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2011 Annual Report
DELAWARE RIVER & BAY AUTHORITY







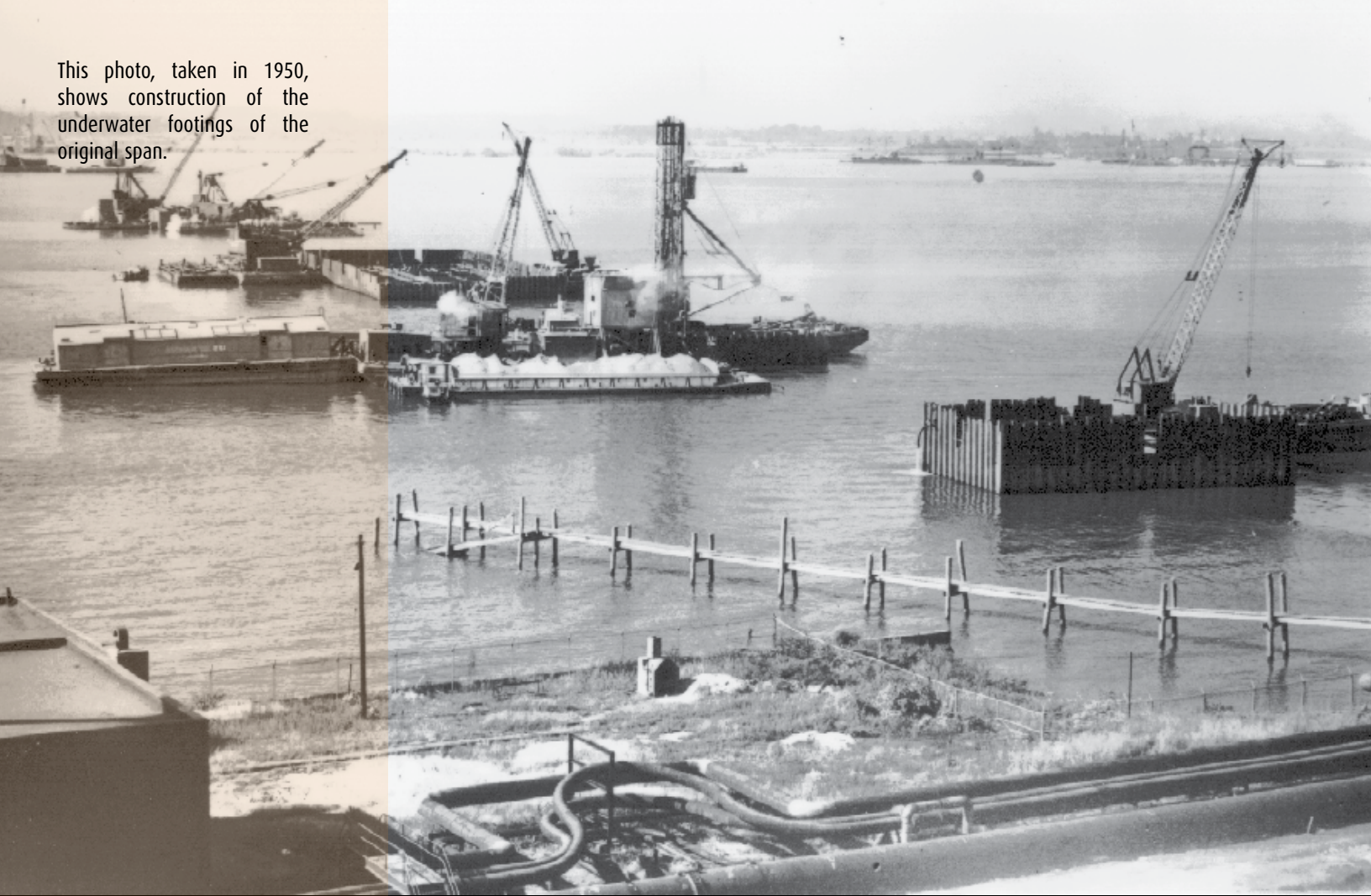
Celebrating
60 years of service to the region:

DELAWARE MEMORIAL BRIDGE

While the bridge is constructed of steel, cable, wire and concrete, we must not lose sight of the truth. The Delaware Memorial Bridge is mostly about people—the men and women for whom it is named; the dreamers who made it possible; the workers who built it; the employees who maintain it; and the people it serves each and every day.



This photo, taken in 1950, shows construction of the underwater footings of the original span.



DELAWARE MEMORIAL BRIDGE

Suspended dramatically above the majestic Delaware River, the soaring towers of the twin spans of the Delaware Memorial Bridge are both wonders of engineering and inspiring monuments to the cooperative spirit of two neighboring states.

The year 2011 marked the bridge's 60th year of serving those states and their citizens as a vital link in the surface transportation chain of the eastern United States.

However, the process leading to the construction of this modern marvel was not an easy one; not everyone involved believed this Delaware River crossing was necessary.

The past 60 years have proven those doubters wrong.

THE PAST: HONORING THE LEGACY

The new highways of the 1920s ended at water's edge, awaiting a solution to the age old problem of crossing not only this river, but also lakes, bays and oceans. While the solution was debated, privately owned and operated ferries carried people and vehicles between New Castle and Pennsville.

The first crossing of the lower Delaware opened in 1926, 30 miles to the north of Wilmington. But getting from southern New Jersey into Delaware and on to Washington D.C. remained complicated. So it's not surprising that proposals for bridges and tunnels began to be bandied about.

It wasn't going to be easy, as local politicians didn't always see the need, and the War and Navy Departments insisted that the Delaware shipping channel remain unobstructed to naval warships. And then there was a 100-year-old boundary dispute, too. At the beginning of the 1940s, just as all of these issues seemed to be headed toward resolution, the United States entered the war.

As the war in Europe was winding down, the Delaware Highway Department got approval to revive planning for a river crossing and legislation passed giving the department authority to construct, maintain and operate a crossing. Even more importantly, the Highway Department was given authority to pay for the project through tax-exempt bonds to be repaid by toll revenues, which would also fund the purchase of the privately owned ferries operating in the region.

Even before it was decided to build a bridge rather than a tunnel, the decision was made to name the crossing in honor of the men and women from both states who served and sacrificed their lives

in the war. In March 1946 New Jersey adopted legislation that paved the way for the crossing and in July Congress concurred. The War and Navy Departments had already granted permits.

