Preserving Our Past, Enhancing Our Future

Delaware River
Joint Toll Bridge
Commission

75 Years of Service to Customers and Communities

ANNUAL REPORT 2009

Bushkill Street Bridge circa 1938

Contents

Photo credits

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Photographers and professional firms providing images for this report include John Andrulis, Mike Brint, Carol H. Feeley, Gordon H. Nieburg, Ron Saari, Ed Savaria, Mike Straub, AECOM, Louis Berger Group, and STV Inc.

Feature photographs:

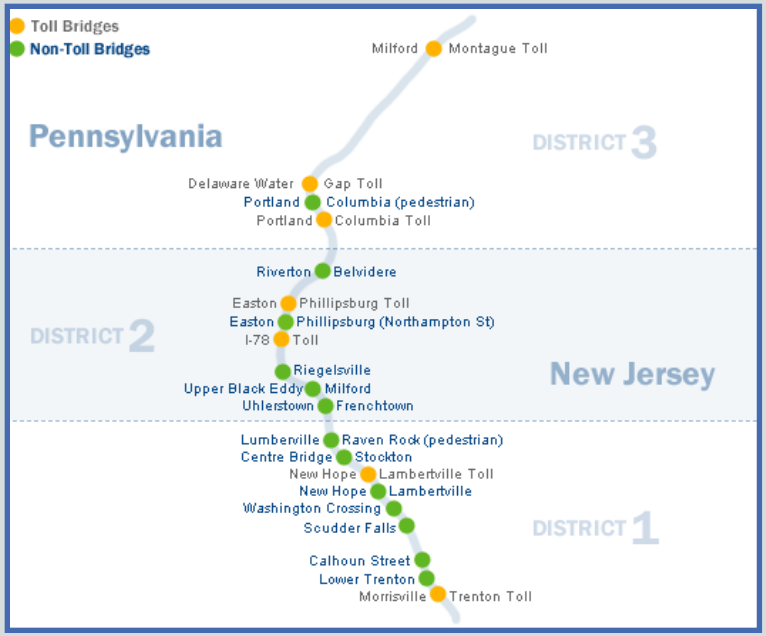
Cover, inside back cover & envelope – Mike Brint

Back cover & page 30 – Gordon H. Nieburg

Mission

The Delaware River Joint Toll Bridge Commission provides safe, dependable and efficient river crossings between Pennsylvania and New Jersey. Stretching 140 miles from the Philadelphia/Bucks County, Pa. boundary northward to the New Jersey/New York state line, the Commission's jurisdiction encompasses a diverse geographic region featuring bustling cities, quaint river villages, and scenic portions of the Delaware River where nature's bounty abounds.

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



About the Commission

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

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

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

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

Established in 1934, the Commission's bridges carried more than 139.5 million vehicles across the Delaware River in 2009. The agency has more than 340 full-time employees. Operating revenue earned in 2009 was $86,928,518. The Commission's 2009 operating budget was $46.6 million.

The Commission has been providing safe and efficient river crossings between New Jersey and Pennsylvania for more than 75 years and remains committed to enhancing public safety and commuter convenience while demonstrating responsible environmental stewardship and fiscal accountability.

A Message from the Executive Director

The Delaware River Joint Toll Bridge Commission achieved many noteworthy milestones in 2009. Confronting a one-two punch of a stubborn recession and lingering traffic declines stemming from the fuel price spikes of 2008, the Commission implemented a flat budget with across-the-board spending cuts and no salary increases. Despite the tough economic climate, the Commission kept on course with its $1.1 billion Capital Improvement Program; 2009 ended as the construction initiative's most successful year. Five major projects were achieved:

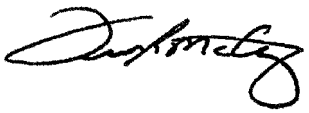
- The $102 million Trenton-Morrisville (Route 1) Toll Bridge Rehabilitation and Widening gave motorists a modernized river crossing featuring a new auxiliary northbound lane, a reconstructed bridge deck, ramp improvements, and a new toll plaza.
- The $19.1 million Milford-Montague Toll Bridge Rehabilitation provided the public with a new bridge deck, new approach roadway pavements, and a new toll plaza.
- The $57.6 million I-78 Roadway Rehabilitation wrapped up in the fall, producing a stabilized and improved road surface along the Commission's 4.2 mile segment of I-78 in New Jersey—one of the most heavily used truck corridors in the country.
- The $22.6 million Electronic Surveillance and Security System installation enhanced the Commission's critical infrastructure protection and emergency response capabilities through cameras, electronic locking devices and communications upgrades.
- The $5.3 million New Hope-Lambertville Toll Bridge Cantilever Bracket Improvement Project strengthened the bridge's 130 cantilever brackets, enabling the bridge to be fully opened for the first time in two years.

With these project completions, the Commission reached a significant juncture in its capital program. Projects at half of the agency's 20 river bridges are now finished. By year's end, the ledger showed over $303 million worth of completed projects and another $485 million worth of projects nearly completed, underway or in some stage of development.

There were other notable accomplishments: The Commission adopted a Public Involvement policy to facilitate positive relations with customers and communities during construction projects. It completed a one-year Minority/Women/Small Business pilot program with excellent results, and extended the program for another year. It improved customer service with a uniform Motorist Assistance Program. And it administered the most active year yet for the Compact Authorized Investment municipal transportation grant program.

Finally, we forged ahead with planning for a new wave of projects: the removal of gates at our busiest toll plazas, the creation of Express E-ZPass toll-collection lanes at the I-78 and I-80 toll plazas, and the rehabilitations of our historic Calhoun Street, Riegelsville, and Washington Crossing bridges. We also made notable progress with the biggest single undertaking in the agency's history—the $310 million I-95/Scudder Falls Bridge Improvement Project.

Please review this annual report and our record of progress for the past year. As the following pages attest, the Commission remains true to its 75-year mission of providing safe, well-managed transportation facilities and quality customer services to help promote regional growth and meet the current and future needs of the traveling public.



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

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Deputy Executive Director of Communications

STEPHEN CATHCART
Comptroller

RICHARD McCLELLAN
Director of Community Affairs

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Director of Compact Authorized Investments

MATTHEW M. HARTIGAN
Director of Electronic Security and Surveillance

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Director of E-Z Pass

PATRICK R. HERON
Director of Human Resources

MARY JANE HANSEN
Director of Information Technology

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Director of Plants and Facilities

GLENN REIBMAN
Director of Policy and Planning

DAVID K. BURD
Director of Purchasing

JAMES P. STETTNER
Director of Security, Safety and Training

JOHN B. PRIOR
District I Superintendent (Acting)

LENDELL JONES
District II Superintendent

BRYAN L. HILL
District III Superintendent

Commissioners

The Delaware River Joint Toll Bridge Commission is governed by a board of 10 commissioners—five from each state. The New Jersey members are nominated by the Governor and confirmed by the state Senate for three-year terms; the Pennsylvania members are appointed by the Governor and serve at his pleasure. The Commissioners are not compensated for their service.

New Jersey
David R. DeGerolamo, *Chairman*
William J. Hodas, *Secretary-Treasurer*
Donald Hart
Yuki Moore Laurenti
Harry Zikas, Jr.

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

Front row, left to right: William J. Hodas, David R. DeGerolamo, Gaetan J. Alfano, James L. Broughal. Back row, left to right: Donald Hart, Harry Zikas, Jr., Melissa Heller, Yuki Moore Laurenti, Bernard A. Griggs, Jr., John Prevoznik.

Customer Service/Partnering Credentials Boosted in 2009

A total of 28 municipalities—14 in each state—host one or more of the Commission's 20 bridges. Scores of other municipalities in the area are affected directly or indirectly by traffic that uses the Commission's network of river bridges, approach roadways, and support structures. The geographic area served by the Commission consists of roughly 2 million residents.

As a result, the Commission constantly interacts with the driving public, area residents, local governing bodies, and community organizations on both sides of the river. This particularly has been the case over the past eight years as the driving public increased it use of the Commission's transportation facilities and the agency proceeded with its execution of its Capital Improvement Program and Compact Authorized Investment (CAI) municipal grant program.

The agency added to its customer service/community relations credentials in a number of ways in 2009. It launched a standardized Motorist Assistance Program to better assist occupants of vehicles that become disabled on the Commission's toll bridges and approach roadways. It adopted a formal public involvement policy to guide Commission personnel, consultants and contractors in alerting and involving the public during the planning and execution of its capital projects. And Commission property and facilities were used for a series of events and public purposes.

Meanwhile, the agency donated used radio equipment, motor vehicles, and no-longer-needed equipment to volunteer first-responder squads and municipalities. Employees took part in blood drives, food drives, and fundraising campaigns. Additionally, maintenance crews lent assistance to host municipalities and community groups for major regional events such as the Lambertville Shad Festival, Easton's Heritage Day, and the Delaware Water Gap Celebration of the Arts jazz festival.

Commission Formalizes Public Involvement Principles and Goals

In 2009, the Delaware River Joint Toll Bridge Commission approved a set of principles and goals to guide the Commission's public involvement activities as it moves forward with its Capital Improvement Program.

Public involvement is the process of engaging the public in the early stages of applicable capital projects. When practical and feasible, input gained from interested citizens can be a constructive project planning tool.

While the Commission has utilized public involvement in a variety of capital projects since 2001, a formal set of principles and goals was codified to further strengthen the agency's community relations and outreach efforts. The principles and goals policy statement served as the basis for a set of guidelines that is being utilized by Commission personnel, contractors, and consultants in the successful execution of capital projects.

Activities like open houses and stakeholder meetings help the Commission to determine how and when bridge closures should be staged and scheduled in connection with a project—on weekends or weekdays,

for example—as a means of minimizing impacts for affected businesses, residents and motorists.

Additionally, the public involvement work can help the Commission save money in the execution of its projects. Public acceptance forged through cooperation and communication mitigates costly confrontational episodes and delays due to misinformation or distrust.

Uniform Motorist Assistance Program Launched

On March 23, 2009, the Commission officially launched a uniform Motorist Assistance Program (MAP) to help occupants of vehicles that become disabled on the Commission's toll bridges and approach roadways.

The standardized program offers improved traffic safety, provides free passenger-vehicle assistance, and better protects occupants of stranded vehicles. Motorists with disabled vehicles are able to obtain assistance by calling phone numbers posted at each bridge. Agency personnel then provide assistance in a courteous, professional manner free of charge to the customer.

When a customer requests MAP assistance, a toll officer responds in a specially marked MAP vehicle outfitted with a push bumper and carrying emergency equipment such as flares, traffic cones, gasoline, tire-changing tools, and other items. Services include:

- Clearing disabled vehicles from travel lanes using patrol vehicles equipped with push bumpers;
- Traffic control;
- Tire changing assistance;
- Jumpstarting stalled vehicles;
- Supplying water and antifreeze for low or overheated radiators;
- Providing up to three gallons of unleaded gasoline or diesel fuel; and
- Contacting a tow service, if needed, of the motorist's choice.

