



BUILDING A FUTURE

ANNUAL REPORT 2011







CONTENTS

COMMISSIONERS	2
EXECUTIVE DIRECTOR'S MESSAGE	3
STAFF	4
MISSION/ABOUT THE COMMISSION	5
CAPITAL PROGRAM	6
DELAWARE WATER GAP TOLL BRIDGE	8
RIEGELSVILLE TOLL-SUPPORTED BRIDGE	10
UPPER BLACK EDDY-MILFORD TOLL-SUPPORTED BRIDGE	11
SCUDDER FALLS BRIDGE	14
SUBSTRUCTURE REPAIR/SCOUR REMEDIATION	15
AWARDS	16
YEAR IN REVIEW	17
GREEN INITIATIVES	21
COMPACT AUTHORIZED INVESTMENTS	22
STATEMENT OF NET ASSETS	23
TRAFFIC COUNTS	24

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Feature Photos

Inside Cover: Riegelsville Bridge, Michael Straub. Page 6: Delaware Water Gap Express E-ZPass, Ed Savaria.
Centerfold: New Hope-Lambertville Toll-Supported Bridge, Lawrence Ogden.

Note: The 2011 Annual Report chronicles events, statistics, Commissioners and staff ending December 31, 2011. Prior to the report's publication in 2012, Executive Director Frank G. McCartney retired from the Commission and took a position in the private sector.



Commissioners from left to right: Joseph M. Uliana, Jack Muehlhan, Daniel H. Grace, Gaetan J. Alfano Esq, Melissa Heller, William J. Hodas, Yuki Moore Laurenti, Geoffrey S. Stanley, Edward J. Smith, David R. DeGerolamo

Commissioners

A board of 10 commissioners - five from each state - 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 Commissioners are not compensated for their service.

New Jersey

David R. DeGerolamo, Chairman
William J. Hodas
Yuki Moore Laurenti
Edward J. Smith
Geoffrey S. Stanley

Pennsylvania

Gaetan J. Alfano, Esq, Vice Chairman
Daniel H. Grace
Melissa Heller
Jack Muehlhan
Joseph M. Uliana

Executive Director's Message



Challenges confronted, goals accomplished, expectations eclipsed – those are phrases that summarize the Delaware River Joint Toll Bridge Commission's operations and achievements for 2011. The agency reached new heights – a total of 100 completed projects – in the execution of its Capital Improvement Program, which attained its 10-year anniversary date during the year. The Commission saw the arrival of five new members – two from New Jersey and three from Pennsylvania – reflecting the inaugurations of new governors in the respective states during the past two years. A variety of new cost-containment measures were implemented, notably the elimination of the employee E-ZPass benefit program, the implementation of a high-deductible employee health insurance plan, and the incorporation of the second agency-wide salary freeze in three years. And while the agency's operating budget flat-lined or reduced a majority of the discretionary spending lines for the year, the Commission continued to fulfill its overriding mission of providing quality customer service and safe and efficient transportation facilities.

The Commission's 2011 year-end report card shows the following:

- Recorded 137.4 million vehicular crossings at its bridges linking New Jersey and Pennsylvania.
- Surpassed the 60-percent mark in toll transactions made through E-ZPass for the first time in a single year.
- Prevented the crossings of more than 3,000 vehicles that exceeded the posted weight or size limits at the agency's historic truss bridges.
- Responded to 662 major incidents and accidents at Commission facilities.
- Provided motorist assistance services to 314 motorists at the Commission's seven toll bridges.
- Recovered over \$66,000 in insurance claims due to accidents that caused damage to Commission property.
- Implemented the agency's first across-the-board upward toll adjustment in 10 years.
- Finished all remaining elements of the \$6.7 million Delaware Water Gap Express E-ZPass Project.
- Completed the \$16.6 million Delaware Water Gap (I-80) Toll Bridge Rehabilitation Project.
- Carried out an \$8.2 million rehabilitation of the Upper Black Eddy-Milford Toll-Supported Bridge, the first such comprehensive improvement project in the bridge's 78-year history.
- Rededicated the Riegelsville Toll-Supported Bridge to mark the completion of a \$6.3 million rehabilitation initiated in 2010.
- Oversaw rapid responses to a rock slide along I-78 in Pennsylvania, a spring flooding event, a rare East Coast earthquake, a hurricane, a tropical storm, and one of the most active winter storm seasons on record.
- Completed implementation of an agency-wide Cartegraph asset-tracking management system.

Please peruse the following pages to gain a fuller appreciation of the Commission's performance in 2011. This annual report is aptly entitled *Building a Future* – a theme that reflects a core Commission objective to improve its facilities and services for many years to come.

A handwritten signature in black ink, appearing to read "D. J. [unclear]". The signature is fluid and cursive, written on a white background.

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

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

Glenn Reibman

Director of Policy and Planning

David K. Burd

Director of Purchasing

James P. Stettner

Director of Security, Safety and Training

LeVar Talley

District I Superintendent

Lendell Jones

District II Superintendent

Jeanne M. Pomager

District III Superintendent

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 beauty 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.

