Commission's bridges carried more than 140 million cars and trucks safely across the Delaware River in 2008. The agency has more than 300 full-time employees. It collected approximately \$86.2 million in toll revenues and remunerated \$47.5 million for operating expenses in 2008.

The Commission has been providing safe and efficient river crossings between New Jersey and Pennsylvania for more than 70 years and remains committed to enhancing commuter convenience and the public's safety while demonstrating responsible environmental stewardship and fiscal accountability.



TRENTON MAKES

THE WORLD TAKES



Delaware River
Joint Toll Bridge
Commission

Preserving Our Past, Enhancing Our Future

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