While the Commission provided free assistance to disabled motorists at its toll facilities in the past, the level of assistance varied at each bridge and there was no established system of phone numbers to request motorist assistance. This new standardized program provides stranded motorists with access to a set list of services and assistance from better-trained Commission personnel. During its first year of operation (nine months and nine days), the free roadside service assisted 278 customers.

Lights, Camera, Action and Motorcycles Aplenty

From time to time, the Commission is asked to provide assistance or accommodation for endeavors outside the agency's core transportation mission. Several examples of this occurred in 2009.

The Portland-Columbia Toll-Supported Pedestrian Bridge was used as a location for an independent short film, The Line, in early August. The filming took place over the course of three days and involved footage on the foot bridge, on nearby residential properties in Portland and Columbia, and on the roadways adjacent to the bridge.

In September, the Commission's I-78 Toll Bridge served as the Delaware River crossing location for the Iron and Steel Motorcycle Run conducted by the New York City-based FDNY Fire Family Transport Foundation. It was the second consecutive year the motorcycle run traveled west along I-78 and through the I-78 Toll Plaza in Williams Township, Pa.

The event involved 150 riders and attracted patriotic-minded residents and volunteer fire companies who waved flags and saluted from overpasses and other vantage points in western New Jersey and Pennsylvania's Lehigh Valley.

The procession included a fire truck engraved with the names of the 343 New York City firefighters who lost their lives in the September 11, 2001 collapse of the Twin Towers at the World Trade Center.

Working with State Police from New Jersey and Pennsylvania, the Commission provided two dedicated toll lanes for the September 12 caravan of motorcycle and fire trucks transporting World Trade Center steel beams for a new memorial in Fort Benning, Ga.

"The motorcycle run is all about people helping people and honoring the men and women who are no longer with us," said Michael Angelastro, lead run coordinator for the Iron and Steel event. "The Bridge Commission's personnel helped us move safely and quickly. It went so smoothly, you couldn't ask for anything more."

Bridging the Delaware River for 75 Years

The Delaware River Joint Toll Bridge Commission is one of the nation's oldest toll agencies. Its genesis is rooted in the advent of the automobile age during the first quarter of the last century. Its incorporation and history of operations reflect an ongoing responsiveness to a continuous trend of rising traffic rates, larger and faster vehicles, and growing volumes of interstate commerce in each ensuing decade.

The Commission was created as a bistate agency under an agreement between the Commonwealth of Pennsylvania and the State of New Jersey—signed by New Jersey Governor A. Harry Moore on December 18, 1934 and Pennsylvania Governor Gifford Pinchot on December 19, 1934. The bistate agreement, or compact, was approved by Congress on August 30, 1935. For the first three years of its existence, the Commission operated without a single toll bridge in its inventory. Its headquarters was in the Broad Street Bank Building at 28 West State Street, Trenton, N.J.

The agency succeeded the former Joint Commission for the Acquisition of Various Bridges over the Delaware between the Commonwealth of Pennsylvania and the State of New Jersey. The predecessor body—also known as the Joint Commission for the Elimination of Toll Bridges over the Delaware River—came into being by reason of a 1912 New Jersey statute and 1913 Pennsylvania legislation. The predecessor agency acquired bridges from private owners, freed them of tolls and operated and maintained them with public funds provided by the two states.

The DRJTBC's 1953 Annual Report describes the Commission's evolvement as follows:

> *"World War I had so developed the gas engine that its use was reflected in the mass production of automobiles and trucks. This, in turn, resulted in a rapid growth of interstate traffic between Pennsylvania and New Jersey. The Joint Commission, at the time the privately-owned toll bridges were purchased, could hardly have visualized the great growth of motor vehicle traffic and the phenomenal development of motor vehicle transportation, which has so tremendously changed the pattern of American economic and social life . . ."*

BREAKING GROUND

The watershed event that gave rise for a reconstituted toll agency occurred in 1925, when the Northampton Street Bridge linking Easton, Pa. and Phillipsburg, N.J. required major repairs. In the course of making repairs, one half of the road deck had to be closed to traffic. This resulted in crippling traffic jams, economic losses in the two communities and numerous problems for law enforcement. The experience motivated community and business leaders to crusade for construction of a new bridge—the current Easton-Phillipsburg (Route 22) Toll Bridge, originally named the Bushkill Street Bridge.

The predecessor commission subsequently received authorization from the two states to prepare plans, specifications, and cost estimates of the additional bridge. But when the costs of the proposed structure and approaches were determined to require multi-million-dollar subsidies from the two states, it was made clear to the predecessor commission that the two states would not provide the funds necessary to build a "free" bridge; the new bridge would need to be financed through sales of Revenue Bonds.

The legislative process to convert the predecessor commission into a toll agency began in 1931, but it was not completed until late 1934. By this time, the region's transportation needs were growing rapidly. Almost all car models were longer, wider, more powerful, and increasingly affordable. The price of a brand new 4-door Dodge sedan was $665. Innovations such as aerodynamic designs, one-piece curved windshields, and radio controls built into instrument panels all took root in 1934.

Responding to the legislative mandate, the reconstituted Commission organized itself on December 28, 1934. Its first official meeting took place in February 1935, a non-voting session where testimony was gathered on the need for the proposed Bushkill Street Toll Bridge between Phillipsburg and Easton. (The bridge was later renamed the Easton-Phillipsburg Toll Bridge after a "dual high-speed highway" approach through Easton was constructed and opened to traffic in 1952.)

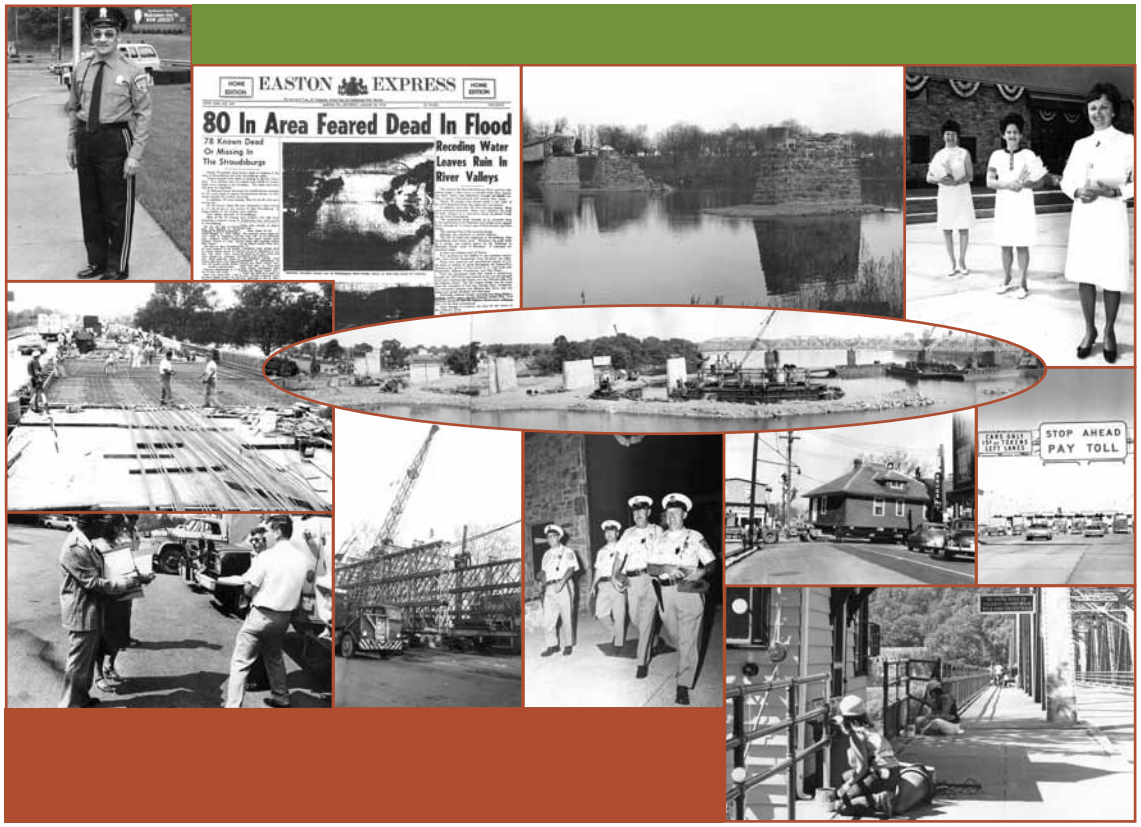
At the time the Commission approved the construction of the Bushkill Street Bridge, the country was in the depths of the Great Depression. The push for large-scale public improvement projects was intensifying as a means of putting unemployed people back to work. In 1934 alone, construction was already in full swing on the Golden Gate Bridge in California, the Grand Coulee Dam in Washington, and the Tennessee Valley Authority's hydroelectric system in the South.

Construction on the Bushkill Street Bridge began in 1936. It was completed and opened to traffic on January 17, 1938, at the cost of approximately $2,500,000 financed by revenue bonds payable solely from tolls collected at the facility. The new bridge was hailed as the "The World's Most Brilliant Bridge" and it ranked as the longest single steel truss in the nation, a distinction it held for 19 years. It would be more than a decade—a period that included the end of the Great Depression and the dark years of World War II—before the Commission would break ground to construct another vehicular bridge.

FROM WOODEN BRIDGES TO SUPER HIGHWAYS

Despite the Depression, traffic volumes grew steadily during the Commission's early years. In its first full year of operation in 1935, the agency's network of non-toll bridges carried slightly more than 20 million vehicles. Like its predecessor agency, the Commission operated and maintained these bridges with tax revenues provided by the two states. One of the non-toll bridges was a wooden covered span—Portland-Columbia. Constructed in 1869, it would go on to hold the distinction as the longest remaining wooden covered bridge in the country. Another bridge—Lumberville-Raven Rock—consisted of four wooden spans and a single steel span. (It was closed to vehicular traffic for reasons of public safety in June 1945. The Commission replaced the bridge with a pedestrian suspension span in November 1947 at a reported cost of $75,000 that included removal of the old bridge.) Many of the Commission's other bridges still had wooden road decks.

With the outbreak of World War II and the imposition of gasoline rationing between 1942 and 1946, the Commission experienced a traffic decrease—reaching a low of roughly 15.9 million vehicles in 1943. But when the war ended and the region experienced a building boom and a wave of rampant suburbanization, the Commission saw rapid annual traffic increases—surpassing 34 million vehicular crossings in 1950.



The Commission responded to this new mobile society—and the need for stronger bridges for national defense purposes—by launching and completing a series of "super highway" toll bridge projects. The first of these was the Trenton-Morrisville (Route 1) Toll Bridge, which opened in 1952. The project required the relocation of a series of residences to make way for the bridge and the corresponding completions of a new Route 1 roadway in Morrisville, Pa. and the "Trenton Freeway" in New Jersey. The project also included construction of a four-story administration building adjacent to the bridge's toll plaza. The facility—situated between Route 1 and Wood Street in Morrisville—served as the agency's headquarters for the next 56 years.