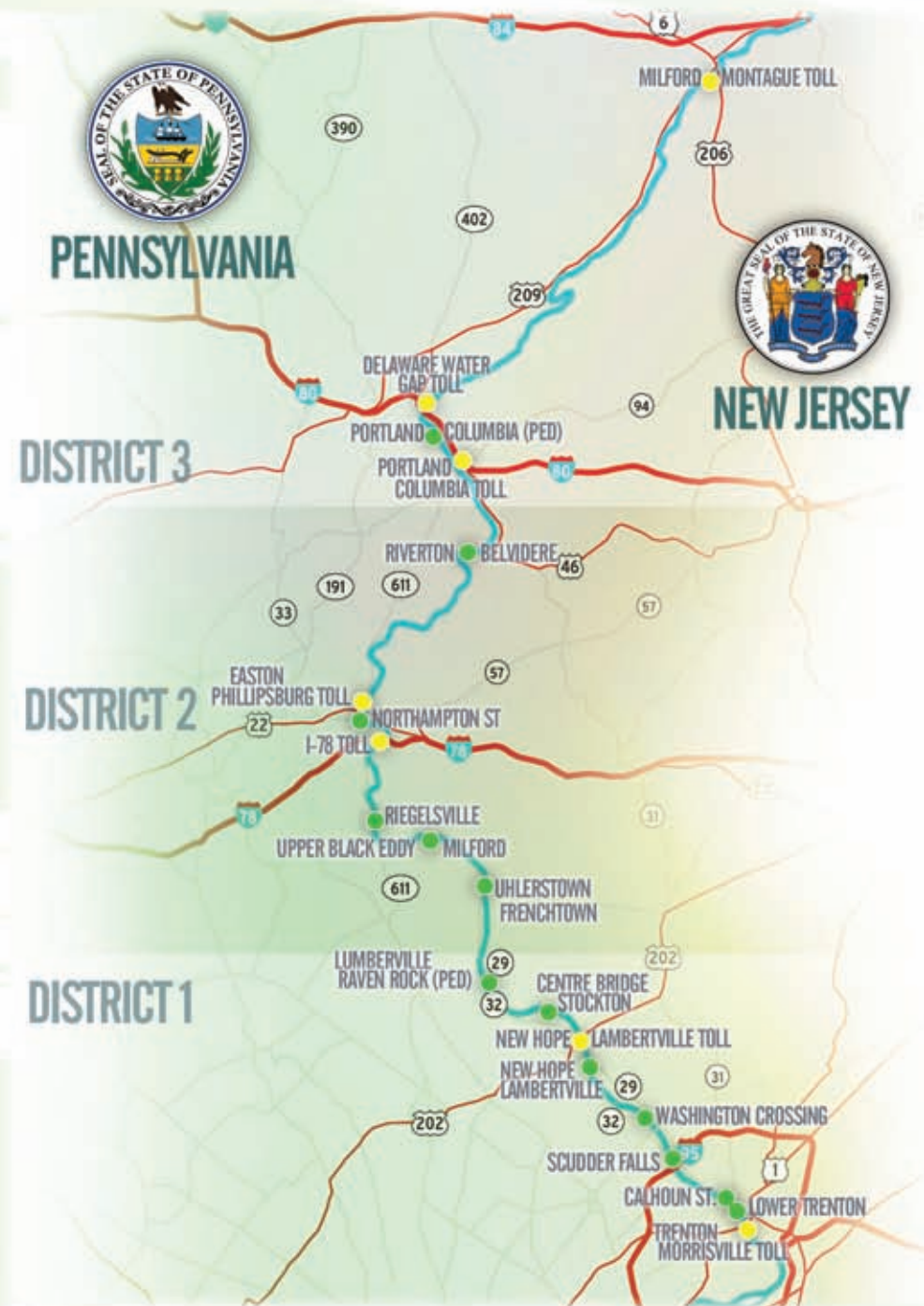
About the Commission

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. The agency's service 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 the agency's seven toll bridges.

Established in 1934, the Commission's bridges carried an average of 376,300 vehicles per day in 2011. The agency has 350 full-time employees. Operating revenue earned in 2011 was \$104,195,106. The Commission's 2011 operating budget was \$47.4 million.

The Commission is one of the nation's oldest tolling agencies. It is the successor to the former Joint Commission for the Acquisition of Various Bridges over the Delaware River between the Commonwealth of Pennsylvania and the State of New Jersey.



BUILDING A FUTURE



Capital Program Reaches 10-Year Anniversary

The Commission's comprehensive \$1.2 billion Capital Improvement Program for enhancing the agency's transportation facilities and services reached its 10-year anniversary in 2011. The list of accomplishments now shows 100 completed projects, including major rehabilitations and upgrades to 13 of the agency's 20 bridges.

These capital investments are extending the useful life of river crossings, reducing traffic congestion, and improving safety and security. Through the end of 2011, the Commission has invested more than \$430 million in the region's transportation infrastructure, financed solely by tolls collected at its seven toll bridges.

When the capital program was initiated, the Commission's system of bridges, toll plazas, and approach roadways needed serious attention. The average bridge age exceeded 65 years, with six spans surpassing 100 years of service. The fix-what's-broken approach the Commission followed in the 1980s and 1990s was not keeping the bridge system in an acceptable condition. Wear and tear, population growth, and rising traffic volumes necessitated a more proactive approach to operating, maintaining and protecting the Commission's transportation assets.

From the start, the Commission promised local communities and motorists that it would use the proceeds of upward toll adjustments to finance the comprehensive rehabilitation of its bridges – many of which are integral parts of river communities.

At the close of 2011, the expanding list of completed projects included:

- Uhlerstown-Frenchtown Toll-Supported Bridge Rehabilitation 2001.
- Northampton Street Toll-Supported Bridge Rehabilitation 2002.
- E-ZPass Implementation 2002/2003.
- New Hope-Lambertville (Route 202) Toll Plaza and Bridge Rehabilitation 2003.
- New Hope-Lambertville Toll-Supported Bridge Rehabilitation 2004.
- Lower Trenton Toll-Supported Bridge Cleaning and Painting and Replacement of "Trenton Makes" Sign 2005.
- Centre Bridge-Stockton Toll-Supported Bridge Rehabilitation 2007.
- Riverton-Belvidere Toll-Supported Bridge Rehabilitation 2007.
- Trenton-Morrisville (Route 1) Toll Bridge Rehabilitation and Widening 2009.
- I-78 New Jersey Roadway Rehabilitation 2009.
- Milford-Montague (Route 206) Toll Bridge Rehabilitation 2009.
- Electronic Surveillance/Detection System 2009.
- Calhoun Street Toll-Supported Bridge Rehabilitation 2010.
- I-78 Open Road Tolling/Express E-ZPass Installation 2010.

- Washington Crossing Toll-Supported Bridge Near-Term Improvements 2010.
- E-ZPass In-Lane System Integration (gate removals) 2010.
- Upper Black Eddy-Milford Toll-Supported Bridge Rehabilitation 2011.
- Riegelsville Toll-Supported Bridge Rehabilitation 2011.
- Delaware Water Gap (I-80) Toll Bridge Express E-ZPass Installation 2011.
- Delaware Water Gap (I-80) Toll Bridge Rehabilitation 2011.

The Commission has received dozens of awards for its capital projects, including 10 new awards in 2011.

The work goes on. During 2011, a 309-page Environmental Assessment Addendum was released for the I-95/Scudder Falls Bridge Improvement Project and a public hearing was held on the document. The Commission also hosted two open houses on concept plans for a major rehabilitation project at the Easton-Phillipsburg (Route 22) Toll Bridge in 2013. More than 20 other projects moved forward in the planning pipeline during 2011, affirming that the Commission is not resting on its laurels.