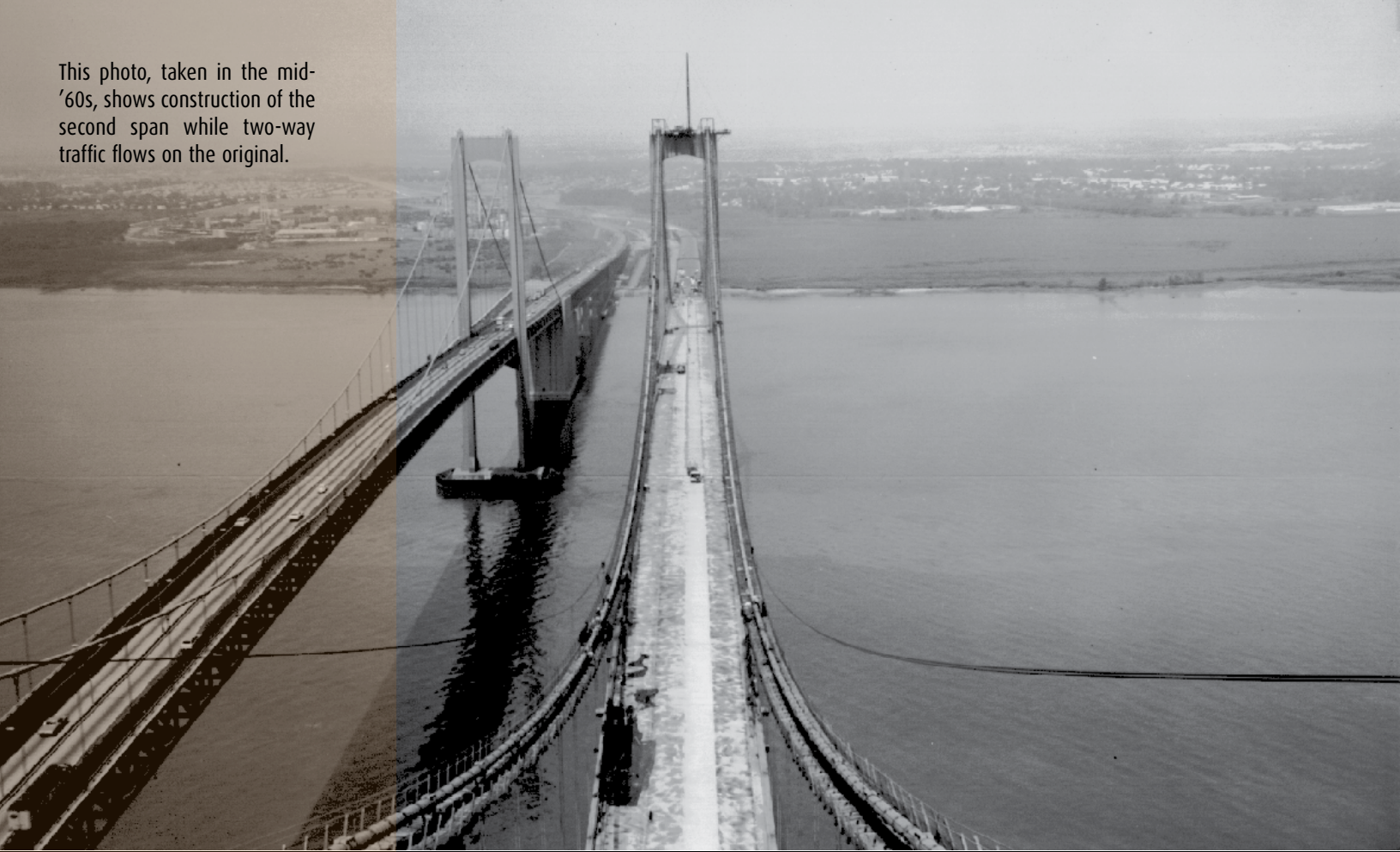
When the project was rekindled at the end of the war, the estimated cost was \$25 million. By the time the approvals came through in March 1947, expected costs had climbed to \$40 million. Although planners were confident that traffic volume would generate more than enough toll revenue to repay the construction bonds, the Delaware legislature understandably had misgivings but nevertheless increased the revenue bond authorization. Their courage and foresight has been richly rewarded in the 60 years since by the enormous operational and financial success of the bridge.

In 1949 New Jersey announced a plan to build the New Jersey Turnpike and tie its southern terminus to the bridge. Redesign was quickly made with some additional cost, so that when the bridge opened, the final tally was slightly under \$47 million.

In the fall of 1949, floating constructions platforms were anchored, the work started and the bridge began to take shape. By April 1951 the towers were up and their trusses connected by the remarkable suspension cables installed at great risk, often in inclement weather. The final job was to lay the concrete of the roadways to the bridge.

On August 15, 1951 Delaware Governor Elbert N. Carvel and New Jersey Governor Alfred E. Driscoll rode in the opening ceremonial motorcade across the new bridge. Gov. Carvel rode in the lead car to emphasize that the bridge had been built by the State of Delaware.

This photo, taken in the mid-'60s, shows construction of the second span while two-way traffic flows on the original.



THE COMPACT

The immediate success of the bridge pointed to future issues. Traffic was quickly approaching the capacity of the bridge to maintain uninterrupted flow. In fact, as the years passed, congestion became more frequent. High traffic volumes meant high toll revenues which would allow the debt to be repaid early. But then the expense of maintaining and operating the bridge would fall on Delaware, without an offsetting revenue stream.

The two states began talking about these issues in 1956 and in June 1958 the two appointed a bi-state committee to devise a long-term solution that would provide for joint operation; ensure construction of a second span to alleviate traffic congestion; and plan, develop and operate other transportation facilities between the two states.

The two came to agreement, establishing the Delaware River and Bay Authority, a 10-member panel equally divided. The agreement was approved by both legislatures in 1961 and Congress granted its required approval in 1963. The first meeting of the new Authority, in February 1963, authorized a feasibility study for ferry service between Cape May and Lewes, and directed application be made for federal approval of a second span.



THE PAST: MAINTAINING THE LEGACY

Studies determined the best plan was to build a second span parallel to the Delaware Memorial Bridge (DMB). By January 1964, engineering firms were at work and federal permits were in hand. In April the Authority authorized a \$103 million bond issue that earmarked \$70 million to build the twin span, \$12 million to establish the Cape May-Lewes Ferry, \$12 million to redeem the remaining amount from the original bridge bond; and an \$8 million contingency fund.

Construction got underway, moving rapidly from the ground-breaking in mid-1964 to completion in the fall of 1968. Once again, the Governors of both states presided at a bridge opening with Richard J. Hughes of New Jersey and Charles L. Terry Jr. of Delaware in the ceremonial motorcade across the new bridge.

The new span appears to be a twin of the original, but there are subtle differences in both design and construction. They provide the same safe, vital service. Standing side by side, the two function as one span with the “new” one doubling the Delaware Memorial Bridge to eight lanes, capable of handling the coming increases in traffic.

The first span had been in service for more than 17 years when the second joined it. Three days after the second span opened, the first bridge closed for a major overhaul, including replacement of the entire deck surface. The work completed, on December 29, 1969 Governor-elect William T. Cahill of New Jersey joined Delaware Governor Russell W. Peterson for the ribbon cutting to reopen the original span.

Today, the Delaware Memorial Bridge has the distinction of being the world’s second longest twin-span suspension bridge. It is now the 46th and 47th longest suspension bridge in the world. In the ten years since its 50th anniversary, other bridges displaced it from being the world’s longest twin-span and the 24th longest suspension bridge.

