







Washington Crossing Toll-Supported Bridge



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## Executive Director's Message



It was a year of transformation and progress for the Delaware River Joint Toll Bridge Commission in 2013.

Total traffic (two-way toll and non-toll) grew for the first time since 2007. Four capital projects were completed and a major two-year-long rehabilitation project was started at the agency's first toll bridge. Several organizational changes were accomplished, including the filling of four key executive positions and the creation of a new department – Contract Compliance – to ensure expanded opportunities for minorities, women, small businesses, veterans, and disabled persons in capital projects and other contractual procurements.

A notable undertaking during the year concerned the updating and streamlining of the Commission's policies and procedures – all with an eye toward improving the services the Commission ultimately delivers to the public. A formal policy to ensure the gathering of public input on toll rate increases was established. Transparency initiatives were launched in the areas of records retention and right to know/open public records. Work began on other initiatives such as surplus property disposal, paper reduction, and redesign of our agency's public website.

The Commission's facility infrastructure also received attention. We took a hard look at the network of support facilities in our transportation system, many of which date from the 1950s and 1960s and are now functionally obsolete. Energy efficiency, modern building systems and continuity of operations were components of this effort.

This was my first year at the Bridge Commission, one of the country's oldest bi-state transportation agencies. The Commission has a long-standing tradition to service and many positive assets – notably a workforce of men and women who maintain the roadways, protect the bridges, collect the tolls, enhance the public's safety, and make our systems operate. As this annual report will attest, we continue to share a collective mission of serving the travelling public and making progress every day.

A stylized, handwritten signature in black ink, reading "Jos. J. Resta".





Bushkill Street Bridge – 1938  
Easton-Phillipsburg Toll Bridge – 2013





## Commission's First Toll Bridge Achieves 75th Anniversary



Constructed during the depths of the Great Depression and heralded as the “World’s Brightest Bridge” during a dedication ceremony on January 14, 1938, the Easton-Phillipsburg (Route 22) Toll Bridge turned 75 years old during 2013.

It was the first toll bridge to be constructed by the Delaware River Joint Toll Bridge Commission. In fact, the bridge was the impetus for the Commission’s creation in late 1934.

Originally named the Bushkill Street Bridge, the span further cemented Easton’s and Phillipsburg’s shared leg-

acy as the major Delaware River vehicular crossing point between Pennsylvania Lehigh Valley region and the New York City metropolitan area to the east – a transportation lineage dating back to the crude commercial ferry operations of colonial times.

Toll collections on the new bridge were initiated on January 17, 1938, ending a three-day celebratory hiatus that was instituted to mark the span’s opening. The bridge handled largely local traffic during its first several years, but it soon became the major regional motor vehicle crossing – and the only one with four travel lanes -- along the Delaware River north of Route 1 in Trenton.



The bridge carried 951,312 vehicles during its slightly abbreviated first year of service in 1938, when it was the Commission's sole toll asset. Today, it is one of seven toll structures owned and operated by the agency. It was the fourth most travelled toll span in the Commission's system in 2013, carrying 12.2 million vehicles – a slight drop from the previous year, likely attributable to the massive rehabilitation project conducted at the bridge during the latter part of the year.

Consisting of a single hulking 540-foot main-river span, the bridge was the last through-truss bridge ever to be constructed by the Commission. It also was the largest single truss ever built by the Commission.

According to Nathan Holth of the website HistoricBridges.org, the main-river portion of the Bushkill Street Bridge was among the country's longest simple span highway trusses when built. It was exceedingly rare for any truss – vehicular or railroad – to exceed

500 feet in length. And while it may have been a narrow distinction for its time, it appears the bridge may have been the nation's longest simple span highway truss that was not part of a cantilever structure, according to statistical information on HistoricBridges.org.

The following text summarizes the bridge's history. It's story that includes the crossing's establishment as a local bridge, the eventual construction of "superhighway" thoroughfares for U.S. Route 22, and the steady ascent of traffic rates that eventually necessitated the construction of a third bridge for the region (along I-78) about 50 years later.