In December 1953, the Commission opened three new toll bridges in its northern district in a single month: Portland-Columbia, Delaware Water Gap (I-80) and Milford-Montague. During the decade, the Commission also reconstructed a flood-damaged bridge and built a new pedestrian bridge. And at the end of the decade, the agency was assigned operational responsibility for the Scudder Falls Bridge, which the Commission constructed for Pennsylvania and New Jersey through a combination of state and federal funds. (While construction of the Scudder Falls Bridge ended in 1959, it did not open to traffic until June 22, 1961, when the two states finally completed approach roadways to the span.)

As heady as the Fifties were for the Commission, the decade posed one notable setback. In 1955, the most devastating flood ever recorded along the Delaware River presented an unanticipated set of problems for the Commission, its administrators and its engineering staff. The flood waters resulted from the remnants of two separate hurricanes—Connie and Diane—that inundated the river region with rain during a one-week period. The river gauge at Riegelsville, Pennsylvania recorded an all-time record crest of 38.85 feet on August 19, 1955. The raging flood waters damaged nearly every bridge. For a few hours during the crisis, the Trenton-Morrisville (Route 1) Toll Bridge was the only river crossing under control of the Commission open to traffic. Four non-toll spans were destroyed—Portland-Columbia Covered Bridge, Northampton Street Bridge, Point Pleasant-Byram Bridge, and Yardley-Wilburtha Bridge. Of these, the Northampton

Street Bridge between Easton and Phillipsburg was the only vehicular crossing to be totally restored, reopening with considerable fanfare on October 23, 1957. Three "Bailey" spans enabled the Yardley-Wilburtha Bridge to resume service, but only until May 1961, when it was finally deemed unsafe for further use. A steel girder pedestrian bridge constructed on the piers of the venerable Portland-Columbia timber bridge opened on October 22, 1958.

IF YOU BUILD IT, THEY WILL COME

When the 1960s arrived, the Commission had responsibility for operating 13 non-toll state-owned bridges (two of which were pedestrian only spans) and five toll bridges. Total traffic for 1960 was slightly more than 56 million vehicles—an increase of over 21 million vehicles from 1950.

The Commission switched focus during the 1960s, concentrating less on mega projects and instead tending to its mission of maintaining, operating and improving its network of modern-day toll crossings and aging state-owned, non-toll bridges. As in the 1950s, there were significant traffic increases in all regions of the Commission's 140-mile river jurisdiction.

Between 1960 and 1969, annual vehicular traffic nearly doubled at the Trenton-Morrisville (Route 1) Toll Bridge—a 94.42 percent increase, from roughly 5 million to roughly 9.8 million crossings. The Delaware Water Gap (I-80) Toll Bridge saw a 95.7 percent increase in traffic, from 1.8 million to 3.5 million crossings. Meanwhile, traffic at the Easton-Phillipsburg (Route 22) Toll Bridge rose 48.87 percent (from 7.1 million vehicles in 1960 to 10.6 million vehicles in 1969) due to growth in Pennsylvania's Lehigh Valley region.

Increases also were seen at many of the Commission's aging non-toll bridges, the largest occurring at the Commission's four Bucks County, Pa.-Hunterdon County, N.J. vehicular crossings—New Hope-Lambertville, Centre Bridge-Stockton, Uhlerstown-Frenchtown, and Upper Black Eddy-Milford. A comparison of these four bridges showed an average 34.33 percent increase in traffic, according to year-end reports in 1960 and 1969.

Partly due to this traffic surge and the congestion that regularly inundated the overcrowded, weight-limited, two-lane truss span connecting New Hope, Pa., and Lambertville, N.J., the Commission in the early Sixties began planning construction of a new toll bridge to carry U.S. Route 202 traffic around the two communities. Ground was broken October 7, 1968 and the $13 million structure opened to traffic on Thursday, July 22, 1971. In constructing the new bridge, the Commission attempted to accommodate local residents who did not want a foreboding institutional building constructed in the rural setting. So, the administration building

and maintenance garage at the site were designed in a manner that captured the Bucks County farm motif in exterior appearance, "conserving the natural beauty of the surrounding countryside."

AUTOMATION, BRIDGE PRESERVATION, GAS SHORTAGES

Traffic rose steadily in all corners of the Commission's jurisdiction with the onset of dual-income households and the maturation of the car-crazed "baby boom" generation in the 1960s. To ease the situation at the Commission's toll bridges, the agency began employing automated coin and token collection devices at its toll plazas in the early 1970s. (While the Commission's tokens were stamped with the year 1934, the reference date applied to the agency's founding and not the actual minting of the coins.) Until this time, the Commission collected tolls manually as cash, or in the form of commutation tickets that afforded regular bridge users reduced rates of passage. The tokens were sold in rolls of 40 and enabled regular commuters to cross Commission toll bridges at a reduced cost, a toll discounting practice that continues to this day through the agency's E-ZPass electronic toll collection program. (The old tokens are a coveted collectible by highway enthusiasts around the country and can often be found for sale on e-Bay.)

With each passing year, the state-owned bridges the Commission operated and maintained for Pennsylvania and New Jersey presented continuing challenges. These so-called "free" or "tax-supported" bridges consisted largely of two-lane truss spans across masonry piers originally constructed in the 19th century to support privately owned wooden covered bridges. At least one of these bridges, Riegelsville, still had a wooden road deck despite the availability of steel open-grid decking since the early 1930s.

Noting the rapid aging of these spans, the Commission reduced the load limits on a variety of these older bridges during the 1960s and 1970s and launched feasibility studies to replace some of them, including Calhoun Street (the Commission's oldest superstructure), Washington Crossing (the Commission's narrowest span), Riegelsville (the Commission's only vehicular suspension bridge), and Riverton-Belvidere (the Commission's northernmost through-truss bridge).

The pursuit of a replacement bridge for the Calhoun Street location was particularly contentious, as the proposal called for a six-lane, low-level toll bridge that Morrisville Borough fought on the grounds that it would have harmed local businesses and

negatively impacted the community's street system. The experience was a contributing factor for the Commission's later general policy of preserving, where feasible and appropriate, its inventory of historic bridges.

Like other toll agencies in the country, the Commission weathered two major oil embargoes and resulting gas crises in the 1970s. It was during this period that new terms like "data processing" and "computerized toll collection and recording systems" began creeping into the Commission's vernacular for the first time. The Commission purchased its first computer system for tabulating toll collections in 1975.

By the end of 1980, the total annual traffic figure for the Commission's bridge system was 72,602,610—roughly 20 percent more than the 60,389,480 total crossings recorded in 1970. Traffic growth remained the overriding dynamic for the Commission throughout the 1980s and the 1990s. Vehicular crossings rose exponentially throughout the agency's jurisdiction as sprawling office and warehouse parks, large planned communities, major shopping malls, and new regional attractions, housing developments and businesses sprang up in Pennsylvania's Lehigh Valley and Pocono Mountain regions, along I-95 in Bucks County, Pa. and around New Jersey's Princeton-Route 1, I-80 and I-78 corridors. Each year saw more trucks, more commuters and more travelers using the agency's bridge system.

Toll bridges continued to see unbridled traffic increases, but the traffic rates at non-toll crossings remained relatively steady, save for one exception: the Scudder Falls (I-95) Bridge linking Mercer County, N.J. and Bucks County, Pa. During the 1970s, traffic at this location more than doubled—from roughly 4.8 million vehicles in 1971 to 10.6 million vehicles in 1980. By 1983, the bridge's annual traffic total surpassed that of every other bridge in the Commission's system, with early-morning commuters experiencing increasing delays when travelling from Pennsylvania to New Jersey on the narrow two-lane, shoulder-less span. The growth trend continued throughout the 80s and 90s, with 20 million vehicle crossings recorded in a single year for the first time in 2000.

NEW MANDATE AND A NEW BRIDGE

Governance wise, a major change in the Commission's bistate agreement and federal compact occurred in 1984 when Pennsylvania and New Jersey charged the Commission with assuming full financial responsibility for the 13 non-toll bridges within its jurisdiction. Prior to that time, the costs of operating and maintaining the non-toll bridges were financed by appropriations from the two states. Ownership of the state-owned bridges was not fully transferred to the Commission until July 1, 1987. With the transfer of ownership, the 13 non-toll spans became "toll-supported bridges," a designation reflecting the fact that a portion of the tolls collected at the Commission's toll bridges are used to finance the operation, maintenance and security of the non-toll spans.

To this day, the Commission is a self-supporting entity receiving no federal or state subsidies for its operations.

The 1984 agreement had an additional noteworthy change for the Commission: a provision pertaining to construction of a seventh Commission toll bridge that would one day carry a long-proposed interstate highway—I-78—across the Delaware River. It stipulated that the eventual I-78 river bridge would be operated and maintained by the Commission as a toll span and the agency would be responsible for the non-federal share of construction costs for the bridge and approach highways extending from the bridge to the first interchanges in each state.

The I-78 Toll Bridge opened to traffic on November 21, 1989. The event marked completion of the last segment of I-78, a 144-mile interstate highway between Harrisburg, Pa. and the Holland Tunnel linking New Jersey and Lower Manhattan. The new river connection soon demonstrated its worth, providing an additional travel route to and from the Lehigh Valley. The new bridge also helped to alleviate mounting traffic congestion along Route 22 in the Easton-Phillipsburg region, which carried more than 17 million vehicles alone in 1988.

The I-78 Toll Bridge had a unique distinction from the Commission's previous six toll bridges: its toll plaza was constructed to accept tolls in only the westbound direction. Earlier in 1989, the Commission converted its two-way toll plazas at the Delaware Water Gap (I-80), Easton-Phillipsburg (Route 22) and Portland-Columbia toll bridges to westbound-only collections. The Trenton-Morrisville (Route 1) Toll Bridge was converted to one-way collections in 1992; the two remaining toll facilities were converted in later years. These changes were made in an effort to reduce congestion and enhance efficiency at the Commission's toll crossings.

In its first full year of operation in 1990, the I-78 Toll Bridge carried more than 8 million vehicles, a first-year record for a new Commission toll bridge. The bridge also enabled the agency to reach a major milestone in 1990: it marked the first time traffic at the Commission's toll bridges (54,314,407 vehicles) surpassed the levels of its non-toll bridges (50,277,254 vehicles). This was the second significant traffic milestone in three years; in 1988, the Commission's total annual vehicular crossings surpassed the 100 million mark for the first time.

MODERNIZING FOR A NEW CENTURY

Rising traffic volumes and the relatively new responsibility of operating the entire 20-bridge system only with revenues collected at the seven toll bridges presented a series of new challenges for the Commission, most notably in the areas of management and efficiency. A comprehensive management review of the agency was conducted by the two states during the 1990s, resulting in a transition to a new management team charged with the directive to improve organizational effectiveness, accountability, and customer service. At the time, the Commission's headquarters possessed three computers with no ability to exchange data. Its toll-collecting equipment and systems were outdated, consisting largely of mechanical coin-collection devices and bulky, antiquated main-frame data processing systems. The agency's network of bridges and toll plazas, meanwhile, was in need of serious attention.