Although it may have fallen behind in sheer size, the DMB has been in the forefront of services to its customers. In 1992, the Twin Spans converted to a one-way toll collection system, which reduced fuel consumption and harmful environmental emissions from idling vehicles. In 2001, it began offering E-Z Pass, an electronic toll collection system. And in 2011, the Authority merged its E-Z Pass operations into those of New Jersey’s, providing customers with access to more services at lower costs.

The Delaware Memorial Bridge continues to draw motorists, even when the price of fuel soars and the economy tanks. Prudent planning and necessary toll increases have allowed the Authority to protect its resources by continuing to invest in projects that ensure the durability of its facilities and safety for those who use them.

Hundreds of million vehicles have crossed the Delaware Memorial Bridge in 60 years and the number continues to climb. Like the river beneath, the flow of traffic on the Delaware Memorial Bridge continues unabated.



STATE OF DELAWARE



STATE OF NEW JERSEY



DELAWARE RIVER & BAY AUTHORITY



Chairman

WILLIAM E. LOWE III

TO THE GOVERNORS AND LEGISLATURES OF DELAWARE AND NEW JERSEY



Vice Chairman

JAMES N. HOGAN

The 60th anniversary of the opening of the first span of the Delaware Memorial Bridge is an excellent time to reflect on the past; then based on that reflection, examine the present and speculate about the future. That is what this Annual Report does. As you have already seen, it begins with a short review of how the bridge came to exist as well as how it influenced bi-state relations for the next several decades.

While the first span of the DMB was constructed, owned and operated by the State of Delaware, the cooperation undertaken by both Delaware and New Jersey a few years later is a model of how separate jurisdictions can work together to produce public facilities for the benefit of an entire region. As a bi-state Commission, we have fiduciary responsibility to invest and enhance our transportation network while operating as efficiently as possible. We continue to work extremely well together to ensure the Authority's success for the benefit of our customers who use our facilities and the citizens in Delaware and New Jersey.

Like most of the rest of our country, the year 2011 was yet again challenging for our agency. The economy remains stubbornly sluggish which negatively affects traffic and revenues on our bridge and our ferry vessels. Our budgets remain tight and our employees continue to be asked to do more with less. But our workforce's hard work and creativity continue to make our Authority flourish, even in these tough times. It should always be remembered that the Authority relies solely on the collection of tolls at the bridge, and fares and fees at the ferry, to operate. We receive no financial support from either Delaware or New Jersey. As a public agency, we use our revenues wisely and efficiently.

We also take this opportunity to say farewell and thank you to our Executive Director, Jim Johnson, upon his retirement. Mr. Johnson was a true leader for the Authority during difficult fiscal times, and we owe him much for his dedication, enthusiasm and professionalism.

A proponent of good government, Jim was instrumental in the creation of the agency's by-laws to improve governance and oversight. He focused on streamlining operations and increasing efficiency, proposing a number of cost-saving initiatives to make better use of the Authority's resources, from reducing fleet size to merging the Authority's E-Z Pass operations with New Jersey's. Jim was also a strong advocate for establishing the DRBA's official supplier diversity policy and program, which promoted the agency outreach efforts and expanded business opportunities for minority and women-owned companies.

Mr. Johnson, an engineer, served his profession with distinction and honor and focused his talents on improving public infrastructure for citizens in Delaware and New Jersey. On behalf of the entire Commission, we honor his outstanding contributions as the Authority's Executive Director.

It has truly been a privilege to serve the Delaware River and Bay Authority this year, particularly as we mark this anniversary of the Delaware Memorial Bridge. It is an honor to be part of the on-going history of the transportation connection that has served, and continues to serve, our region so well.

Bill Lowe
Jim Hogan

2011 COMMISSIONERS

DELAWARE COMMISSIONERS



William Lowe

CHAIR



Richard Downes



Samuel Latham



Terri Murphy



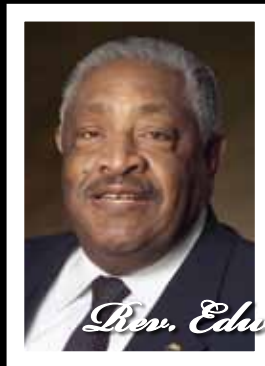
Gary Traynor

NEW JERSEY COMMISSIONERS



James Hogan

VICE CHAIR



Rev. Edward Dorn



Niels Farre



Cecil Smith



Douglas Van Sant



REPORT BY THE EXECUTIVE DIRECTOR



EXECUTIVE DIRECTOR

Led by our Commissioners and supported by the dedicated and professional people who work at the River and Bay Authority, we accomplished much in 2011.

Chairman Bill Lowe and Vice-Chairman Jim Hogan have provided outstanding vision and guidance for our organization. They have challenged us to work smarter and more efficiently at all levels of the organization. Our commissioners have devoted a great deal of time to the Authority, from attending board and committee meetings, visiting facilities, attending employee functions and studying materials related to our more complicated issues. Representatives of the Governors' offices in both New Jersey and Delaware meet with us regularly and have also played an important role.

Rising to their own challenge, the Authority leadership consolidated the committee and Board meetings, which occurred on separate days, into one day. The change has worked well, allowing more concentrated time to focus on the business of the Authority.

At the end of the year, we bade farewell to Thomas Pankok of Salem County, NJ, who had served the Authority as Board Secretary for 10 years.



The overall economic malaise continued to impact our operations last year. Then, all in one week, Mother Nature unleashed her power. On August 23, a 5.8 magnitude earthquake rocked our properties; and four days later, Hurricane

Irene rumbled through the area to test our mettle. Thorough inspections of our facilities after each event revealed no damage; but the Authority did lose revenue at our major facilities because of low traffic volumes at the Delaware Memorial Bridge and the closure of the Cape May - Lewes Ferry for four days. Our employees came to work throughout both events, even when doing so meant leaving their families alone. We thank them and their families for their role in safeguarding our operations.

Delaware Memorial Bridge traffic continued to decline, dipping by 1.2% compared to 2010. Because declining revenue projections didn't support the funding necessary to finance much needed infrastructure projects at our crossing facilities, a toll increase was needed at the Bridge. Through public hearings and our website, we presented our message to our customers and stakeholders and received feedback and comments from area citizens. In May, a toll increase was approved. The new toll schedule became effective on July 1.

Like the Bridge, the Cape May-Lewes Ferry also experienced decreased vehicular as well as passenger traffic in 2011. Food and beverage revenues increased slightly, but retail sales declined. The Authority has begun a process to assess the viability of using private hospitality operators for the food and retail businesses at each of the terminals and on board our vessels. More than 30 potential vendors attended two, full-day open houses in the summer in advance of an Authority-planned distribution of a Request for Quotations early in 2012. We value greatly the hard work of our people who work in food and retail at the ferry, but we will continue to look carefully at our options for reducing losses in these areas.

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REPORT BY THE EXECUTIVE DIRECTOR

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The Cape May-Lewes Ferry was host to many social and cultural events in 2011. We were particularly proud, to have served as the host to a unique research project by the University of Delaware's College of Earth, Ocean and Environment. An automated measurement and sampling system was installed on the MV Twin Capes to collect water quality data as the vessel crosses the mouth of the Bay. The data generated will help scientists better understand the complexities of the estuary and ultimately help in future restoration efforts.