### Genesis of construction

Until the Bushkill Street Bridge's opening in 1938, Easton and Phillipsburg had been linked by only one vehicular bridge crossing for more than 100 years. The



first bridge to cross the Delaware between the two communities was the wooden-covered Palmer Bridge. Constructed by a private company and opened in 1806, it operated as a shareholder-owned toll bridge for nearly 90 years. It was replaced in 1895 by the Northampton Street Bridge, a steel cantilever truss structure that still remains in service.

The Northampton Street Bridge – which came to be known colloquially as “the free bridge” – boasted a unique design. Its style lines projected the catenary appearance of a suspension bridge, a design akin to only one other river crossing in the world -- the Liberty Bridge in Budapest, Hungary. Like its wooden predecessor, the Northampton Street Bridge was privately built as a tolled crossing. It operated as toll bridge for roughly 36 years until August 3, 1921, when it was purchased for \$300,000 by the states of New Jersey and Pennsylvania and immediately freed of tolls. Under joint state ownership, the bridge was operated and maintained by an agency that for identification purposes became known as the Joint Commission for Elimination of Toll Bridges between Pennsylvania and New Jersey (Joint Commission) – the predecessor agency to the current Delaware River Joint Toll Bridge Commission (DRJTBC).

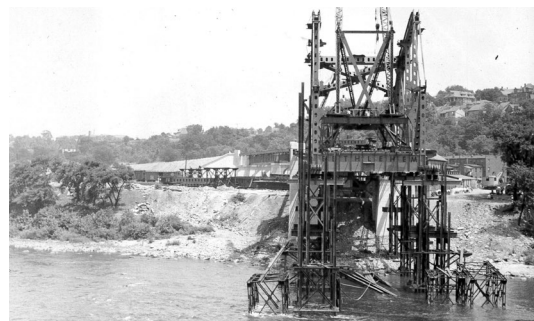
The Northampton Street Bridge was experiencing significant traffic increases due to the rising affordability of mass-produced automobiles for the middle class when it moved into public ownership. The unanticipated advent of the auto age increased public use of the bridge exponentially and exacerbated the inevitable deterioration of its road deck and various steel supports. By 1926, the 30-year-old bridge's condition

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when it moved into public ownership. The unanticipated advent of the auto age increased public use of the bridge exponentially and exacerbated the inevitable deterioration of its road deck and various steel supports. By 1926, the 30-year-old bridge's condition had reached such a state that extensive rehabilitation and repairs were needed.

A Commission annual report later explained how construction work on the Northampton Street Bridge in 1926 and 1927 ignited discussion about the need for a second bridge between the two river municipalities:

*"In the course of making repairs to the bridge, one-half of the roadway had to be closed to traffic. It was not until part of the bridge was closed that anyone fully realized the volume of traffic flowing between Easton, Pa. and Phillipsburg, N.J., and the importance of the bridge to the welfare and economic life of the two cities.*

*"Traffic congestion in the two cities became a great problem for the law enforcement authorities and caused considerable economic loss to these communities. These factors contributed, in great degree, to the decision of the Commission to provide a new bridge which would give immediate relief to the cities of Easton and Phillipsburg and also provide rapid and adequate transport facility to the ever-increasing interstate traffic between the great cities of East and West."*

Officials at the time soon recognized that such an undertaking posed significant challenges and questions: Where could such a bridge be located between the



two developed communities? What properties would need to be acquired? How much might such a project cost? Would the states provide the finances for construction?

There were other issues, such as which government entity might build such a bridge. As constituted under its enabling legislation passed between 1912 and 1919, the Joint Commission was restricted to acquiring privately owned bridges (at state expense) along the Delaware River and then maintaining them thereafter. This predecessor bridge agency was empowered to build replacement bridges at existing crossings, providing the states supplied the requisite financing. However, the Joint Commission did not have the legal authority to construct bridges at new locations. So, additional legislative authority was going to be needed.

The Joint Commission eventually succeeded in acquiring authority from Pennsylvania in 1929 and New Jersey in 1930 to "proceed with soil borings, surveys, engineering studies, investigations and other matters incidental thereto for building an additional bridge" between Easton and Phillipsburg. The Joint Commission, in turn, was directed to report its findings to the Legislatures.