The 2000 annual report described the situation as follows:

> *Up until very recently, the Commission quietly went about the business of maintaining its 20 bridges by a cost-conscious "fix what's broken" approach. That approach was very successful for many years, but inevitably, circumstances and conditions change. Our bridge system is aging rapidly. The average age of our bridges exceeds 70 years, with five out of seven toll bridges over 50 years old. Our toll-supported bridges, entirely reliant on revenues from our toll bridges, are even older—with 7 out of 11 toll-supported bridges over 100 years old. Meanwhile, population and employment growth has significantly increased the volume of traffic at our bridges with trends indicating that cross-river traffic congestion will continue to worsen. The combination of an aging bridge inventory and increased traffic volume has forced the Commission to shift from a "fix what's broken paradigm" to a "rehabilitate and renew" and "plan for systems enhancements" paradigm.*

To meet this challenge the Commission launched a four-prong capital improvement program to enable the agency to better fulfill its central mission of providing safe and efficient river crossings. Now anticipated to total more than $1.1 billion, the capital improvement program has already achieved numerous successes—some of which are explained in detail elsewhere in this annual report. In 2002, the Commission began transitioning all of its toll bridges to the E-ZPass electronic toll collection system, reducing queuing and congestion for customers. More than 60 percent of revenue is now collected electronically. Radio communications, security, and computerization are now up to current standards. And the Commission's administrative headquarters has moved to newer—and more centralized—offices adjacent to the New Hope-Lambertville Toll Bridge in Solebury, Pa. At the close of 2009, half of the Commission's 20 bridges have undergone rehabilitation, widening, or improvement under the program.

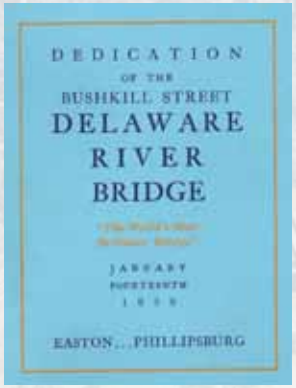
Future capital improvement plans include the replacement of the existing commuter-choked Scudder Falls (I-95) Bridge with a new facility, including overhauled interchanges and a widened Pennsylvania approach roadway. Open road tolling—electronic toll paying at highway speeds—will be installed at the Delaware Water Gap (I-80) and I-78 toll bridges in 2010. Meanwhile, traffic-control arms should be removed at all seven toll bridges and three bridge rehabilitation/improvement projects are expected to be completed by the end of 2010. Additionally, in 2010, the capital program is expected to begin the planning process for the rehabilitation of the Easton-Phillipsburg (Route 22) Toll Bridge, the envisioned span that led to the Commission's creation 75 years ago.

The agency that ended its first year of operations with 20 million vehicle crossings in 1935 now handles roughly 140 million crossings annually. Total traffic during its first 75 years of operation (January 1, 1935 to December 31, 2009) exceeds 5.3 billion vehicular crossings. The Commission currently operates seven toll bridges, 13 non-toll

bridges—two of which are pedestrian-only facilities—and an additional 36 approach structures (smaller overpass/underpass type bridges) throughout its river region.

While traffic numbers, bridge structures and legislative mandates are at the Commission's core, the agency's soul has always been the collective body of men and women who have made the agency work so successfully through the decades: Commissioners who set policy and authorized scores of projects overseen by the agency's executives and engineers; bridge officers who prevented oversized or overweight vehicles from crossing and damaging the agency's historic spans; maintenance crews that plowed and salted bridges and approach roadways during major storms; toll booth attendants who provided directions to tourists or out-of-state truckers, and scores of other individuals who worked behind the scenes in positions that ultimately enabled the agency to provide efficient, cost-effective transportation facilities and services to the travelling public.

It is by virtue of the work of all these individuals over the past 75 years that the Commission continues with its transportation mission for the residents of Pennsylvania and New Jersey, fulfilling the agency's motto: "Preserving Our Past, Enhancing Our Future."



First toll span—Bushkill Street Bridge—opens with ceremony; 10-cent car toll each direction
January 14, 1938

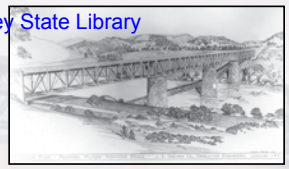
20 million-plus vehicles use Commission's 16 state-owned free bridges in first year
December 31, 1935

Congress approves agency's compact, fully empowering the Commission
August 30, 1935

First official Commission meeting (non-voting session)
February 1935

Predecessor non-toll agency is disbanded and new Commission organizes in its place
December 28, 1934

Bistate agreement establishes Commission with tolling authority
December 18–19, 1934



Milford-Montague Toll Bridge opens; narrow wood-deck truss bridge upstream taken out of service
December 30, 1953

Delaware Water Gap Toll Bridge opens
December 16, 1953

Portland-Columbia Toll Bridge opens; old covered timber bridge closed to vehicles
December 1, 1953

Lumberville-Raven Rock Pedestrian Bridge constructed; replaces prior vehicular span closed in June 1945 for safety reasons
November 1947

Annual traffic ebbs to 15.9 million crossings due to gas rationing
December 31, 1943

Trenton-Morrisville Toll Bridge opens
December 1, 1952

Deteriorated Upper Mount Bethel-Delaware Bridge taken out of service
April 9, 1954

Record Delaware River flood destroys four bridges, damages several others; little-used Point Pleasant-Byram Bridge never rebuilt
August 18–19,1955

Steel girder Portland-Columbia Pedestrian Bridge opens
October 22, 1958

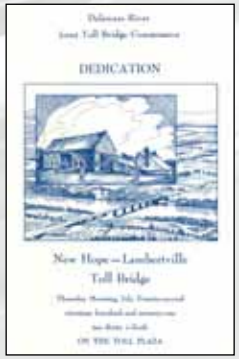
Flood ravaged Northampton Street Bridge restored and reopened
October 23, 1957

Scudder Falls Bridge opens
June 22, 1961

Yardley-Wilburtha Bridge taken out of service; 3 of its 6 spans lost in 1955 flood
May 3, 1961

1930 1940 1950 1960

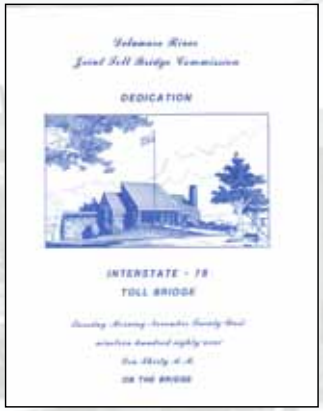
Use of tokens and automated toll collection baskets begin at T-M Toll Bridge
March 2, 1970



New Hope-Lambertville (Route 202) Toll Bridge opens
July 22, 1971

Commission takes ownership/financial responsibility of 13 state-owned non-toll bridges under 1984 compact change
July 1, 1987

Annual traffic surpasses 100 million mark
December 31, 1988



I-78 Toll Bridge opens
November 21, 1989

Delaware Water Gap toll plaza becomes first to switch to one-way collections
May 25, 1989

Uniform 75-cent base car toll established at all seven toll bridges
November 1, 2003

New Hope-Lambertville toll plaza converts to one-way collections; last bridge to do so
December 1, 2002

E-ZPass service begins; phase out of tokens and toll tickets initiated
November 30, 2002

Execution of comprehensive Capital Improvement Program begins
March 6, 2001

First Compact Authorized Investment (CAI) program grants awarded
September 26, 2005

Toll ticket/token redemption program ends
July 1, 2005

Rehabilitation/improvement projects completed at half of agency's 20 bridges under Capital Improvement Program
November 12, 2009

75th year of operations kicked off at Commission meeting
December 21, 2009

1970 1980 1990 2000

Modernization of the Commission

Capital Improvement Program Has Single Busiest Year of Activity in 2009

The $1 billion-plus Capital Improvement Program (CIP) that the Commission initiated in 2001 had its busiest single year of activity in 2009.

Five major project completions were achieved during the year:

- Trenton-Morrisville (Route 1) Toll Bridge Rehabilitation and Widening;
- Milford-Montague Toll Bridge Rehabilitation;
- I-78 Roadway Rehabilitation in New Jersey;
- New Hope-Lambertville (Route 202) Toll Bridge Improvement; and
- Electronic Surveillance/Detection System.

Also during the year, the Commission conducted public-involvement programs for six new projects scheduled to break ground in 2010 or early 2011:

- I-78 Express E-ZPass/Open Road Tolling;
- Calhoun Street Toll-Supported Bridge Rehabilitation;
- Riegelsville Toll-Supported Bridge Rehabilitation;
- Washington Crossing Near-Term Improvements;
- Delaware Water Gap (I-80) Express E-ZPass/Open Road Tolling; and
- Upper Black Eddy-Milford Toll Supported Bridge Rehabilitation.

Finally, two marquee initiatives—the I-95/Scudder Falls Bridge Improvement Project and the Electronic Toll Collection System Enhancement Project—moved forward in the Commission's capital program pipeline.

The CIP was initiated to improve driving conditions, enhance security and safety, upgrade customer service, and reduce congestion on Commission bridges and access roadways.

All totaled, the eight years of CIP activities have resulted in obvious and sometimes dramatic improvements to Commission facilities and operations up and down the river. Through 2009, the program had financed 67 Commission projects and dozens of local transportation projects, totaling more than $340 million in regional improvements.

There were additional dividends, as these investments have helped to create or sustain 9,690 jobs, generating $1.16 million in regional economic activity.

Seminar Aims to Boost Competition for Commission Contracts

In an effort to encourage a larger pool of businesses to submit proposals and bids for its capital program contracts, the Commission hosted a heavily attended "Working with the DRJTBC" seminar for local contractors and consultants. About 225 individuals attended the event to learn more about the various capital projects, background on the procurement process, and specific requirements for consultants and contractors.

The Commission's goal was to encourage more competition in its procurement process, creating additional value for the agency and helping to reduce construction costs. Among the topics discussed were insurance requirements, indemnification requirements, and the Commission pilot program for minority-owned, women-owned, and small-business enterprises.

The session provided attendees with opportunities to question Commission personnel about topics discussed at the seminar or on other procurement issues. Many attendees expressed appreciation to the Commission for communicating upcoming project opportunities and discussing procurement issues in such an open and proactive manner.

Trenton-Morrisville Route 1 Toll Bridge Rededicated

The Delaware River Joint Toll Bridge Commission held a rededication ceremony on November 12, 2009 for the Trenton-Morrisville (Route 1) Toll Bridge, officially marking completion of the multi-faceted rehabilitation and widening project it began three years earlier. The project reached substantial completion in September, two full weeks ahead of its original schedule.