Express E-ZPass Virtually Eliminates Traffic Delays At Delaware Water Gap Toll Bridge

For decades, the Commission's toll plaza at the Delaware Water Gap Toll Bridge performed as a major traffic choke point on I-80. One- to four-mile backups of bumper-to-bumper vehicles occurred frequently and the problem was worsening due to population growth in northeast Pennsylvania and northwest New Jersey.

To address the situation, the Commission launched a fast-tracked project in 2010 to install an Express E-ZPass/open-road tolling lane at the location. The project also involved scaling down the bridge's previous eight-lane toll plaza into a more-efficient five-lane operation. All aspects of the multi-prong project reached completion on August 1, 2011 and the Commission marked the occasion by thanking motorists for their patience with a banner suspended from the nearby Oak Street overpass.

The Express E-ZPass project has quickly proved itself to be a very worthy investment. The Express E-ZPass/open road tolling technology enables E-ZPass-equipped motorists to pay their tolls electronically while driving at highway speeds. A single open-road tolling lane can process 2,000 cars per hour – the equivalent number of vehicles that would have been handled by five cash-only toll lanes a decade ago.

The upgraded toll-collection facility has virtually eliminated the lengthy traffic tie ups that previously plagued the toll bridge. The improvements have shortened motorist travel times, reduced driver frustration, and improved air quality due to the absence of idling vehicles.

Traffic statistics show that growing numbers of motorists made use of the Express E-ZPass lane in 2011. During its first full month of operation in December 2010, the Express E-ZPass lane handled 48 percent of the toll bridge's traffic. In December 2011, 53.5 percent of toll bridge motorists used the Express E-ZPass lane – a more than 10 percent increase from the previous year.

The modernized toll-collection facility was commemorated with a December ceremony that also highlighted three other recent improvements at the bridge: underwater and above-water repairs to the bridge's piers, the removal of traffic-control arms (gates) in the bridge's toll-collection lanes, and the 2011 bridge rehabilitation.



Delaware Water Gap Toll Bridge Gets New Bearings, Fresh Paint

Millions of drivers who used the Delaware Water Gap (I-80) Toll Bridge in 2011 may not have noticed all the work being done, but the 58-year-old dual-span bridge underwent a significant rehabilitation during the year.

Project preparations began in early January and construction activities reached substantial completion as scheduled in November. Because the preponderance of work took place directly beneath the bridge's road deck, traffic impacts were largely limited to set-up activities in the project's earliest stages.

There were two primary project objectives: replacement of the bearings that serve as the connection point between the bridge's deck and its masonry substructure units and repainting of the structural steelwork after several decades worth of environmentally hazardous lead paint was sandblasted off and collected for disposal. Other project elements included masonry repairs, deck-joint replacements, drainage work, replacement of under-bridge lighting and seal-coating of the bridge deck.

To carry out the project, a large under-bridge work platform was installed. This enabled construction crews and painters to access the bearings and structural steelwork. It also served an important containment function, preventing debris and lead paint from falling into the river or onto the shorelines below the bridge.

The Delaware Water Gap Toll Bridge carries I-80 over the Delaware River, serving as the primary gateway crossing linking Pennsylvania's Pocono Mountain resorts region with the population centers of northeast New Jersey and the New York City metropolitan area. The bridge also is used heavily by long-distance truckers and Pennsylvania residents who commute to jobs in North Jersey and Manhattan. Its walkway serves as the Delaware River crossing point for the famous 2,184-mile Appalachian Trail.

Despite the various construction activities at the location, the bridge carried slightly more than 18.9 million vehicles in 2011.



Riegelsville Bridge Rehabilitation Marked with Rededication Ceremony

The 107-year-old Riegelsville Toll-Supported Bridge is one of the Commission's most venerable bridges. Designed and constructed by the John A. Roebling's Sons and Company, world-renowned builders of the Brooklyn Bridge, the structure is a favorite among the country's bridge historians. One of America's few vehicular suspension bridges with continuous wire-ropes cables strung across more than two towers, it also is the only vehicular suspension bridge in the Commission's 20-bridge system.

In 2011, the Commission completed a multi-faceted rehabilitation, increasing the structure's load rating, improving safety and greatly enhancing the bridge's appearance and condition.

Before the project's launch, the bridge's overall condition was listed as poor; its load rating was the lowest of any Commission vehicular bridge – 2.5 tons. The floor system and suspension hanger supports had suffered mild-to-severe corrosion and deterioration. The bridge was covered in thick layers of lead-based paint. Mortar joints and concrete on piers and abutments were deteriorated and spalling.

A primary objective was preserving the bridge's historical integrity – a major community concern - while incorporating modern, durable materials to enhance safety and performance. Significant work elements included replacing the bridge's floor system and sidewalks, repainting the superstructure, repairing the piers and abutments above the waterline, lighting upgrades, and signage improvements on the approaches.

In early January, the Commission commemorated the project results with a rededication ceremony featuring elected officials, residents, historians, recreational enthusiasts, engineers and other professionals who worked on the rehabilitation. The bridge looked resplendent, probably in its best overall condition since opening in 1904. Its load rating subsequently was raised to a 3-ton limit.

The bridge connects Riegelsville Borough in Bucks County, PA. with the Riegelsville section of Pohatcong Township in Warren County, NJ. Originally a shareholder-owned toll bridge, it had a wooden road deck until 1981 - the last such Commission bridge. It carried an average of 3,300 vehicles a day in 2011.



Upper Black Eddy-Milford Bridge Undergoes Comprehensive Rehabilitation

Despite significant weather challenges, the first rehabilitation project in the 78-year history of the Upper Black Eddy-Milford Toll-Supported Bridge reached substantial completion May 20. The corresponding re-opening touched off impromptu celebrations by residents on both sides of the bridge, attracting an antique Ford Model-A, fire trucks and dozens of horn-blowing motorists. A rainbow even appeared, as if on cue.

It was a satisfying moment for the Commission, as well, because the agency delivered on its promise to reopen the bridge in time for the busy Memorial Day weekend, ending a four-month shutdown that began in January.

The project's major elements included a new floor system on the bridge; new steel beams and stringers; a new bridge deck; a new pedestrian sidewalk; new vehicle guiderails; decorative lighting on the bridge and sidewalk; repaired abutments and piers; and fully repainted steel surfaces after safe removal of lead-based paint.

A four-month closure period was chosen at the urging of area residents, business owners and other stakeholders who participated in a 2009 public involvement process the Commission conducted to design and stage the project. The shutdown coincided with the bridge's lowest traffic period – starting at the end of the winter holiday season and ending before the summer tourism season began.