Our commitment to the environment also led us to reach out to firms interested in providing renewable energy projects at Authority facilities. So far, this project has resulted in the installation of a small-scale pilot solar projects at the Cape May and Lewes Ferry terminals. We issued a request for proposals to provide larger scale renewable energy projects in 2012. Our goal is to become as self-sufficient as possible.

Coordinated development efforts led to the selection of New Castle Airport by Hawker Beechcraft Services for its new east coast maintenance facility. The Authority worked closely with the Delaware Economic Development Office to make this project possible. Hawker expects to employ about 100 new jobs at this new facility over the next five years. We are proud to be carrying out the economic development mandate of our compact for the benefit of the citizens of the region.

As you will read about throughout this report, our people focus on excellence. They take pride in exceeding the expectations of our customers and stakeholders while making significant contributions to this organization. In fact, departments throughout the Authority were recognized by their peers on professional boards, trade associations and peer groups for their outstanding performance serving our customers. The following are glimpses into those awards and honors.

Our airport operations division received a Certificate of Appreciation from the Federal Aviation Administration to recognize our commitment to runway safety at New Castle Airport.

New Castle Airport was one of four airports recognized in the Eastern Region for outstanding work, joining JFK International in New York, Philadelphia International, and Lancaster Airport in Pennsylvania.

The Authority's police department was reaccredited by the Commission on Accreditation for Law Enforcement Agencies. The department must comply with 479 standards in order to receive this coveted recognition. After thoroughly reviewing all standards, the assessment team was satisfied that our department met all requirements. The department earned its unprecedented fourth consecutive perfect score.

The Authority received the Certificate of Achievement for Excellence in Financial Reporting for the 2010 comprehensive annual financial report, the sixth consecutive year for this achievement. The acknowledgment is the highest form of recognition for governmental accounting and financial reporting.

I want to highlight our peoples' in-house activities. We are extremely proud of the members of our Community Initiatives Committee who work as a team to provide opportunities for all of our people to take part in activities that benefit our neighbors and the region. This year those activities included a coat drive, a blood drive, a shoe drive, and numerous other worthwhile events and activities.

And, I congratulate all of our employees, who held work-related injuries to 71, our second best year on record. I join with the Board in commending all of the departments for their outstanding attention to safety performance.

The Delaware River and Bay Authority is about people serving people. Working for the citizens of Delaware and New Jersey, and the millions of customers who use our bridges, ferries and airports, we're proud to provide and maintain the best services possible.

THE PRESENT: TAKING STOCK

The Delaware River and Bay Authority has grown significantly in the 60 years since the first span of the Delaware Memorial Bridge was opened to the public.

The Authority itself is now 59 years old, has 12 commissioners (six from each state) serving on its board, operates its own police force, and is known for its integrity and openness in public record keeping. Even the physical facilities continue to evolve as the need arises. Since its inception, the DRBA has successfully carried out its primary mission of providing vital transportation links between the states of Delaware and New Jersey.

The Authority's transportation facilities now include a second, twin span, which was added in 1968; the Cape May-Lewes Ferry System—home of the M.V. Twin Capes, the nation's most comfortable ferry; the Three Forts Ferry Crossing on the Delaware River; as well as five regional airports, two in New Jersey and three in Delaware. The airports are New Castle Airport, Cape May Airport, Millville Airport, the Civil Air Terminal at Dover AFB, and Delaware Airpark.

New Castle Airport is home to the flight departments of many well-respected national companies.

Cape May Airport is a large general aviation airport with ample land for development.

Millville Airport, in Cumberland County, is a regional center for aviation maintenance, training and business activities.

The Civil Air Terminal at Dover AFB is located on the Dover Air Force Base, two miles from Dover Downs.

Delaware Airpark is located just five miles from Delaware's capital city and is home to 45 based aircraft and Delaware State University's flight training program.

In addition to its transportation mission, since 1990 the Authority now uses its resources to further economic development in Delaware and the four southern counties of New Jersey. The Commission carefully chooses projects to invest in that benefit both states.

The first major economic development effort the Authority undertook was the Salem Business Centre, now known as the Delaware River and Bay Authority Business Centre. This 71-acre business park, located off Interstate 295 in Salem County, New Jersey, is an ideal location to reach 60

million customers and has become home to several large corporations. A more recent project is the Riverfront Marketplace on Wilmington's riverfront. It contains a complementary mix of independent merchants offering high quality products in an historic building.





War Memorial rehabilitation.



Patching the bridge deck



Pipes replacement project

MEMORIAL PARK—For almost a year, DRBA maintenance employees worked on a “Memorial Restoration Project” to rebuild the wall which bears the names of nearly 15,000 service men and women from Delaware and New Jersey who were killed in service to their country in wars ranging from World War II through the Vietnam conflict. After months of research, the workers began a complex process that included pulling all the plaques off the wall, repairing foundations, sandblasting the panels and hand-sanding and painting the names. The wall, restored to its original luster, was ready for Veterans Day Service. Re-dedication of the wall is planned for 2012.



THE PRESENT: THE DELAWARE MEMORIAL BRIDGE

The Delaware Memorial Bridge links Delaware and New Jersey in graceful twin suspension spans that soar high above the Delaware River, just north of the mouth of the Delaware Bay. The twin spans touch down in New Castle, Delaware, and in Pennsville, New Jersey. Even in a lackluster economic climate, about 86,000 vehicles travel across the twin spans of the Delaware Memorial Bridge each day, although total traffic decreased by 1.2% in 2011, commercial traffic remained even with the previous year, a promising sign of an economic rebound.