Staging of the rehabilitation and widening project began in November of 2006, with construction-related detours and lane closures commencing in January of 2007. At that time, the bridge was a rutted, 50-year-old-plus facility struggling to keep up with 21st Century traffic demands. Traffic counts on the bridge had risen from just over 1 million vehicles in its first full year of operation in 1953 to well over 18 million vehicles annually when the project began.

Higher traffic volumes were just one of many issues confronting the bridge. Other shortcomings included: severe geometric deficiencies on ramp systems near the bridge's approaches; a deteriorating concrete bridge deck; corroding bearings beneath the girders; outdated and corroding parapets; excessive settling on numerous concrete slabs on the approach roadways; poor drainage in several areas; and a toll plaza that dated back to the Eisenhower administration.

The project widened the bridge's road deck and put the entire structure in a state of condition where it will not require any sustained lane closures for at least 15 years. A series of other improvements and safety upgrades were made in conjunction with the project, which extended beyond the river bridge along U.S. Route 1 in Trenton, New Jersey and Morrisville, Pennsylvania.

The fruits of the work performed during the three-year construction period were readily evident at the bridge's rededication; a dramatically smoother driving surface; a new, well-lit toll plaza that was safer for motorist and toll-collection personnel alike; and a widened bridge structure that could carry a new auxiliary northbound lane, enabling motorists to enter on the bridge via a dedicated lane on its Pennsylvania approach and likewise exit more safely off the bridge on its New Jersey side.

The project utilized a unique engineering design that widened the bridge while maintaining the same pier dimensions in the river below. This was achieved through the use of cantilever pier cap extensions on the bridge's upstream and downstream sides.

This approach to widening the bridge enabled the Commission to avoid the in-river impacts that would have required time-consuming permitting processes and driven up construction costs. Credit for conceiving and proposing this solution to a problem—widening the bridge while using existing pier footprints—went to Louis Berger Group, the project's design engineers.

There was another noteworthy project achievement: the work was conducted while still allowing vehicles to cross the bridge in both directions. To mitigate impacts on the traveling public, the project was conducted in three stages, with the bridge remaining open to traffic throughout the entire duration of construction activities.

The project's major elements included the following work:

- Rehabilitating the main river bridge and widening it to accommodate a northbound auxiliary lane for traffic entering from Morrisville and exiting into Trenton;
- Reconstructing the Route 1 pavement on the Pennsylvania and New Jersey approaches to the bridge;
- Providing a deceleration lane on the PennDOT viaduct over the Delaware Canal and Conrail property on the Pennsylvania side of the bridge;
- Modifying the interchange at South Pennsylvania Avenue in Morrisville and installing a new traffic signal and resurfacing the pavement on South Pennsylvania Avenue;

- Installing noise walls adjacent to northbound Route 1 in Morrisville;
- Constructing a new toll plaza, serving southbound motorists on the Morrisville side of the bridge;
- Realigning the New Jersey Route 29 Ramp (Ramp C) and constructing a new bridge over Route 29 to allow for improved access to that highway;
- Rehabilitating, cleaning and repainting structural steel components of the bridge and its Route 1 approaches.

With the bridge's rededication, the Commission reached the halfway mark of its long-term $1 billion-plus Capital Improvement Program, having completed rehabilitation projects on 10 of its 20 bridges. The project, in fact, ranked as the largest single undertaking completed to date during the Commission's 75-year history.

While motorists from time to time voiced frustration with the project's duration and construction-related traffic congestion, reaction to the final product was overwhelmingly positive.

Thomas Jeske of Langhorne, Pa. was among those who sent an e-mail to the Commission: "Fabulous job on the redesign and completion of the Route 1 toll bridge. Traffic flows SO much better now in both directions, especially during rush hours. I'm sure that has removed a great deal of frustration for many commuters. It certainly has for me. Thank you for a job well done!"

New Hope-Lambertville Toll Bridge Gets Strengthened Cantilever Floorbeams

The value of the Commission's bridge inspection process—toll bridges are inspected in odd years and non-toll bridges are inspected in even years—was fully demonstrated with the execution of the New Hope-Lambertville (Route 202) Toll Bridge Improvement Project in 2009.

The project was initiated after a 2007 bridge inspection detected deterioration to some of the cantilever floorbeam brackets that help support the bridge's outer lanes.

Although the bridge was deemed to be safe, the Commission prohibited motorists from using the bridge's two outer lanes—one in each direction—beginning in November 2007. The lane shutdowns allowed the Commission to more thoroughly examine the problem and conduct load tests and a structural analysis before crafting a plan of action and executing that plan.

The result was a 2009 improvement project that strengthened all 130 "pork chop" cantilever floorbeam brackets beneath the bridge's two right lanes.

The work involved removal of a rust-prone section of steel on each bracket and the installation of a new higher-strength steel replacement connection plate. Because work crews could make their repairs by accessing the support structure from the bridge's outer lanes, the construction activities had minimal impact on traffic.

Construction activities began in the spring and the work ended in the fall, with all four lanes of the bridge being fully operational again on October 3, 2009.

Despite its name, the bridge is neither in New Hope nor Lambertville. Its southern abutment is in Solebury, Pa. and its northern abutment is in Delaware Township, N.J. It is a 1,682-foot, 10-span steel girder and concrete-deck structure. It originally opened to traffic on July 22, 1971.

Security and Response Improved through Video Cameras and Access Controls

The multi-dimensional Electronic Surveillance/Detection System Design-Build-Maintain Project reached substantial completion on July 2. The project included the installation of a video-camera surveillance system and electronic access controls at all critical Commission properties.

Together, the various components are providing the public with added security while enhancing the Commission's ability to respond to accidents, emergencies and other incidents—such as flooding—at its bridges, roadways, buildings and support facilities.

The video cameras also have proved to be helpful to partner communities and other river-region agencies when needed. For example, the cameras have been used to provide the Delaware River Basin Commission with up-to-the-minute reports on ice dams in the river during winter months. And police in dozens of river communities have sought video recordings of car chases, accidents, and other incidents—including a wedding party fight that broke out on a bridge walkway.

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

Work crews began the process of installing cameras on and around all of the Commission's 18 vehicular bridges in 2008. Wireless and fiber-optic technology was employed to link them to a central control center. At remote locations without easy access to electrical lines, solar panels were employed to power cameras and related equipment.

The electronic access controls installed under the project have hardened the Commission's facilities against potential terrorism and crime. With employees using swipe-tag technology to gain access to Commission buildings and locations, hundreds of metal keys were taken out of circulation across the Commission and donated to a charity that melts the metal down for recycling purposes.

A related security-improvement—a new state-of-the-art radio system—was initiated in tandem with the installations of cameras and electronic access controls. Work on the radio system reached substantial completion in 2008, enabling the Commission to donate various components of its previous radio system to local emergency response agencies in Pennsylvania and New Jersey in early 2009. All totaled, the Commission donated more than $30,000 worth of antennas, radios, base stations, and other equipment to the river region's fire, rescue and emergency-response agencies during 2009.

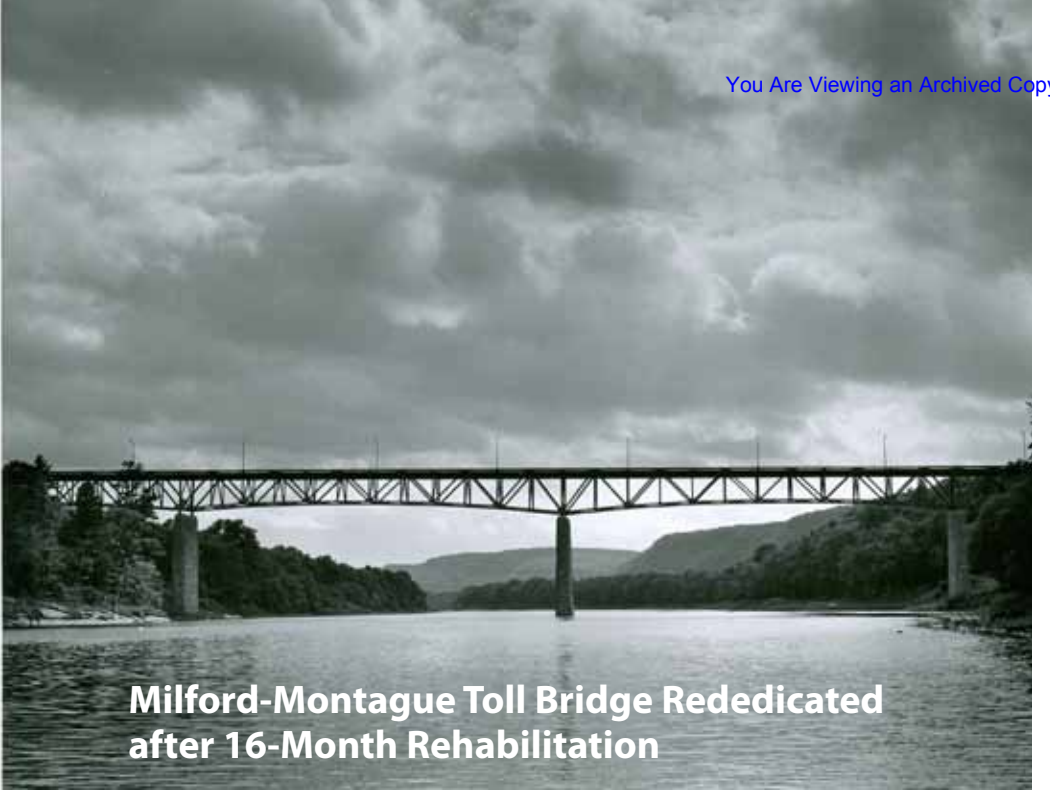
Joint Emergency Exercise Puts Security Camera System to the Test

In late August, the Commission conducted an elaborate training exercise with New Jersey and Pennsylvania State Police and local emergency response agencies at the New Hope-Lambertville Toll Bridge.

The session involved marine police, a tactical rescue unit, a helicopter unit and a bomb squad.

The exercises enabled Commission security personnel and specialized State Police units to hone their response capabilities in a variety of emergency situations, including a river rescue.

The Commission's newly installed Electronic Surveillance and Detection System was a key tool in the execution of the training exercises.



Milford-Montague Toll Bridge Rededicated after 16-Month Rehabilitation

On July 21, 2009, the Delaware River Joint Toll Bridge Commission officially rededicated the Milford-Montague Toll Bridge with a ceremony that included an opera singer, an antique car procession through the bridge's newly constructed toll plaza and a flag salute led by military veterans representing the tri-state region of Pennsylvania, New Jersey and New York. A variety of state, county, and local elected officials from Pike County, Pa. and Sussex County, N.J. joined with Commission representatives for the event.