While the shutdown enabled the Commission to complete the project in less time and at less expense, unfavorable weather conditions caused many delays. January and February brought frequent snow, ice and wind storms. In March and April, winter runoff and rainstorms raised river levels, forcing more delays. Nonetheless, the bridge reopened before Memorial Day and every project detail was completed by August 31.

The rehabilitation marked a major milestone: all of the agency's two-lane truss bridges have undergone a major improvement project under the Commission's \$1.2 billion Capital Improvement Program. The bridge connects Route 32 in Upper Black Eddy, Bridgeton Township, PA. with Route 519 via Bridge Street in Milford Borough, N.J. The steel superstructure was constructed in 1933. The masonry substructure dates to 1841 when a wooden covered bridge was built by private investors, operating as a shareholder-owned toll bridge for the next 88 years.







Archaeological Dig Unearth Indian Artifacts In Advance of Scudder Falls Bridge Project



The term “shovel-ready project” was given new meaning in 2011 as archaeological digs uncovered and preserved thousands of native-American artifacts on properties that will be impacted when the new Scudder Falls replacement bridge is built.

The archaeological research was conducted by experts working for AECOM,

the global engineering firm serving as the Commission’s design-management consultant for the I-95/Scudder Falls Bridge Improvement Project.

The work was conducted in accordance with the National Historic Preservation Act, ensuring that unearthed artifacts will be available for research by future generations of historians and archaeologists.

The first site excavated was within the Route 29/I-95 interchange downriver from the Scudder Falls Bridge in Ewing, N.J. Digging began in fall 2010 and wrapped up in early 2011. The second was on Commission property upstream along River Road in Lower Makefield Township, PA. Work took place at this site between April and July.

Standard archaeological excavation methods were employed at both dig sites; all soil was dug by hand with shovels and trowels and passed through screens to recover artifacts. The Pennsylvania location was excavated as deep as 14 feet.

A team of 12 archaeologists and other scientists meticulously found materials hundreds and, in some cases, thousands of years old. The finds included a possible pre-colonial hearth, tool-making evidence, pottery shards, arrow-heads, a Native American pipe bowl fragment, and fish and turtle bones.

The artifacts were moved to a lab for cleaning, microscopic analysis, and cataloguing. This follow-up work will continue into 2012 when the recovered materials are to be turned over to the two states for permanent keeping in museums.

Scudder Falls Replacement Bridge Takes Additional Steps Forward

Planning for the I-95/Scudder Falls Bridge Improvement Project advanced on a series of fronts in 2011. An additional 309 pages of environmental documentation were released for public review and comment. A public hearing was held on the Commission’s decision to establish cashless tolling at the replacement bridge to pay for the project’s costs. Archaeological digs on the New Jersey and Pennsylvania sides of the bridge unearthed native-American artifacts so they would be available for future research purposes. And a federal legal review affirmed the Commission’s legal authority to toll a future Scudder Falls replacement bridge.

These actions – and others – enabled the Commission to begin putting the finishing touches on a request for a Federal Highway Administration determination on whether the proposed project complies with the National Environmental Policy Act (NEPA) of 1969. The Commission’s goal is to receive a Finding of No Significant Impact (FONSI) that would allow the project to advance to the final design phase and construction.

As part of this compliance effort, the Commission in late 2009 issued an Environmental Assessment document that includes a detailed study of the project’s preferred design alternative, other possible design options, potential impacts to the environment and local communities, and mitigation efforts the Commission will use to address those impacts. In late 2011, the Commission issued an Addendum to the Environmental Assessment that examined the environmental impacts of cashless tolling and a bicycle/pedestrian walkway that was added to the project’s scope in 2010. In all, 870 pages of environmental documentation have been made publicly available for the project.



The I-95/Scudder Falls Bridge Improvement Project is a major regional transportation initiative that involves a 4.4 mile section of I-95 in New Jersey and Pennsylvania. The marquee element involves replacement of the existing four-lane Scudder Falls Bridge with a new structure consisting of six through-travel lanes plus three auxiliary lanes for moving traffic off and onto I-95 from two adjoining interchanges. The project also will involve complete reconstruction of the dysfunctional Route 29/I-95 interchange, roadway and drainage improvement along I-95 in New Jersey, realignment of the inefficient Taylorsville Road/I-95 interchange in Pennsylvania, and inside widening of the I-95 roadway from the bridge to the Route 332 interchange in Pennsylvania.

Bridges Benefit from Substructure Repair/Scour Remediation Project

The Commission owns and maintains some of the oldest multi-span bridge piers and abutments in the United States. Many of these masonry structures date back to the 19th Century, with some exceeding or nearly reaching 200 years of service.

In 2010, the Commission initiated a two-phase Substructure Repair and Scour Remediation Project to address a variety of deficiencies at these aging structures as well as those at some of the agency's relatively newer bridges. Ultimately, 15 of the Commission's 20 bridges will be involved in this capital undertaking when work is completed.

Work elements include removing accumulated debris around bridge substructure units, concrete and crack repairs and stone repointing to many of those substructure units, and reconstructing bridge foundations. Another important aspect is scour remediation -- placing stone and aggregate around river piers to replace sediments that had washed away. According to the Federal Highway Administration, scour accounts for 60 percent of bridge collapses in the U.S.

The project is very challenging because work takes place in the river, from barges and temporary work platforms, with temporary coffer dams constructed of large white Super Sack® containers or with steel sheeting placed around bridge piers. The work also has required the use of professional divers. During design, they helped determine the extent of deterioration at submerged pier sections. During construction, they confirm whether repairs are being completed properly. Divers also are being used for regulatory compliance, filing research reports with historic preservation offices in the two states.

The project's first phase ended in March 2011. A little over four months later, work on the second phase began.

Weather conditions proved to be a major challenge on several occasions as workers encountered tropical-storm-related flooding, rapid currents, and icy conditions. Over time, however, crews managed to bring dozens of piers and abutments into their best condition in decades. In a few instances, it's the best condition these substructures have been in nearly two centuries.

Due to the year's weather challenges, this important two-phase project now is scheduled to reach completion during the second half of 2012.



Capital Projects Garner Preservation, Design Awards

The ultimate goal of the Commission's far-reaching capital improvement program is to upgrade and expand the agency's transportation facilities and customer service capabilities as a means of speeding interstate commerce, improving public safety, and reducing traffic congestion.