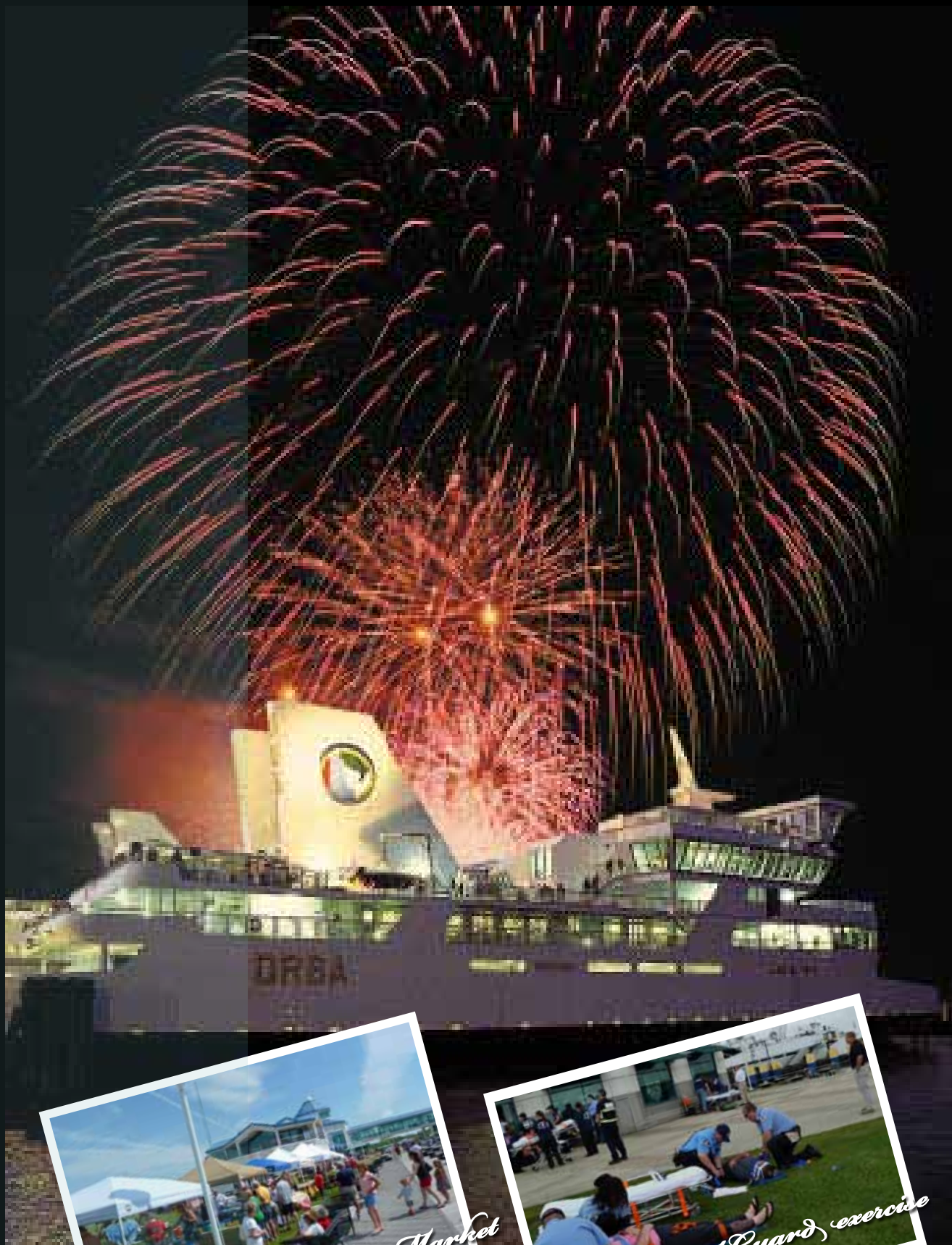
The years, weather and constant traffic have taken a toll on the twin spans, which are 43 and 60 years old, and as a result are in need of essential infrastructure repairs. Unfortunately, projected future toll revenues were not adequate to provide either borrowing capacity or cash to fund the Authority's capital needs. From 2000 through 2011, the Authority was able to keep toll rates stable for 88% of our customers, but circumstances dictated that toll rates for all classifications needed to be increased in 2011. As a result, the Authority embarked on a series of public hearings to inform stakeholders about the goals and objectives of a toll increase to go into effect on July 1, detail vital capital infrastructure investments, and provide information on the proposed rate structure. The new tolls were approved. While all rate classifications were affected, passenger car rates increased only \$1 per vehicle and commercial vehicle rates increased \$1 per axle. Current traf-

fic projections estimate the new rate schedule will produce about \$22 million annually in additional revenue.

Among the projects planned at the DMB over the next several years are: Phase IV of the I-295 highway improvements; painting and structural improvements; electronic toll collection upgrades; DMB cable and suspender rope inspection; and DMB traffic management system replacement.

Another way the Authority provided advantages and improvements in its operations for its customers as well as proving cost efficiencies for the agency, was the merger of the DRBA's E-ZPass operations into that of New Jersey's. Customer benefits included reduced membership fees, free transponders, access to all New Jersey's discount plans and additional walk-in centers. The electronic toll collection system continues to be popular with bridge users, with an increase of 2.4% over the previous year to 63.7% of the overall traffic.

Road crews worked diligently to repair drainage damage caused by Hurricane Irene on the shoulder of lane five westbound before the toll plaza. Workers replaced the old drainage pipe which failed with the water build up from the storm. Similarly road crews repaired a pothole in lane one of the New Jersey bound span. These projects, and others, which would have previously been accomplished by outside contractors, are now undertaken by DMB maintenance personnel, saving the Authority both time and money.





THE PRESENT: CAPE MAY-LEWES FERRY

Riding across the Delaware Bay on one of our ferries is one of the highlights of a visit to the Twin Capes region of Delaware and New Jersey. From our flagship, the MV Twin Capes, to any of the three other vessels currently in service, the Cape May-Lewes Ferry offers the best boat ride in America.

Unfortunately, the recession has caused a decrease in both vehicular and passenger traffic, for the fifth year in a row. Vehicular traffic was down 6.1% and passenger traffic 6.2% over the previous year. Revenues fell 5.8%. The recession continues to take a bite out of the bottom line; but our facilities, our vessels and our customer service are still outstanding.

The Authority has begun to assess the viability of private operators taking over both the food and retail businesses at each terminal and onboard its vessels. Two full-day concessions open houses were held in the summer of 2011 and more than 30 potential operators attended. The Authority expects to advertise the concessions in April 2012.

Because of the rising price of fuel and the volatility of the fuel markets, the Authority was forced to implement a fuel surcharge on all vehicle fares effective April 1. The \$2 per vehicle surcharge was designed to pass along a portion of the increased cost of fuel to the customer. There was no separate surcharge for passengers. Some of the increase in fuel costs is the result of EPA regulations which mandate all vessels to

burn lower emissions-producing, cleaner fuel. The downside is an added cost; the benefit is a smaller carbon footprint for the ferry service. The fuel surcharge is determined on a month-to-month basis.

The ferry service has always provided unique venues for any number of events, from its comfortable ferries to the beautiful terminal buildings to the amazing scenery both ashore and on the Bay. And it was no different in 2011. Both terminals hosted many community activities, including a very successful New Jersey Wine Growers Association Wine Festival at the Cape May Terminal. More than 20 wineries participated as the main draw, with numerous other local vendors offering a variety of products. Approximately 10,000 guests enjoyed the wine, live music and beautiful scenery during the two-day festival in October.

A new summer attraction in 2011, a “Ferry Fresh Farm Market,” took place at the Cape May Terminal on Saturdays for 10 weekends, drawing crowds that appreciated the fresh produce, the accessibility, and the atmosphere of one of New Jersey’s newest market venues. More than 20 vendors participated in the undertaking, offering fresh vegetables and flowers, locally grown berries and herbs, farm fresh eggs, homemade breads and baked goods, crab cakes, handmade pottery, and even a locally roasted coffee.

CAPE MAY LEWES FERRY

Continued from previous page

The Ferry also hosted a press event for the DRBA Commissioners' Cup, commemorating the Cross Bay Football rivalry between Lower Cape May Regional High School and Cape Henlopen High School.