A Commission-issued annual report later recounted how the bridge's location was selected:

*"A public hearing was held at the office of the Easton Chamber of Commerce which was well attended by local citizens and representatives for business organizations. The result of this hearing was the selection of a line for a proposed second free bridge spanning*



*the Delaware River between the City of Easton and the Town of Phillipsburg... The location of the proposed bridge was in general at the site selected some years later for the construction of the present toll bridge."*

### **New Commission created to get the job done**

The Joint Commission carried out its preliminary scoping work for a second bridge. The new crossing originally was envisioned to be a toll-free operation, but when the costs of the proposed facility and corresponding land acquisitions were determined to require multi-million-dollar subsidies from the two states, the two Legislatures made it clear that they would not provide the funds necessary to construct a "free" bridge. If a second bridge ever was going to be built between Easton and Phillipsburg, it was going to require the issuance of revenue bonds.

With this, the legislative process to convert the predecessor Joint Commission into a reconstituted toll agency began.

Legislation was initiated in Pennsylvania, where there was growing sensitivity to the acute traffic congestion problems arising in the Lehigh Valley region, particularly in the Easton-Phillipsburg area. The process took years to complete. Finally, in 1934, identical legislative measures to create the newly constituted Delaware River Joint Toll Bridge Commission were signed into law in the two states.

The Commission's annual report for 2009 – the agency's 75th Anniversary year –described the underpinnings of the agency's creation amid the drive for an additional bridge between Easton and Phillipsburg:

*"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 later was 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 and there was a mounting push for large-scale public improvement projects. In 1934 alone, work was 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.”*

## From concept to reality

Construction on the Bushkill Street Bridge began on the New Jersey side on August 19, 1936 and the work (except for final painting) was completed in January 1938. (Groundbreaking on the Pennsylvania side of the bridge took place November 14, 1936.) The approximate \$2.5 million in costs was financed by revenue bonds payable solely from tolls collected at the facility.

The project was guided in large measure by Louis Focht, a highly respected engineer who served as the Commission’s first superintendent and chief engineer. He also served as a New Jersey Commissioner. So formidable was his involvement that the bridge occasionally has been referred to as the Focht Bridge. Edwin

W. Denzler, Jr, a World War I veteran who served as Focht’s engineering protégée and who designed several other Commission truss bridges, is listed on the bridge’s plaque as the “engineer of design.” J.E. Greiner Company of Baltimore Md. provided consulting engineering services.

Contractors for the project were as follows:

- Substructure – John F. Casey Co., Pittsburgh, PA.
- Superstructure – Bethlehem Steel Co, Bethlehem, PA.
- Approaches – Korp and Korp, Phillipsburg, PA.
- Buildings – Fowler-Thorne Co, Trenton, N.J.
- Lighting Installation – Metropolitan Edison Co. and New Jersey Power and Light Co.

The new crossing was officially named the Bushkill Street Bridge because it originally was a direct extension of Bushkill Street in Easton, Pa. The 540-foot main-span bridge was complemented by an approximately 430-foot-long five-span viaduct on its New Jersey side. The approach on the Easton side extended from its Pennsylvania abutment to the intersection of North Front Street and Bushkill Street. The New Jersey approach extended from the viaduct to a connection with the “New Jersey State Highway” at North Main Street in Phillipsburg.

The bridge’s toll plaza was on the New Jersey side, located opposite a two-story art-deco brick office building that was constructed on North Third Street in Phillipsburg to serve as the facility’s administration

building. The original toll plaza, which reportedly was connected to the administration building via an underground tunnel, was dismantled decades ago. But the administration building still stands. After the Commission constructed a new administration building along a realigned Route 22 in the 1960s, the old bridge offices became a local Elks lodge. The original “Administration Building” designation can still be seen atop the 4,000-square-foot structure. Some portions of the original concrete approach and toll plaza roadway sections remain visible nearby today.



## Highways cometh

When the “modern” bridge and toll facility opened in 1938, the highway designation for the location essentially went along local pre-existing two-lane streets in Easton and Phillipsburg. According to the Commission’s 1954 annual report, a program of improving the bridge’s immediate approach roadways was developed in the later part of 1940, but these improvements had to be postponed due to World War II.