While that objective is being realized, there has been a notable unplanned outcome along the way: a growing number of awards for the Commission, its engineers and its various capital project contractors. That certainly was the case in 2011 when the Commission received more than a half dozen awards related to its capital program and previously completed projects

Among the projects receiving accolades were the I-78 Express E-ZPass/Open Road Tolling Installation, the Calhoun Street Toll-Supported Bridge Rehabilitation, the Riegelsville Toll-Supported Bridge Rehabilitation, and the Commission's Compact Authorized Improvement program.

Of these awards, two were significant first-time achievements. The Calhoun Street Bridge Rehabilitation, which was completed in 2010, earned a Historic Preservation Award from the New Jersey Department of Environmental Protection's Historic Preservation Office and the New Jersey Historic Sites Council.

The award validated the \$11.4 million reinvestment the Commission made in the 126-year-old bridge, the agency's oldest superstructure. The Commission was particularly commended for engaging the public in the project's planning process.

The bridge is the Commission's oldest superstructure. It was manufactured by a subsidiary of the Phoenixville, PA company that supplied internal iron work for the Washington Monument in our nation's capital and it served as the original Delaware River crossing point for the famed Lincoln Highway – the nation's first transcontinental highway.

"Opened in 1884, the wrought-iron Calhoun Street Bridge over the Delaware is noted for its relatively light visual character...unusual level of architectural detailing and ornamentation," the Historic Preservation Office and New Jersey Historic Sites Council said in their award-ceremony program notes.

For the first time in its history, the Commission also received an award from the American Road and Transportation Builders Association's Transportation Development Foundation. Meeting in Washington, D.C. The national transportation construction advocacy organization gave a PRIDE Award for the Commission's Riegelsville Toll-Supported Bridge Rehabilitation Project. The award was in the community relations category, recognizing the Commission's public involvement efforts in designing, planning, and scheduling the project.

The ARTBA Foundation said: "Rehabilitating a century-old bridge with heavy traffic volume was a successful demonstration of positive public engagement...members of the community provided input on design elements and construction patterns, and were kept informed of the project's progress."

In planning the project, the Commission made it a point to stress that it would preserve the many significant architectural features of the bridge – a suspension structure with three main spans that had been constructed in 1904 by John A. Roebling's Sons and Company, the famous bridge-building pioneers who designed and constructed the ground-breaking Brooklyn Bridge.



Rock Slide, Earthquake, Winter Storms, Flooding Exacerbated 2011's Challenges



The old adage, “expect the unexpected” came into play often at the Commission as a rock slide, earthquake and high river levels made for a very challenging 2011.

Winter Storms

As a harbinger of things to come, a series of January storms tested the agency’s response capabilities. For over two months, the Commission encountered snow, ice, heavy rains or wind gusts exceeding 40 miles per hour nearly every week.

The foul-weather events, which included a late-March snowstorm, added more than \$350,000 to Commission costs in overtime, road salt, ice-melting chemicals, equipment repairs and parts. Even with weather wreaking havoc on work schedules and requiring “round-the-clock” attention, the Commission’s maintenance crews kept intact the agency’s long-standing record of preventing snow-related bridge closures.

As warmer temperatures arrived in March, snow turned to water – lots of it. A combination of snow/ice melt and late-winter rains swelled the Delaware River and its tributaries, prompting Commission operations personnel to prepare for potential flooding. Construction crews at the Upper Black Eddy-Milford Toll Supported Bridge Rehabilitation Project demobilized that work site, a precaution that set back the project’s schedule three days. Fortunately for the river region, flooding fell short of predictions.

The flood threat did make for one instance of high drama when a 35-foot sightseeing boat south of the New Hope-Lambertville Toll Supported Bridge broke from its moorings and floated – unmanned – down river. Emergency responders frantically searched for the wayward craft, which posed a threat downstream to the Commission’s Washington Crossing Toll-Supported Bridge. Commission personnel subsequently helped locate and secure the craft.

The winter weather impacts didn’t end there. On April 1, a rock-slide cascaded onto a portion of I-78 eastbound that the Commission owns and operates in Williams Township, PA. A debris pile of vegetation, large boulders and soil forced the closure of the highway’s right lane and shoulder. Over the course of 12 hours, the fallen material was removed, ensuring safety for I-78 motorists. Workers removed 38 truckloads of debris and installed a concrete construction barrier between the right lane and shoulder.



Moving Earth

Another geological anomaly rattled the Commission four months later. On August 23, a 5.8-magnitude earthquake shook the Mid-Atlantic region. The trembler was felt in all three of the Commission’s operating districts, with the strongest shaking occurring in the area of the three bridges linking Trenton, N.J. with Morrisville, PA. All 20 main river bridges and related facilities were immediately inspected, as well as the rock-slide-prone outcroppings along the agency’s Pennsylvania portion of I-78.

In under two hours, the Commission declared its transportation network unharmed and secure.

Weathering the Storms

Less than a week later, Hurricane Irene barreled up the New Jersey coast. The resulting rains and wind caused widespread roadway flooding and damage in the Delaware River region. While the agency’s bridges were never endangered by rising waters, three crossings – Centre Bridge-Stockton, Lower Trenton, and Lumberville-Raven Rock – encountered protracted service disruptions. Lumberville-Raven, a pedestrian-only bridge, was closed because access to the bridge was cut off on the New Jersey side when Bulls Island State Park was shut down in advance of the storm. The two vehicular bridge closures resulted from roadway flooding near each bridge.

Two weeks later, a second major storm – Tropical Storm Lee – swept across the region. This storm caused a faster rise in water levels, but once again the Commission’s bridge



superstructures were not put in jeopardy. Nonetheless, four toll-supported bridges – Uhlerstown-Frenchtown, Lumberville-Raven Rock, Centre Bridge-Stockton and New Hope-Lambertville – were closed. Of these, only New Hope-Lambertville was a true Commission-initiated shutdown unrelated to approach roadway inundation. The bridge was closed for several hours after a large tree and other floating debris struck and lodged beneath its westernmost span. An engineer's inspection found no structural damage.

Virtually every aspect of Commission operations was engaged in the two named-storm events. Engineers were assigned to each of the agency's three districts to make quick decisions on potential bridge closures. Maintenance crews were put on standby, trucks loaded with temporary roadway barriers, cones and detour signs. An operational

coordinator was assigned to each district to facilitate communications and cooperation with emergency responders and local and county authorities. Commission managers joined daily conference calls with state transportation and emergency management officials.