In a more serious event, in 2011 the CMLF took part in mass rescue exercise led by the U.S. Coast Guard. The scenario was a ferry vessel experiencing an out-of-control fire in the engine room while crossing the Bay. When the "vessel" loses all power except one generator, the captain orders all 200 passengers and crew members to abandon ship. But several passengers are injured and two crew members suffer burns. The test operation included 100 Coast guard recruits wearing makeup to simulate burns, cuts, broken bones and eye injuries. Numerous state and local fire and rescue units from both states joined the Coast Guard in the full scale exercise which took place at the Coast Guard Training Center in Cape May. Both ferry terminals were established as triage centers; a Coast Guard boat, Cutter Mako, was dispatched to the scene of



the burning ferry boat; New Jersey State Police and a Delaware Bay Pilot's Association boat also took part, along with the Cape May Fire Department transporting the first injured passengers. The purpose of the exercise was to provide the agencies an opportunity to evaluate how adequate their existing plans, procedures, and coordination efforts were before a real maritime mass rescue operation is ever needed.



The MV Twin Capes served as host to a unique research project with the University of Delaware's College of Earth, Ocean and Environment.

An automated measurement and sampling system was installed on the vessel to collect water quality data as the vessel travels the mouth of the Bay. The data generated from this program will help scientists better understand the complexities of the estuary and ultimately help in future restoration efforts.



No one who attended could think of a better backdrop than the Delaware Bay when the Cape May-Lewes Ferry host-

ed the 60-member Dover Symphony Orchestra aboard the MV Twin Capes on a beautiful Sunday in May for a special fundraising event, "The Symphony at Sea." Under the direction of Donald Buxton, the Symphony played in the intimate atmosphere of the DeBraak Restaurant, entertaining patrons with "Big Band to Broadway." The musical cruise also included a wine tasting, hors d'oeuvres, cocktails and a silent auction of unique and special items.

Tourism remains a strong component of the Ferry's consumer base, and creativity and co-operation play major roles in attracting customers, both for the Ferry and its partners. In June, the Wildwoods and the CMLF partnered to create and launch a brand-new, all-inclusive package to the Wildwoods, NJ. "The Wildwoods Boardwalk, An Authentic American Experience" included a round-trip ride on the Ferry from Lewes to Cape May; unlimited rides at Morey's Piers' three world-class boardwalk amusement piers; complimentary rides on the Wildwoods Sightseer Tram Car; 2 slices of Wildwood Boardwalk pizza and more.

Additionally the CMLF partnered with Dogfish Head to offer a new, special foot-passenger package to the award-winning craft brewery in Milton, DE. The package included a round trip ferry ride, shuttle service to and from the brewery, a tour of the facility, and a Dogfish Head souvenir. The Dogfish Head facility tour is one of the newest must-see attractions on the Twin Capes.

Tech savvy travelers had the opportunity during the summer months to win a one-week beach vacation—split between Cape May and

Lewes—courtesy of the brand new Cross-Cape Adventure App. The free App, which was available for mobile smart phones at www.ExploreTwinCapes.com, www.cmlf.com or the App store, allowed explorers to check-in electronically at 50 specified Twin Capes attractions. Each check-in earned each traveler one sweepstakes entry. Although no purchases were necessary, players had to log in at least one venue on each side of the bay to win.



An unusual event in mid-August took place when the Delaware Department of Natural Resources chartered the MV Delaware. The vessel took more than 300 passengers into the Bay to witness the sinking of the USNS Destroyer Radford. Many of the passengers were veterans who had served aboard the vessel.

Like the Bridge, the facilities of the CMLF must be maintained in order to provide the service, safety and convenience customers have come to expect. The Authority awarded two construction contracts during 2011 for the drydocking of the MV Cape May and the MV New Jersey. Earlier in the year, the MV Twin Capes had returned from Cad-dell's Shipyard where more than \$1 million was spent completing replacement of hull steel, painting, replacement and repair of steering components and other mechanical equipment. Two contracts were also awarded for maintenance dredging in both Lewes and Cape May. Another contract was awarded to replace the interior and exterior seating on the MV Delaware, MV Cape Henlopen and MV New Jersey. Whenever possible, the CMLF's Marine Maintenance crew repair the vessels in-house. These contracts were for work and repairs that required specialized facilities and equipment.



Hawker Beechcraft



Aviation field trip



Cape May Brewing



THE PRESENT: DRBA AIRPORTS AND ECONOMIC DEVELOPMENT

New Castle Airport will become the home of a new aircraft maintenance facility next year. The DRBA and the Delaware Economic Development Office reached an agreement in 2011 with Hawker Beechcraft Global Customer Support to open a Hawker Beechcraft Services aircraft maintenance facility to serve as the northeast regional service center for the HBS network.

The decision by Hawker Beechcraft illustrates the airport's appeal to the aviation community. For instance, Wilmington's proximity to Hawker Beechcraft's local clientele makes it a convenient location for many regional operators.

The New Castle Airport facility is nearly 60,000 square feet, including 40,000 square feet of hangar space, 8,500 square feet of back shop space and 10,000 square feet of office space. The upgraded facility will offer guest offices for use while aircraft are being serviced, with each workspace supplying full office amenities, like computers, Wi-Fi access, printers and telephones.

On March 2, the Federal Aviation Administration presented the DRBA Airport Operations Division with a Certificate of Appreciation for the bi-state agency's efforts to achieve full compliance with the regulations regarding runway safety areas at each end of New Castle Airport's two main runways. The FAA specifically mentioned the relocation of a road to the entrance to the Delaware Air National Guard, the repositioning of navigational aids, and the recently completed installation of EMAS (Engineered Materials Arresting System). New Castle Airport was one of four airports recognized in the Eastern Region for outstanding

work, joining JFK International, Philadelphia International, and Lancaster Airport in Pennsylvania.

Cape May Brewing Company opened a tasting room and public tour program at the Cape May Airport in June. Cape May Brewing is the county's first and only production brewery. The company leases about 1,500 square feet of space from the DRBA.

CAREER DAY AT CAPE MAY AIRPORT

In July, two youth aviation academies, Aviation Career Education, and Careers in Aviation, got first-hand introductions to the operations at the Cape May Airport. The academies consisted of middle- and high-school-age students from up and down the eastern seaboard, although most of the students reside in South Jersey. The learning objectives were geared toward science, technology, engineering and math curricula, and the wide range of career opportunities available within the aviation and aerospace industries. Cape May Airport Operations and Maintenance staff taught a class on airport operations and maintenance activities. The students listened to a lecture, were introduced to airport equipment through static displays, saw a wildlife hazard pyrotechnic demonstration and participated in a foreign object debris walk-down on a ramp.

The DRBA, the Delaware Aviation Advisory Council and other partners held the first Delaware Aviation Career Day and Static Display of Aircraft at the New Castle Airport in November. The event was a combined civilian and military outreach effort designed to inform local youth and educators of aviation and aerospace career opportunities.



F.A.A. Award



Chaplain Druspiński



THE PRESENT: AWARDS AND RECOGNITION

POLICE DEPARTMENT

On November 5, the DRBA Police Department was awarded its fifth re-accreditation by the Commission on Accreditation of Law Enforcement Agencies, Inc. (CALEA), a highly regarded and recognized body of law enforcement accreditation standards.