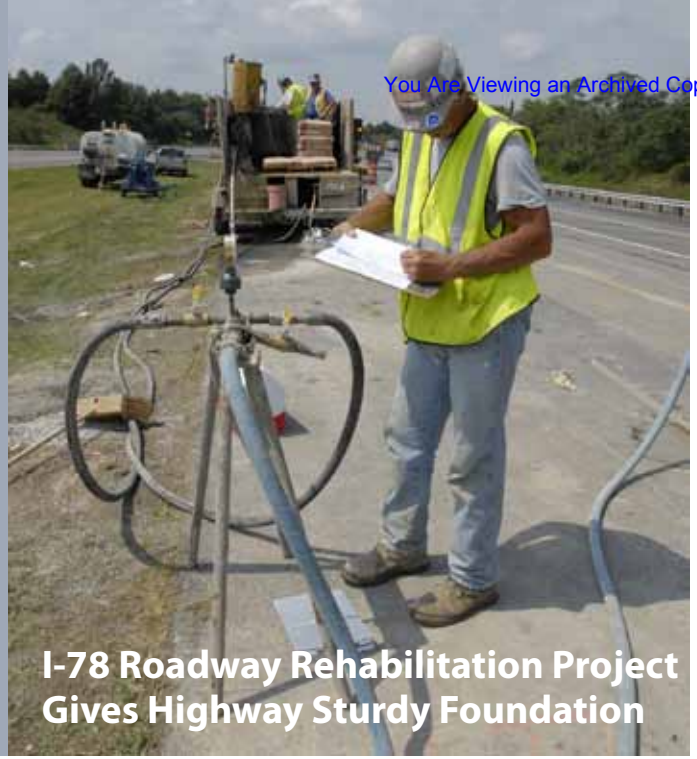
The ceremony marked the completion of a $19.1 million bridge rehabilitation project that began in February 2008. The rehabilitation project included the replacement of the bridge's precast concrete deck panels; replacement of deteriorated support stringers and truss members; and blast-cleaning and painting of the entire steel superstructure. The project also included repairs or replacement of the Pennsylvania and New Jersey approaches, and installations of new signage on the bridge's approaches. The work was carried out with alternating lanes of traffic that enabled the bridge to remain open throughout the construction period.

The previous toll plaza was replaced with a new facility that has two new mixed-mode toll booths for processing both cash and E-ZPass electronic transactions, and an additional single E-ZPass-only lane.

The Milford-Montague Toll Bridge is the northernmost bridge in the Commission's 140-mile Delaware River jurisdiction. Its eastern abutment is in Montague, Sussex County, New Jersey and its western abutment is in Dingman Township, Pennsylvania, just south of the Pike County seat of Milford.

Located seven miles south of the New Jersey/New York state line, the bridge connects U.S. Route 206 in New Jersey with U.S. Routes 209 and 6 in Pennsylvania.

It is the Commission's only deck-truss bridge. The span originally opened to traffic on December 30, 1953. It was selected as one of the 10 most beautiful steel bridges in the 26th annual (1953) national aesthetic bridge competition conducted by the American Institute of Steel Construction.



I-78 Roadway Rehabilitation Project Gives Highway Sturdy Foundation

The Commission owns, operates and maintains 4.2 miles of I-78 in Warren County, New Jersey. The stretch of roadway is between the Still Valley Interchange (Exit 3) and the Commission's I-78 Toll Bridge across the Delaware River.

It is one of the busiest long-haul truck corridors in the United States. On average, 2 million tractor-trailers move westbound across this roadway stretch each year. The vast preponderance of these trucks transport heavy loads, originating at shipping terminals in the New York City/Port of Newark/Elizabeth region.

The highway here also crosses what the New York Times in 1989 described as a "peculiar geological substratum, part of a limestone belt that underlies southern Warren County and runs down through the Appalachians." These "karst" limestone deposits date back 650 million years, but they are far short of what anyone would describe as terra firma. Because karst limestone is easily eroded by water, this section of earth is inherently prone to sinkholes and constant surface settling. In fact, during the roadway's construction in 1989, one sudden sinkhole left a crater 20 feet deep beside the unopened highway.

Over time, the combination of 20 years of heavy truck traffic and slowly dissolving underground limestone deposits caused cracking and settlement of the roadway's concrete slabs. This, in turn, made for an increasingly bumpy ride along the Commission's New Jersey stretch of I-78.

After studies and analyses, the Commission in October 2007 launched a $57.6 million multi-faceted project to rehabilitate the six-lane roadway and make other improvements.

A variety of techniques were employed to give the busy roadway a better foundation and ride, including polyurethane grout injection and concrete slurry grouting to stabilize the ground beneath the highway. "Crack stitching" of concrete slabs also was utilized at roughly 2,200 locations. In some worst-case areas of roadway deterioration, existing concrete pavement was removed and new concrete slabs were poured in a process known as full-depth replacement.

Other improvements achieved under the project included the installation of new surface pavement, repairs to various overpasses and secondary bridge structures, repairs to drainage systems, and the placement of safety upgrades, such as new striping, guiderails and roadway reflectors.

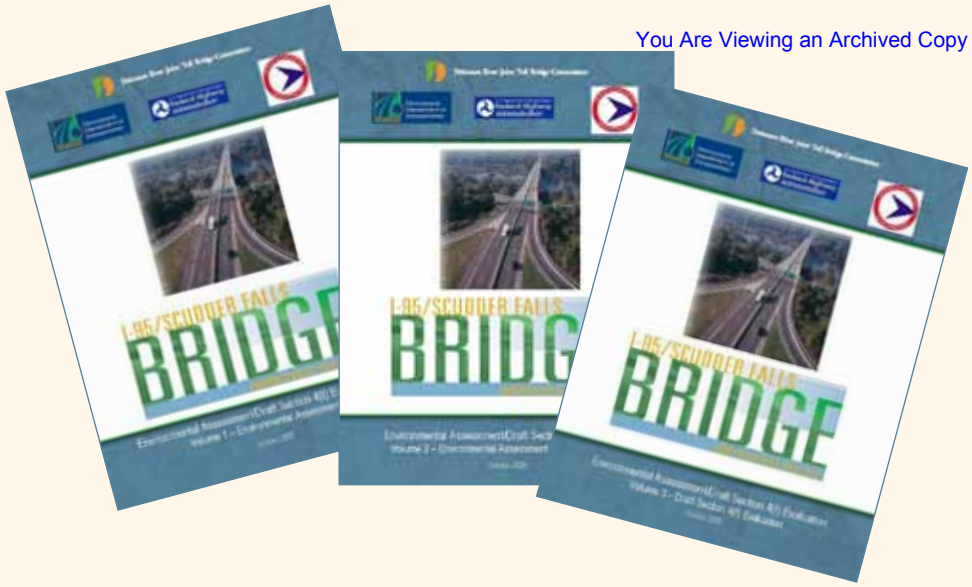
The project was performed with a goal of preventing major repairs for the next 15 years. More importantly perhaps, the work put the roadway in a stable state so that it can better support an anticipate upsurge in truck traffic that is predicted to occur as East Coast port shipments increase after completion of a new wider and deeper Panama Canal channel by 2015.

The project's substantial completion was achieved on September 25 and came at an optimum time—slightly a month before the 20th anniversary of the opening of the I-78 Toll Bridge and related facilities. The Commission's I-78 segments in New Jersey and Pennsylvania opened to traffic on November 21, 1989, constituting the final link in the 144-mile interstate highway between Holland Tunnel to the east and Harrisburg, Pa. to the west.

Today, the I-78 Toll Bridge is the Commission's most heavily traveled toll span. It carried an average 56,770 vehicles per day in 2009.

To address rising traffic demands at the bridge, the Commission in 2009 made final preparations on a project to bring Express E-ZPass/Open Road Tolling to the agency's I-78 Toll Plaza in Williams Township, Pa. by Memorial Day 2010.

The Commission awarded a design-build construction contract for the toll-collection modernization project in September and a construction management/inspection contract in November. A public involvement program for the project was initiated in December, with construction work scheduled to begin in early 2010.



I-95/Scudder Falls Bridge Improvement Project Advances

The Scudder Falls Bridge, which carries I-95 across the Delaware River between Ewing, N.J. and Lower Makefield, Pa., turned 50 years old in 2009—a year when the Commission took some of the most significant steps to date in project preparations to replace the congested, outdated span and improve its corresponding interchanges and approach roadway network.

During the year, the Commission completed the 561-page Environmental Assessment (EA)/Draft Section 4(f) Evaluation documents for the necessary improvements to the bridge. The three volumes of research, analysis, schematics, tables, correspondence and supporting materials were released for public review on December 9, triggering a 45-day comment period.

The document includes environmental studies, preliminary engineering analyses, and explanations of the various design alternatives that were considered to reduce traffic congestion and improve safety on the bridge and approach roadways. The EA details the potential impacts the project would possibly have on the environment and local communities, and it identifies the mitigation efforts the Commission would undertake to protect wildlife and the river environment.

The EA was compiled by the Commission's project consultant team with the assistance of the Commission's two project partners—the New Jersey and Pennsylvania Departments of Transportation. In accordance with the National Environmental Policy Act (NEPA), the Federal Highway Administration will be the agency responsible for determining whether a finding of no significant impact (FONSI) will be issued after the EA public-comment and agency-response process is completed.

The second major step in the Scudder Falls project occurred just before year's end, when the Commission approved a resolution to finance the multi-faceted project by tolling the facility at some future date. The tolling option was chosen due to the absence of federal and state transportation funding for the project and because it would have been unfair to assign the financial burden to motorists at the seven existing toll spans, most notably the heavily used I-78, Trenton-Morrisville (Route 1), Easton-Phillipsburg (Route 22) and Delaware Water Gap (I-80) Toll Bridges.

The Commission plans to implement cashless tolls in the southbound direction on the bridge. Motorists with E-ZPass tags would pay their tolls while travelling at highway speeds, while non-E-ZPass customers would be sent bills—conceivably including an administrative fee—through the mail. This all-electronic system of toll collection is beginning to be used more widely by other toll agencies across the country. Tolling will enable the Commission to pay off the project's debt; the cashless system will prevent counterproductive traffic delays.

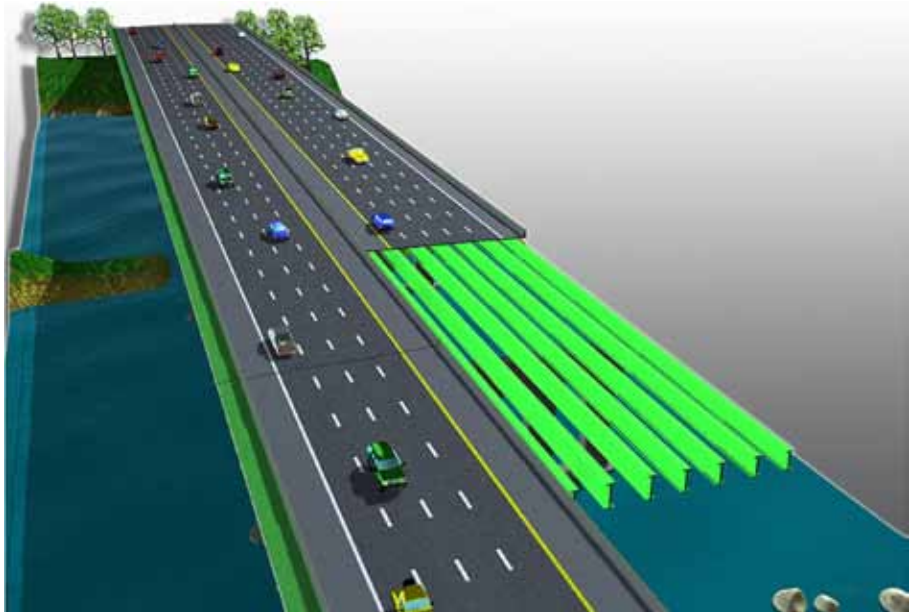
At a program cost of $310 million, the bridge replacement project is expected to be the largest single capital undertaking in the Commission's history and will provide new capacity and other upgrades to meet current and future traffic demands of the coming decades.