Closure notifications

were provided via the Commission's website, the agency's toll-free E-ZPass customer-service phone line, the New Jersey 511 Travel Alert System, and press releases to media outlets. Meanwhile, electronic rain gauges at several bridges provided real-time river readings via satellite to meteorologists and hydrologists at the National Weather Service and U.S. Geological Survey. Finally, the Commission provided a variety of its host communities with manpower and equipment during the storms and flooding.

Notable Firsts

Emergencies were only one facet of the Commission's 2011 experience. The year also was marked by several first-time achievements, some notable policy changes and new accomplishment for the capital program. Frank G. McCartney, the Commission's executive director since 1999, served as the 2011 president of the International Bridge, Tunnel and Turnpike Association, the worldwide organization for owners and operators of toll facilities. It was the first time in the Commission's 77-year history that its top

administrator served as IBTTA president. A highlight of McCartney's year-long tenure was testifying before the Highways and Transit Subcommittee of the House Transportation & Infrastructure Committee regarding the importance of toll agencies in the nation's transportation system.

Another first for the Commission was Jeanne Pomager becoming the first woman in the Commission's history to serve as a district superintendent. Pomager, previously the first female assistant superintendent, took the reins in November as District III superintendent responsible for the agency's four northernmost bridges: Delaware Water Gap (I-80) Toll Bridge, the Milford-Montague (Route 206) Toll Bridge and the two bridges linking Portland, PA with the Columbia section of Knowlton Township, N.J.

The Commission made a significant policy change during the year by eliminating its employee E-ZPass benefit, which had exempted the agency's full-time employees from tolls at the agency's seven toll bridges. Eliminating the benefit — it did not apply to commissioners, retirees and part-time employees — was projected to save roughly \$32,000 a year. New Jersey Governor Chris Christie led the effort to change the policy, which was endorsed by Pennsylvania Governor Tom Corbett.

Other cost savings achieved by the Commission included shifting the active employee medical insurance benefit to a high-deductible Health Reimbursement Account (HRA) plan, a move projected to save \$250,000. The Commission also re-marketed its business insurance lines during the year, saving \$685,000 more.

Despite these adjustments and other economies (employee salaries, for example, were frozen in 2011 for the second time in three years), toll rates became a core focus as the year progressed. Facing a potential breach of the minimum debt-service-coverage ratio required in its bond covenants, the Commission on May 2 authorized its first across-the-board upward toll adjustment in 10 years. The base passenger vehicle cash toll rose to \$1 from 75 cents, while cash truck tolls increased 75 cents per axle. The 40-percent discount for frequent commuters who use E-ZPass and the 10-percent discount for E-ZPass-equipped trucks traveling during off-peak periods were left intact.



The updated toll schedule enabled the agency to protect its A-grade bond rating by providing sufficient revenue to meet debt-service obligations. It also ensured the uninterrupted continuation of the agency's \$1.2 billion Capital Improvement Program. Finally, it helped offset sluggish truck toll revenue collections resulting from the "Great Recession" of 2008-09.

Building the Future

With financing secured, the Commission's Capital Improvement Program moved forward, reaching two major milestones in the process. First was its 10-year anniversary mark; the far-reaching program was created in 2001 to extend the useful life of the agency's transportation facilities, reducing traffic congestion, and improving safety and security. Second was the completion of 100 individual projects. By year's end, the total of completed transportation infrastructure and service improvements financed under the program had reached \$450 million.

Among the projects completed in 2011 were two contracts that resulted in the installations of guide rails in the wide grassy median strips along the Commission's portions of I-78 in Pennsylvania (2.25 miles) and New Jersey (4.2 miles). Connected by the I-78 Toll Bridge, these two I-78 segments carry some of the country's highest volumes of truck traffic. The highway serves as a critical link between North Jersey port facilities and warehouses in the Lehigh Valley and points west and south. The project used double-faced tri-rail to mitigate the threat of crossover accidents involving large commercial vehicles.

Another auto safety endeavor along I-78 concerned an emergency repair project launched after a deteriorated deck joint was discovered on the overpass carrying I-78 west across Route 519 in Warren County, N.J. This work was fast-tracked through temporary lane shifts that allowed for a minimum of two travel lanes at all times while work was taking place. This enabled the Commission to ensure uninterrupted commercial traffic along its portion of I-78.

Safety, security and response were significantly improved during the year when the Commission's Electronic Security and Surveillance Department expanded the role of its Primary Control Center (PCC) to serve as the nexus point for emergency response efforts. Housed at the sprawling, super-fortified Regional Operations Intelligence Center

at State Police Headquarters in Ewing, N.J., the PCC is a 24/7 high-tech operation that monitors the Commission's network of security cameras and inter-agency and intra-agency communications. The PCC was formally established as the Commission's Emergency Operations Center in 2011, coordinating all operational and recovery efforts including the rock slide, flooding and earthquake events.

Noteworthy Crossings

As in prior years, the Commission's toll bridges provided for some notable crossings. In early September, the Portland-Columbia Toll Bridge served as the Delaware River crossing point for the 2,100-mile Security Forces 9/11 Ruck March to Remember in which more than 300 Air Force active duty, Guard and Reserve Airmen took turns marching from Lackland Air Force Base, Texas to Battery Park, New York City between July 12 and September 11. Two months later, the Delaware Water Gap (I-80) Toll Bridge carried the annual Christmas tree that was later erected and decorated at Rockefeller Center in New York City. The 10-ton, 115-foot-long tree was felled in Mifflinville, PA. And in December, the New Hope-Lambertville (Route 202) Toll Bridge was traversed by U.S. Military Academy cadets participating in an annual ritual of carrying a ceremonial football from West Point, N.Y. to the annual Army-Navy game in Philadelphia.

But of all the crossings that took place during 2011, perhaps the most unique was that of a 24-year-old woman named Catherine Li. She spent seven months pushing a shopping cart from California to New York City. She reportedly crossed the Lower Trenton Toll-Supported Bridge in late September, hopefully a satisfied customer despite her 3,000 mile shopping trip.



Bridges Featured in Interstate Scholastic Football Contest



Whatever their design or length or location may be, all bridges have a functionality that transcends their respective structural components. They allow for safe travel across expanses of water or other natural obstacles. They facilitate movements of commercial goods and services. And they promote social and economic relationships between communities. In 2011, a new functionality was added to the list at two Commission crossings: football rivalry.

On Thanksgiving Day, the varsity football team at South Hunterdon Regional High School — which serves Lambertville, West Amwell and Stockton in New Jersey — competed against the varsity squad from New Hope-Solebury High School in Pennsylvania.