The first Collective Bargaining Agreement for FOP Lodge #14 was executed by all parties in August.

In September, the Police Department lost its longtime chaplain, the Rev. Stanley R. Drupieski, who had served the department from 1997 with kindness and humor. He will be missed by all who knew him.

QUALIFICATIONS-BASED AWARD

The Authority was recognized by the American Council of Engineering Companies and the National Society of Professional Engineers for the 2011 qualifications-based Merit Award. The award recognizes individuals and entities that effectively use and promote qualifications-based selection processes to procure the services of professional engineers at the state and local levels.

DIVERSITY IN THE WORKPLACE

Approximately 30 senior level employees attended a two-hour session on diversity issues in government and the private sector. The workshop includes a presentation and question and answer period. Gregory Chambers, EEO/AA and Diversity Manager for the agency, led Authority-wide employee information sessions on EEO and Diversity topics through a program entitled "Relating to People Different from Yourself." This program will continue into 2012.

AWARD FOR FINANCIAL REPORTING

The Authority was awarded the Certificate of Achievement for Excellence in Financial Reporting for the 2010 comprehensive annual financial report for the sixth consecutive year. The certificate is the highest form of recognition in the area of governmental accounting and financial reporting and its award represents a significant accomplishment by a government and its management. The agency awarding the honor is the Government Finance Officers Association.

SAFETY

For the third straight year, the Authority held work-related injuries to 71, representing the second best year behind 2007. All departments are commended for their outstanding safety performance.



S. NJ D.C. Council Meeting



Ronald McDonald House



Ronald McDonald House



Shoe2 Share Drive




Ronald McDonald House



Hilltop donation



CMF Blood Drive



THE PRESENT: GIVING BACK TO THE COMMUNITY

COMMUNITY INITIATIVES COMMITTEE

Each year, the Community Initiatives Committee (CIC) at the Authority undertakes projects or outreach to help people in the region. The CIC receives no financial support from the Authority, relying solely on the goodwill of employees who volunteer their time and effort to the committee's goals, which were focused on nutrition and health of children during 2011.

Through the generous donations of DRBA employees, the CIC collected 255 winter coats in January which were then delivered to local community agencies for distribution to those most in need. In February, Cape May-Lewes Ferry employees in Cape May delivered 131 coats to the United Way of Cape May while Lewes employees gave 24 coats to Casa San Francisco in Milton and the Southern Delaware School of the Arts.

DRBA employees continued to help those less fortunate children when they traveled to Wilmington's Ronald McDonald House for ill children and their families. The nine employees, whose effort was organized and coordinated by the CIC, not only prepared a delicious evening meal, but also served the 75 children and their family members of the McDonald House residents. The employees had purchased the food and disposable cooking trays used in preparing the meal. At the end of the meal, the volunteers gave a DRBA activity coloring book and crayons to each child.

In August, the CIC launched its first book and media dona-

tion project in which it collected books, CDs, DVDs, audio-books and video games, both new and used, at 10 locations throughout the Authority. The donated material benefitted Bright Spot Ventures, an on-line bookselling and recycling social enterprise managed by both current and former foster care youth. Created by West End Neighborhood House, Bright Spot Ventures equips youth with essential professional, social and life skills by employing them to manage an on-line bookselling and recycling business in Wilmington.

Working with the United Way and Shoes2Share, the CIC concluded a successful shoe donation campaign in late August. With employees' help, the CIC collected 1,640 pairs of shoes which were later donated to those in need living in Delaware and the four southern counties of New Jersey. Shoes2Share is a grassroots charitable ministry with a passion to serve by making life more comfortable for children and their families.

POLICE OUTREACH

In April, the DRBA Police Department, working with the U.S. Drug Enforcement Administration and state and local law enforcement agencies, conducted a National Prescription Drug Take Back Day to help remove potentially dangerous drugs from homes across the nation. The program provides an opportunity for the public to safely discard expired, unwanted or unused controlled, non-controlled, and over-the-counter medications. The police established three collection sites, one at each ferry terminal and one at New Castle Airport terminal.



Thirty Year Awards

(From left, Executive Director Jim Johnson, Pete Thomas, Bill Thomas, Jim Hopkins, Joe Carson, and Chair Bill Lowe.)



Ten Year Awards

(From left, Executive Director Jim Johnson, Ed Williams, Loretta Overton, Ginger Gould, Fred Coldren, Earl Baker, Ken Overton, and Chair Bill Lowe.)




Twenty-five Year Awards

(From left, Executive Director Jim Johnson, Joe Larotonda, Paul Hurd, Dorina Bell, Wayne Hearn, Steve Russell, and Chair Bill Lowe.)



Marine Maintenance

(From left, Chair Bill Lowe, Rick Brown, Rich Gregory, Jim Hopkins, and Executive Director Jim Johnson.)



THE PRESENT: EMPLOYEE AWARDS

TEAMWORK AWARD

Marine Maintenance Team—This multi-discipline team worked together effectively and tirelessly, often day and night, on an unprecedented number of major vessel equipment failures while still providing the routine maintenance necessary to keep the ferry operation functioning. The effort often resulted in nights spent in the engine rooms of the various ships.

William Greenling, Melvin Halbruner, Gerald Podgorski,
Rickey Brown, Ralph Mogavero, Roy MacCullough, Richard
Gregory, John Altieri, Donald Miller, James Hopkins

CUSTOMER SERVICE AWARD

A Platoon Police Team—In response to a suicide on the west span of the DMB, A Platoon members demonstrated exceptional sensitivity to the victim's religious faith, which required expeditious burial rites. The officers used sophisticated electronic and other techniques to trace relatives, and made arrangements that made possible a respectful outcome for the family. This work by Platoon A went significantly beyond the normal call of duty.

Jeffrey Jannaman, Thomas Nichols, Adam Hall, Philip Hiller,
Alexis Schaal, Jason LaMora, Joseph DiStefano

CUSTOMER SERVICE AWARD

Carol Pierce, Shuttle Greeter—Carol was recognized for being more than an effective and friendly shuttle greeter. She also is an ambassador for the Ferry Service. She makes sure that patrons are aware of the various land transportation services that are available, as well as shuttle schedule information. She also ensures that individuals with special needs are ac-

commodated, going so far to occasionally holding up a ship departure when a shuttle is delayed in returning to the terminal. She manages the shuttle contractor interface and pitches in when Customer Service Representatives are overwhelmed. She always deals with customers, even frustrated ones, in a diplomatic manner.

OPERATIONAL EXCELLENCE AWARD

Richard Ward, Maintenance—Richard is the only mechanic at the Lewes terminal. He works extremely hard in maintaining all of the mobile equipment at the site, including pool cars, trucks, tractors, and an aging fleet of shuttle buses. He even fabricates bus parts, deep cleans the buses and decorates them for special events, often rearranging his schedule to keep the equipment operational. He is rightly described as a "one-man show."