The bridge is the most heavily used crossing among the 20 bridges in the Commission's system. The I-95/Scudder Falls Bridge operates at the worst level of service—a federal highway classification called Level of Service (LOSF)—during peak travel periods. Traffic volumes are projected to rise an additional 35 percent—from an average 58,400 vehicles per day in 2007 to 77,500 vehicles per day by the year 2030. The replacement project is necessary because the bridge's 1950s design does not meet today's standards and it does not have the geometric configurations (i.e., sufficient number of lanes and shoulders) to accommodate current and future traffic conditions.

The proposed project area would extend 4.4 miles along I-95—from the Route 332 interchange in Bucks County, Pa., to the Bear Tavern Road interchange in Mercer County, N.J. The work would include a complete replacement of the existing four-lane Scudder Falls Bridge over the Delaware River with six lanes of through traffic (three in each direction), and two auxiliary northbound lanes and one auxiliary southbound lane for entry/exit movements.

Other major components of the project include:

- Widening of I-95 from the Route 332 exit in Pennsylvania to the bridge by adding an additional lane in each direction (widening to the inside of the highway);
- Reconfiguration of the I-95/Taylorsville Road Interchange in Lower Makefield Township, Pennsylvania, by eliminating the existing eastern southbound off-ramp from I-95 and combining it with the existing western southbound off-ramp;
- Reconstruction and reconfiguration of the Route 29 interchange through the use of roundabouts—an option that would avoid traffic signals;
- Noise-abatement walls along sections of the approach roadways leading to and from the bridge;
- Construction measures to protect the federally endangered shortnose sturgeon that is present in the Delaware River at some times of the year;
- Construction measures to protect the historic canals in the project area: the Delaware Canal in Pennsylvania and the Delaware and Raritan Canal in New Jersey; and
- Environmental mitigation measures to protect resources during and after construction.



Toll Collection Enhancements Take Root

The Commission took a series of steps in 2009 to improve its *E-ZPass*® program and its overall toll collection operations.

Referred to as Electronic Toll Collection System Enhancement, the work consisted of multiple elements that occurred largely out of sight to the driving public. The results of this endeavor, however, will become readily apparent to the Commission's customers in 2010 and 2011.

The first step the agency took was implementing the contract the Commission approved in October 2008 for the operation and maintenance of a comprehensive Customer Service Center and Violation Processing Center (CSC/VPC). Under this contract, the Commission switched its back-office *E-ZPass*® operations to a new service provider—Electronic Transaction Consultants Corporation (ETCC) of Richardson, Tx.—on June 1. It marked the first time the Commission switched *E-ZPass*® service providers since it initiated *E-ZPass*® toll collections in November 2002.

The ETCC contract to design, build, operate and maintain the new CSC/VPC was structured to help the Commission move ahead with a series of other toll-collection improvements: the phasing out of the mechanical traffic-control arms (gates) at the Commission's seven toll bridges, the installation of Violation Enforcement System (VES) technology to identify and bill violators at the Commission's toll plazas, and the creation of Express E-ZPass lanes (electronic toll collection at highways speeds) at the I-78 and Delaware Water Gap (I-80) Toll Bridges.

During the year, technicians successfully installed and tested VES equipment in the far left lane of the toll plaza at the New Hope-Lambertville (Route 202) Toll Bridge. The apparatus included front and rear high-resolution cameras, light sensors, and

near-infra red lights. The system was thoroughly tested in varieties of conditions to ensure accuracy and proper operation. This work took place in the toll lanes and behind the scenes at underground computer cable locations and the Commission's toll-host-server rooms. By year's end, permanent installations were being made at the Trenton-Morrisville, I-78, DWG (I-80) and Easton-Phillipsburg (Route 22) Toll Bridges. Once the VES is installed and made operational, the Commission can then remove the toll gates at these heavily congested toll plaza locations. (The gates have been the source of the largest percentage of customer complaints since the Commission began offering *E-ZPass*®.)

Moreover, the VES technology will be employed in the creation of the Express E-ZPass/ Open Road Tolling facilities the Commission plans to bring online at I-78 and I-80. The Commission moved both of those projects forward in 2009 through the awarding of contracts and the execution of public involvement programs aimed at raising awareness of construction activities and related short-term traffic impacts in 2010.

E-ZPass® Ramps Up Outreach, Gets in Step with Other Agencies

For the first time since making *E-ZPass*® accounts available in late 2002, the Commission began charging its *E-ZPass*® account holders a $1 monthly account maintenance fee, effective June 1, 2009.

The fee was the last piece of a series of *E-ZPass*® pricing changes that the Commission had authorized to be implemented at the close of 2008. The other changes included:

- Elimination of a 20-percent "casual discount" the Commission provided to all motorists whenever they used an *E-ZPass*® transponder to pay a toll at a Commission crossing;
- Discontinuation of a 5-percent discount the Commission provided to commercial vehicles when using a toll bridge during peak travel times;
- Revision of the off-peak discount for commercial vehicles, setting it at 10 percent—down from 15 percent.

These changes were notable because they made the Commission the last toll agency in the Pennsylvania and New Jersey region to charge an account fee and eliminate casual discounts for its *E-ZPass*® customers.

Nonetheless, the Commission continued to maintain one of the most motorist-friendly *E-ZPass*® programs in the region. In addition to its revised off-peak truck discount, the Commission maintained its commuter discount for *E-ZPass*® users who make 20 charged trips across a Commission toll bridge within a 35-day period—a 40-percent reduction that trims the base 75-cent base car toll to 45 cents.

Despite the new fee and reduced table of discounts, the Commission ended 2009 with a net increase of 736 *E-ZPass*® account holders, bringing the agency's total to 68,943 accounts. On December 31, the Commission's *E-ZPass*® program had 131,436 transponders in circulation and its *E-ZPass*® penetration rate was 58.65 percent—the highest respective year-end totals ever.

Contributing to the increase were the Commission's continuing *E-ZPass*® outreach efforts. 2009 marked the first full year of a partnering program initiated with AAA Northampton County in late 2008 to provide *E-ZPass*® accounts. During the year, AAA Northampton's *E-ZPass*® availability resulted in sign ups of nearly 400 new accounts.

The Commission ended the year by setting in place an advertising campaign to market its *E-ZPass*® account advantages in tandem with the anticipated removal of the mechanized gates at its toll bridges in 2010.

Partnering with Communities through CAI

The Commission's Compact Authorized Investment (CAI) grant program for local communities had its busiest year ever in 2009, with 24 project completions and 10 project launchings.

Throughout the Commission's 140-mile river jurisdiction, large and small municipalities used CAI grants to finance new traffic signals at busy intersections, road improvements on thoroughfares leading to and from Commission bridges, bicycle and pedestrian paths or sidewalks, and a variety of other transportation-related projects.

The CAI program complements the Commission's general practice of assisting its host communities with maintenance and repair work or civic undertakings. It is the Commission's hallmark partnering program, conceived in recognition of the fact that communities within the Commission's jurisdiction shoulder additional traffic burdens due to the proximity of the Commission's bridges, roadways, and other transportation facilities.

CAI grants have enabled dozens of Pennsylvania and New Jersey communities to pursue sound, local transportation-focused capital projects without having to resort to onerous local tax increases.

"With only 3,000 residents and an $800,000 municipal operating budget, it would have been implausible for Lower Mount Bethel to undertake an ambitious project like this. The Commission's grant program and the land donations of PPL helped to turn a once-unfathomable project into a reality. Now we have a facility that will be a source of pride for decades to come."

—John Mauser, grant coordinator, Lower Mount Bethel Township

Since being launched in 2005, the CAI program has distributed roughly $40 million in project financing to communities up and down the river. Overall, 32 communities on both sides of the river have received grants for 67 separate transportation-related projects.

Despite these achievements, more work lies ahead for the CAI program.

In November, the Commission granted an additional one-year deadline extension for recipient municipalities to complete unfinished CAI- financed projects. While the extension did not provide additional funding, it allowed 11 projects on both sides of the river to continue moving forward. Among the affected communities were Trenton, Easton, Phillipsburg, Lambertville, Smithfield Township, Portland, and Delaware Water Gap. These communities now have until December 31, 2010 to complete their projects.

The pool of available CAI funds also was expanded in 2009. In December, the Commission voted to make an additional $7.4 million in CAI grant financing available. The additional funding consisted of money that previously had been awarded for various CAI projects but not fully spent, and interest that had been earned on the deposits of CAI funds over the previous five years.

The combination of the time extension and available funds promises to help dozens of communities that are impacted by the millions of vehicles and pedestrians who make use of the Commission's 20 river crossings each year.

"If the town sought to do this project on its own, it would have necessitated a 41-cent increase in our local tax rate. The Commission's CAI grant not only offset such a tax increase, but it will provide benefits in this community that will last for generations of residents."

—Belvidere Councilwoman Marianne Meyer-Garcia

CAI Projects Garner Attention

A variety of municipalities called attention to their respective CAI-financed projects in 2009 by holding groundbreaking and ribbon-cutting events, many of which attracted local media attention.

Local officials in Hopewell Township, N.J. hosted a March groundbreaking event to kick off a three-pronged pedestrian-safety/handicap-access improvement project in and around Washington Crossing State Park, the Delaware and Raritan Canal towpath, and the Commission's Washington Crossing Toll-Supported Bridge. Township officials highlighted how the project would improve pedestrian access for young and old residents alike while strengthening the community's bonds with Upper Makefield Township across the river in Pennsylvania. The project—funded by a $794,397 CAI grant—included construction of handicap ramps, a sidewalk, additional handicap parking spaces and a brick walkway.

Riegelsville, Pa. officials hosted an early-June ribbon-cutting ceremony to dedicate a recently completed 75-foot-long, 6-foot-wide prefabricated steel pedestrian bridge across the Delaware Canal. A $230,000 CAI grant paid for the construction of the footbridge, adjoining sidewalks, a staircase link with the canal's towpath, and a unique wooden trough that allows bicyclists to easily move their vehicles up and down the staircase without lifting. The bridge is the linkage for two major community focal points—the historic canal and the Commission's 105-year-old Riegelsville Toll-Supported Bridge. It also will serve an important gateway function for the community, as it is the Pennsylvania entry point for the fledgling Highlands Trail—a 150-mile trail that will also pass through portions of New Jersey, New York and Connecticut when completed. Roughly two weeks before the bridge's official dedication, trail enthusiasts held a celebration of their own to mark completion of the New Jersey section of the Highlands Trail and the footpath's progression into Pennsylvania. Commission officials were on hand for the occasion and noted how other agency bridges serve as vital walking trail links, with none being more famous than the Appalachian Trail's crossing on the Delaware Water Gap (I-80) Toll Bridge.