Independent of the Commission, the two high schools dubbed the contest “The Battle of the Bridges” – a clear reference to the agency’s two New Hope-Lambertville bridges. Responding in kind, the Commission installed banners on the New Hope-Lambertville Toll-Supported Bridge to commemorate the game and each school.

The cross-river football game was a huge success. The weather was perfect. The large spectator turnout was unprecedented for a New Hope-Solebury game. And the contest was extremely competitive, with a final 12-to-10 score that had South Hunterdon on the winning end. A special trophy that featured a miniaturized truss bridge was presented to the victors.

A second game is scheduled for 2012 and the two schools hope that it may one day become an established tradition on a par with the 105-year-old Thanksgiving Day interstate football game up river between the high schools in Easton, PA. and Phillipsburg, N.J., both which are also bridge host communities.

Two More Peregrine Falcons Fledge at Scudder Falls Bridge

The Scudder Falls Bridge served as more than a major river crossing in 2011. For the fourth consecutive year, it also was home to a nesting pair of peregrine falcons – considered the world’s fastest animal species.

Over the past four years, the two adult falcons at the bridge have successfully raised nine offspring to adulthood: one chick in 2008, three each in 2009 and 2010, and two more in 2011.



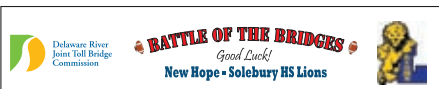
Sporadic falcon sightings were recorded near the bridge in the winter of 2006-07. A year later, adult falcons were consistently observed around the bridge; a bridge inspector was among the first to encounter the birds and document suspected nesting activity beneath the bridge.

A peregrine falcon specialist from the Pennsylvania Game Commission confirmed in 2008 that the falcons were nesting on an inspection catwalk beneath the Pennsylvania side of the bridge. Game Commission personnel now visit the bridge each spring to check on the falcons and whether they are producing any young. The falcon experts time their visits so they may access any nestlings to gauge their health and band them for future identification.

Peregrine falcons are raptors that almost exclusively feed on other birds, regularly catching their prey on the wing. Their dives from high altitudes have been clocked at over 200 mph.

The underside of the Scudder Falls Bridge is a good peregrine falcon nesting site. It’s not easily accessed by foxes, skunks or raccoons, and there’s a year-round food supply along the river.

In February 2010, the Commission installed a custom-designed nesting box, made of wood and outfitted with a bed of crushed stone to mimic the cliffs that were once the preferred habitat for roosting peregrines. Commission operations personnel annually work with the Pennsylvania Game Commission to provide safe access to the bridge’s underside so they can monitor the recovery of a predatory bird that was removed from the federal endangered species list only 12 years ago.



Asset Management, LED Lighting Spearhead 2011 Green Initiatives

In recent years, the Commission has sought to bolster its green credentials by employing a variety of environmental sustainability practices in building construction, recordkeeping, and day-to-day operations. This going-green trend continued on several fronts in 2011.

A significant accomplishment was the execution of a project that used Cartegraph Asset Management System technology to inventory a variety of Commission-owned hard assets. This included items like road signs – approximately 1,600 of them – highway lights and poles, radio equipment, cameras, and stormwater inlets and outlets. Each item was barcoded and entered into a secure database with respective Geographic Information System (GIS) coordinates. The Cartegraph effort also extended to Commission-owned motor vehicles and equipment such as lawn mowers, snowplows and generators.



The work was spearheaded by the agency's Information Technology Department with assistance from maintenance personnel who affixed bar codes to hard assets and recorded GIS readings with Cartegraph inventory-entry devices. The Commission can now compile click-of-a-button electronic reports on assets and their locations, along with corresponding photographs and maps. Previously, such reports required accessing files of paperwork spread among multiple offices.

The Cartegraph project builds on other recent Commission paperwork-reduction efforts. In 2011, this included development of SQL (Structured Query Language)

databases and computerized forms to eliminate paper generation for incident reports, office-supply ordering, print-shop job requests, new signage, and roadside-assistance responses.

The Commission's green efforts were further bolstered during the year with energy-efficient lighting and switching upgrades, notably a pilot project involving installations of outdoor and indoor LED lighting fixtures at the Commission's I-78 Maintenance Facility in Williams Township. The new lighting arrays are projected to cut energy usage by 66 percent and virtually eliminate maintenance costs while providing a better-lit working environment for Commission personnel. By 2030, the cumulative energy and maintenance cost savings are projected to reach nearly \$70,000.



The lighting enhancements will enhance the response capabilities of maintenance crews assigned to the agency's strategically important I-78 operations facility. In addition to the I-78 Toll Bridge, the Commission also owns and maintains nearly 6.5 miles of the interstate highway contiguous to the bridge. A daily average of 60,100 vehicles used the Commission's I-78 segment in 2011, making it the agency's most heavily used facility. The roadway also is one of the nation's busiest commercial shipping corridors, handling more than 4 million trucks annually. The Commission plans to track the LED lighting system's performance for purposes of determining applicability – and potential costs savings – at other facilities.

Another 2011 green initiative was the conversion of a large grass island into a wildflower field at the PA Route 611 interchange for the Portland-Columbia Toll Bridge. Maintenance workers used a mechanical cultivator to remove the former grass infield, then sowing the area with a special wildflower mix. The change produced a multi-colored tableau of low-maintenance flowers that generated praise and appreciation from motorists and local residents. The change also is helping the Commission to reduce lawn-mowing costs and gasoline-engine emissions.

A final green endeavor was storm-water management. Under the guidance of the Plants and Facilities Department with assistance from Engineering Department personnel, maintenance employees installed a roll-up fabric door on the salt-storage building at the I-78 Toll Bridge support facility to help minimize spillage and leaching into waterways. This was the latest in a series of salt-storage facility upgrades the Commission has executed in recent years to mitigate salt seepage into storm drains and waterways.

Local Transportation Grant Program Strengthens Host Community Ties

The Commission's Compact Authorized Investment (CAI) grant program enabled the agency in 2011 to once again partner with local communities impacted by vehicle and foot traffic utilizing the Commission's bridges and approach roadways.

Since 2005, the program has provided communities with financial assistance for transportation-related projects that otherwise might have been unachievable. Grant-assisted projects have included local road repaving, new traffic lights, bicycle and pedestrian pathways, park-and-ride lots, even a helipad for medi-vac helicopters. CAI projects are enabling dozens of communities to better serve their residents and the motorists who travel local roads to access Commission river crossings.