Mark Delano, Cape May Food Warehouse Supervisor—Mark was nominated by two different people for the Occupational Excellence Award. Mark is recognized for going well beyond his role as warehouse supervisor. Mark is the Point-of-Sale Coordinator, Credit Card Machine Programmer and fixer, scheduling coordinator and preparer of the food service billets aboard the vessels when needed. He has voluntarily added these roles to his normal duties to ensure the smooth operation of the Food & Retail Department at the Cape May Ferry. Although he is a salaried employee and therefore does not profit from extra hours, it is not uncommon for him to work seven days a week.



2011 AWARDS

Continued from previous page

FIVE YEAR AWARDS

Robert A. Beard, Patrol Officer First Class
Ryan K. Dolbow, Maintenance Journeyman
William J. Dougherty, Maintenance Journeyman
Shiela L. Exum, Patrol Officer First Class
Edward C. Gillin, Applications Administrator
Kathleen Jarrell, Toll Collector
Kyle J. Johnston, Maintenance Journeyman
John T. Loper, A.B. Seaman 1st Class
Steven Melniczuk, Project Engineer I
Nicholas K. Minner, Maintenance Journeyman
Gerald O. Moore, Maintenance Journeyman
Moses O. Nanga, Airport Operations Specialist
Jerome Parker
June M. Reidenbach, Administrative Assistant
Michael T. Stewart, Maintenance Senior Journeyman
James A. Tobin, Toll Collector
Wayne David Wagner, Toll Collector
William E. Walton, Maintenance Specialist
Travis Wilson, Maintenance Journeyman
Mark R. Wolf, A. B. Seaman 1st Class
Anik S. Yetter, Food Service Specialist
Douglas C. Young, Patrol Officer First Class

TEN YEAR AWARDS

Alan Ahren
Earl N. Baker, Maintenance Journeyman
Linda C. Crain, Toll Collector
Fred Coldren
Randall B. Douglass, Mate
Patricia Eller, Toll Collector
Aretha Farmer, Sr. Customer Service Representative
Ginger M. Gould, Accountant
William B. Kneipp, Vessel Prep Supervisor
Patricia Kurman Sina, Toll Collector
James E. Lively, Maintenance Journeyman
Franklin J. Lopatin, Maintenance Journeyman
Sean P. Meadows, Maintenance Journeyman
Donald C. Miller, Welder
Margaret J. Mitchell, Manager Food & Retail
Loretta V. Overton, Toll Collector
Kenneth R. Overton, Maintenance Senior Journeyman
Joseph G. Peltz, Business Manager
Robert E. Pettit, Maintenance Journeyman
Robert P. Shepanski, Maintenance Journeyman
Richard M. Ward, Maintenance Senior Journeyman
Edward A. Williams, Maintenance Senior Journeyman
Paula L. Wright, Maintenance Journeyman

FIFTEEN YEAR AWARDS

Paul M. Barnard, Supervisor Maintenance South
Elmer E. Bowman, Airport Maintenance Supervisor
Joann R. Brigani, Maintenance Specialist
Robert E. Coates, Maintenance Journeyman
David J. D'Imperio, Manager Food & Retail
Shannon D. Goad, Database Analyst
Patrick J. Hogan, Maintenance Journeyman
John K. Jaeger, Maintenance Senior Journeyman
John M. McGrody, HVAC Supervisor
Peggy P. McCann, Administrative Assistant
Ronald S. Riley, Operations Clerk

TWENTY YEAR AWARDS

Thomas E. Duffy, Dispatcher
John C. Felker, Counter Terrorism Specialist
Kenneth B. Hynson, Community Relations Administrator
Richard A. Lane, Administrative Assistant
Judith A. Lee, Dispatcher
Vincent J. Manetti, Traffic Supervisor
James D. Morton, Corporal
Scott A. Rosenberger, Toll Collector

TWENTY-FIVE YEAR AWARDS

Dorina E. Bell, Ordinary Seaman/LB
Darin J. Crist, Maintenance Journeyman
Mark P. Desorbo, 1st Assistant Engineer
David P. DiAngelo, Structures Supervisor
Todd L. Elwell, Maintenance Journeyman
David W. Hearn Sr., Manager Maintenance North
Paul A. Hurd, Chief Engineer
Joseph Larotonda, Director of Finance
Robert L. Miller, Sergeant
Richard W. Reinhart, Master Corporal
Joseph B. Smith, Electronic Systems Tech
Mary E. Winter, Administrative Assistant

THIRTY YEAR AWARDS

Joseph F. Carson, Captain
James R. Hopkins, Mechanic Assistant
David A. Stiles, Public Service Aide
William E. Thomas, Master Corporal
Peter C. Thomas, Director of Maintenance

THIRTY-FIVE YEAR AWARDS

Jay W. Jones, Safety & Environment Specialist

LOOKING AHEAD: THE FUTURE

NEW LEADERSHIP

The Board of Commissioners of the Delaware River and Bay Authority has named a former Board Member, Scott A. Green, as the new executive director for the Authority, beginning in April 2012. This is the first time a former Commissioner has taken the administrative helm of the agency.

It is anticipated that there will be new Commissioners named during 2012.

CONSTRUCTION PROJECTS

The DRBA will continue to maintain its facilities to ensure the safety of both its customers and its employees. In 2012, there will be major inspections and construction work taking place on the Twin Spans.

The Five-Year Capital Program will continue to unfold at all Authority facilities, bringing new roadways, new designs, safer ways of conducting the business of the DRBA to the benefit of the customers as well as the people of both states.

OUTSOURCING

The Authority hopes to award its food and retail operations to a private contractor during 2012. This will be a major change for the organization and it is hoped that DRBA workers employed in those operations will find positions elsewhere in the DRBA or with the new vendor.

Similarly, the Authority hopes to award contracts to private

firms who will build new “green” energy-generating projects at the agency’s facilities, both to reduce reliance on expensive purchased energy and also to reduce the Authority’s carbon footprint.

REDEDICATION OF MEMORIAL

The Authority plans to rededicate the DMB Memorial in Memorial Park near the administrative headquarters in the spring. A yearlong project, undertaken by employees to rehabilitate the memorial, has returned the memorial wall to its original condition.

CONSOLIDATING AND UP-DATING

The Authority continues to look for a buyer for one or more of its ferry vessels.

Restructured schedules have made one of the vessels superfluous. The organization will also continue to consider how and when to purchase new vessels as the current fleet is aging and new vessels are more efficient, both in fuel and staffing requirements.

GOVERNANCE

The Authority looks forward to working closely with the Governors’ Offices and Legislatures of the two states in 2012.

CELEBRATION

The Authority will mark its 50th anniversary of serving the citizens of Delaware and New Jersey in September, 2012.





Food service open house



Welcoming a new chairman



Collecting data at sea



Toll hearing meeting



Cross Bay football rivalry



Coast Guard exercise



Delaware River & Bay Authority
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SUPERMOON—The photograph on the cover and shown here was taken by DRBA employee Wayne Hearn on March 19, 2011, when the moon was closer to the Earth than it had been in 18 years. The phenomenon was dubbed a “SuperMoon” in the 1970s.