"The CAI grant program has been a lifeline for river communities like Lambertville that are impacted by the Commission's bridges. The Commission deserves to be commended for its financial assistance that is making all of these transportation and safety improvements possible throughout the region."

—Lambertville Mayor David DelVecchio

"I appreciate the Delaware River Joint Toll Bridge Commission for funding this project. It's a great addition to Riegelsville."

—David Gerstenberg, Riegelsville Borough Mayor

Despite a heavy downpour, officials in Belvidere, N.J. carried out a June groundbreaking event to initiate a multi-faceted road improvement project that was carried out along Water Street during the summer of 2009. Financed by a $614,000 CAI grant, the project involved the milling and resurfacing of Water Street between Market Street and the Riverton-Belvidere Toll-Supported Bridge. Other project elements include replacing damaged sidewalk and curbs, and installing updated traffic lights. The project was designed to complement the community's historical appeal, with the pouring of charcoal-grey-tinted concrete sidewalks that would match the Victorian-era features found elsewhere in the community.

Officials in Lower Mount Bethel Township, Pa. hosted a spring ribbon cutting ceremony to mark completion of a 1,600-foot Welcome Center and corresponding Park and Ride lot, both of which were funded under a $1.3 million CAI grant. The project was a unique public-private partnering effort involving the Commission, the township and the energy generator PPL Corporation. The Welcome Center—located a short distance away from the Commission's Riverton-Belvidere Toll-Supported Bridge—also added to the Commission's green credentials. The building is powered by solar panels, it has a "living" porch roof planted with sedum and other plants, and it boasts a storm-water system that allows roof drainage to be channeled into the groundwater. The new facilities were constructed on nine acres donated by PPL.

In October, Lambertville, N.J. broke ground on a pedestrian-protection project at the dangerous Route 165/Swan Street intersection. The location had been the site of several serious pedestrian accidents in recent years, including one fatality. The project involved installation of a traffic signal and a relocation of the pedestrian crosswalk across heavily used Route 165—an unsigned connector roadway for Routes 29, 179 and 518.

"The Commission's CAI grants are an enormously valuable tool for financing local transportation infrastructure projects."

—Vanessa Sandom, Hopewell Township Mayor

Upper Black Eddy-Milford Toll-Supported Bridge

Statement of Net Assets

ASSETS	December 31, 2009
Current Assets	
Unrestricted Assets	
Cash and equivalents	$10,498,028
E-Z Pass Receivable	5,707,687
Other Receivables	69,487
Prepaid Expenses	1,478,030
Total Unrestricted Assets	**17,753,232**
Restricted Assets	
Cash and Cash Equivalents	48,097,624
Investment Income Receivable	692,704
Total Restricted Assets	**48,790,328**
Total Current Assets	**66,543,560**
Noncurrent Assets	
Unrestricted Assets	
Investments	157,692,535
Total Unrestricted Assets	**157,692,535**
Restricted Assets	
Investments	156,872,054
Property, Plant and Equipment:	
Completed (Net of Accumulated Depreciation)	363,728,096
Improvements in Progress	102,642,652
Deferred Assets:	
Unamortized Debt Issue Costs	5,821,477
Total Restricted Assets	**629,064,279**
Total Noncurrent Assets	**786,756,814**
Total Assets	**$853,300,374**

LIABILITIES	December 31, 2009
Liabilities	
Current Liabilities Payable from Unrestricted Assets:	
Accounts Payable and Accrued Expenses	$6,939,918
E-Z Pass Customer Liability	3,717,833
Compensated Absences Payable — Current Portion	125,000
Total Current Liabilities Payable from Unrestricted Assets	**10,782,751**
Current Liabilities Payable from Restricted Assets	
Retainage Payable	7,471,988
Accrued Interest Payable on Bonds	7,426,082
Bridge System Revenue Bonds Payable — Current Portion	11,740,000
Total Current Liabilities Payable from Restricted Assets	**26,638,070**
Noncurrent Liabilities	
Compensated Absences Payable — Noncurrent Portion	1,963,563
Bridge System Revenue Bonds Payable — Noncurrent Portion	434,262,675
Total Long-Term Liabilities	**436,226,238**
Total Liabilities	**473,647,059**
Net Assets	
Invested in capital assets, net of related debt	205,420,272
Restricted	41,506,374
Unrestricted	132,726,669
Total Net Assets	**379,653,315**
Total Liabilities and Net Assets	**$853,300,374**

Traffic Counts

Annual Average Daily Traffic*					
Toll Bridges	**2005**	**2006**	**2007**	**2008**	**2009**
Trenton-Morrisville Route 1	50,600	51,600	49,600	49,900	50,700
New Hope-Lambertville Route 202	9,400	9,700	10,700	11,000	11,800
Interstate 78	55,500	57,900	57,600	56,100	56,700
Easton-Phillipsburg Route 22	38,300	38,300	38,400	38,700	38,300
Portland-Columbia	7,200	7,400	8,200	7,500	7,400
Delaware Water Gap Interstate 80	55,100	55,900	55,500	53,700	53,900
Milford-Montague	8,500	8,500	8,400	8,400	7,700
Total — Toll Bridges	**224,600**	**229,300**	**228,300**	**225,300**	**226,500**

Annual Average Daily Traffic*					
Toll-Supported Bridges	**2005**	**2006**	**2007**	**2008**	**2009**
Lower Trenton	9,700	16,100	18,600	18,400	18,100
Calhoun Street	18,500	18,100	18,500	18,400	18,400
Scudder Falls Interstate 95	55,100	56,100	58,400	58,300	57,100
Washington Crossing	5,800	6,500	6,900	7,100	6,900
New Hope-Lambertville	13,600	13,900	14,600	14,000	13,400
Centre Bridge-Stockton	5,000	4,800	3,300	4,400	4,600
Uhlerstown-Frenchtown	3,900	3,800	3,900	3,800	3,900
Upper Black Eddy-Milford	4,100	3,900	3,800	3,400	3,700
Riegelsville	3,100	3,400	3,400	3,400	3,200
Northampton Street	22,300	22,900	23,000	21,500	21,600
Riverton-Belvidere	5,100	5,100	4,400	4,700	4,800
Total — Toll-Supported Bridges	**146,500**	**154,600**	**158,800**	**157,400**	**155,700**

Total Commission-Wide Annual Average Daily Traffic	**371,100**	**383,900**	**387,100**	**382,700**	**382,200**
Total Commission-Wide Yearly Traffic	**135.5M**	**140.1M**	**141.3M**	**140.1M**	**139.5M**

* 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.

Easton-Phillipsburg Toll Bridge

Delaware River
Joint Toll Bridge
Commission

Preserving Our Past, Enhancing Our Future

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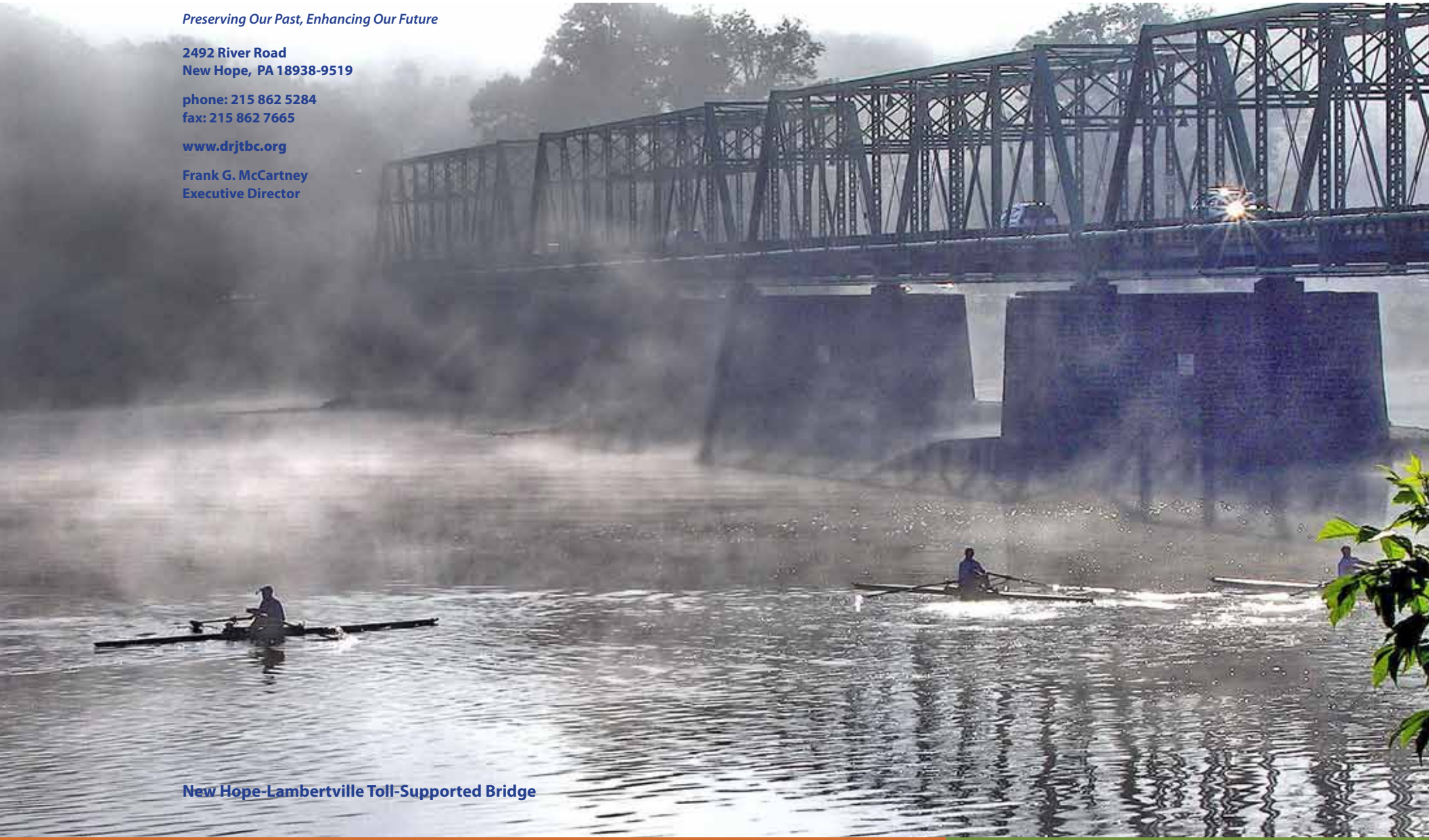

New Hope-Lambertville Toll-Supported Bridge