Through 2011, the Commission had awarded nearly \$47 million in CAI grants to finance 92 projects in 33 river-region communities.

The program, however, is expected to end in 2012. The Commission at its July 25, 2011 meeting enacted a series of restrictions on the CAI program that included:

- Prohibiting the issuance of new CAI grant awards after 2011;
- Limiting funding to all existing grants under the program to their scope of work heretofore approved by the Commission, plus any cost escalations relating to such approved scope;
- Directing that all unallocated funds be used to offset the Commission's outstanding 2003 bond issue payments, an amount that is anticipated to exceed \$600,000 in debt-service reductions.

2011 CAI Project Completions

Oversaw completion of the following projects in Pennsylvania:

Milford:	Borough's Storm Water and Street Restoration System
Lower Mount Bethel:	Lower Mount Bethel Transportation Center 2010 Pedestrian Trail Program
Easton:	North 3rd Street Corridor Traffic/Pedestrian Improvements
Lower Makefield Township:	Black Rock Road Pedestrian Connector
Riegelsville:	Canal Bridge Safety Lighting Project

Oversaw completion of the following projects in New Jersey:

Phillipsburg:	1) Extension of South Main Street Improvements Phase II 2) Extension of South Main Street Improvements Phase III
Lambertville:	1) South Franklin Street Drainage Surveying and Mapping 2) Perry Street Reconstruction
Milford:	Repair and Resurfacing of Honeysuckle Road
Ewing:	Wilbertha Road Improvements
Holland:	Resurfacing of Mount Joy Road
Kingwood:	Tumble Falls Road Reconstruction Project



Statement of Net Assets

Assets	December 31,		Liabilities	December 31,	
	2011	2010		2011	2010
Current Assets			Current Liabilities Payable from Unrestricted Assets		
Unrestricted Assets					
Cash and Cash Equivalents	\$18,222,874	\$10,277,011	Accounts Payable and		
E-ZPass and Violations Receivable	8,365,159	5,898,856	Accrued Expenses	\$ 4,258,283	\$ 5,372,946
Other Receivables	103,494	13,118	E-ZPass Customer Liability	4,210,585	3,677,236
Fiduciary Fund Accounts Receivable	83,765	500,865	Compensated absences - current portion	143,021	126,985
Prepaid Expenses	851,884	1,304,301	Total Current Liabilities from		
Total Unrestricted Assets	27,627,176	17,994,151	Unrestricted Assets	8,611,889	9,177,167
Restricted Assets			Current Liabilities Payable from Restricted Assets		
Cash and Cash Equivalents	25,716,833	43,895,671	Retainage Payable	6,323,074	6,815,685
Investment Income Receivable	729,704	248,229	Accrued Interest Payable on Bonds	7,089,637	7,226,732
Total Restricted Assets	26,446,537	44,143,900	Bridge System Revenue Bonds Payable	13,015,000	12,420,000
Total Current Assets	54,073,713	62,138,051	Premium payment payable - derivative companion instrument	34,558	34,538
Non-Current Assets			Total Current Liabilities Payable from Restricted Assets	26,462,269	26,496,955
Unrestricted Assets			Non-Current Liabilities		
Investments	118,802,540	119,872,082	Compensated Absences Payable	2,176,915	2,218,665
Restricted Assets			Bridge System Revenue Bonds Payable	406,225,656	420,836,328
Investments	115,992,991	138,561,738	Premium Payment Payable - derivative companion instrument	490,381	524,939
Property, Plant and Equipment: Completed			Derivative Instrument - Interest Rate Swaps	40,388,293	16,057,568
(Net of Accumulated Depreciation)	485,542,241	447,939,822	Total Long-Term Liabilities	449,281,245	439,637,500
Improvements in Progress	36,001,104	46,195,927	Total Liabilities	484,355,403	475,311,622
Deferred Assets			Net Assets		
Unamortized Debt Issue Costs	4,644,796	5,993,015	Invested in Capital Assets, Net of Related Debt	222,109,156	225,841,386
Total Restricted	642,181,132	638,690,502	Restricted	26,723,721	44,394,754
Total Non-Current Assets	760,983,672	758,562,584	Unrestricted	122,257,398	91,210,441
Total Assets	\$ 815,057,385	\$ 820,700,635	Total Net Assets	\$ 371,090,275	\$ 361,446,581
Deferred Outflows					
Accumulated Decrease in Fair Value of Hedging Derivatives	\$ 40,388,293	\$16,057,568			



Traffic Counts

Annual Average Daily Traffic*

Toll Bridges	2007	2008	2009	2010	2011
Trenton-Morrisville (Route 1)	49,600	49,900	50,700	54,300	53,500
New Hope-Lambertville (Route 202)	10,700	11,000	11,800	10,400	10,200
Interstate 78	57,600	56,100	56,700	58,700	60,100
Easton-Phillipsburg (Route 22)	38,400	38,700	38,300	38,100	36,400
Portland-Columbia	8,200	7,500	7,400	7,800	7,700
Delaware Water Gap (I-80)	55,500	53,700	53,900	55,400	51,800
Milford-Montague	8,400	8,400	7,700	6,500	6,200
Total - Toll Bridges	228,300	225,300	226,500	231,200	225,900

Annual Average Daily Traffic*

Toll-Supported Bridges	2007	2008	2009	2010	2011
Lower Trenton	18,600	18,400	18,100	20,100	16,300
Calhoun Street	18,500	18,400	18,400	10,600	16,200
Scudder Falls (I-95)	58,400	58,300	57,100	58,200	57,600
Washington Crossing	6,900	7,100	6,900	5,800	7,100
New Hope-Lambertville	14,600	14,000	13,400	14,300	14,400
Centre Bridge-Stockton	3,300	4,400	4,600	4,800	4,500
Uhlerstown-Frenchtown	3,900	3,800	3,900	4,100	4,600
Upper Black Eddy-Milford	3,800	3,400	3,700	3,700	2,200
Riegelsville	3,400	3,400	3,200	3,100	3,300
Northampton Street	23,000	21,500	21,600	21,000	19,900
Riverton-Belvidere	4,400	4,700	4,800	4,800	4,300
Total Toll-Supported Bridges	158,800	157,400	155,700	150,500	150,400
Total Commission-Wide	387,100	382,700	382,200	381,700	376,300

Annual Average Daily Traffic

Total Commission-Wide	141.3M	140.1M	139.5M	139.3M	137.4M
Yearly Traffic					

* 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.





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