Despite this initial lack of highway-speed access, the bridge played an important role in the war effort. With no weight limitations, the super-strong bridge served as a strategic crossing point for troops and armaments. This included aircraft fuselages and wing and tail sections that had to be carefully navigated through urban streets leading to the bridge. Like other crossings along the river at that time, the bridge and its supporting piers reportedly were lit nightly by Civil Defense spotlights to prevent sabotage.

Facing sharp increases in annual traffic, economic expansion and rampant suburbanization in the post-war years, new concrete “superhighway” approaches to the bridge eventually were constructed.

In 1946, the New Jersey Highway Department – forerunner to the state’s current Department of Transportation – completed a four-lane dual highway from the bridge’s toll plaza for a distance of four miles eastward on U.S. Route 22. For a time, this improvement materially enhanced the free flow of traffic at the bridge’s New Jersey end and contributed to increased usage of the bridge.

Highway improvements on the Pennsylvania side took longer to materialize. At a meeting in Philadelphia in December 1948, the Commission authorized a \$3.5 million bond issue to remove the “hazardous bottleneck” on the bridge’s Pennsylvania side.

The Commission’s 1949 annual report contained a “Statement” describing the need for this improvement:

*“As for the new approach to the Easton-Phillipsburg Bridge on U.S. Route 22, the Pennsylvania city now has one of the most acute traffic problems in the state, caused by the inadequacy of the present approach there. The City Council of Easton unanimously gave its consent to the construction of the new approach.”*

*“At Easton, bridge traffic from and to New York and the New England states must travel more than a mile through the main congested streets.”*

*“Vehicles must approach the bridge over an ordinary two-lane street, intersected at grade by Pennsylvania Route 115 leading to Wilkes-Barre, and Pennsylvania Route 611, leading from Philadelphia through Easton to Scranton and the Pocono area. On occasions there have been continuous lines of traffic, bumper to bumper, for a half mile on both sides of the bridge. The bridge itself has four lanes; the New Jersey approach has four lanes.”*

*“One of the considerations which led to the Commis-*





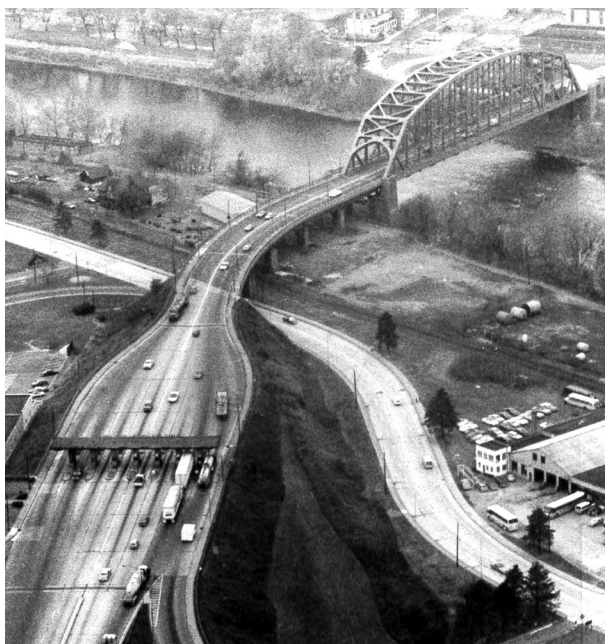
*sion's desire to proceed with the planned improvement at once was the construction of the eastern extension of the Pennsylvania Turnpike and of the new four-lane highway through the City of Trenton.*

*"Completion of these limited access highways and improvements planned on Route 22 leading from Harrisburg through Allentown and Bethlehem to Easton will cause an acceleration and increase in traffic over the three main routes across the Delaware at Easton, Trenton and Philadelphia that will tremendously add to the acute congestion already existing at each of these crossings."*

Work on the envisioned new Pennsylvania approach got underway in 1950 and was completed and opened to traffic in 1951. The project, including the acquisition of properties, was \$3.2 million. The Commission received a \$131,900 reimbursement from Pennsylvania's Department of Highways for the share of construction the Commission performed west of Fourth Street in Easton.

### Traffic accelerates

By 1953, annual traffic at the toll bridge had risen to more than 3.7 million vehicles. Traffic numbers soon rose exponentially in subsequent years when Pennsylvania completed a \$20 million Easton-Bethlehem-Allentown Route 22 bypass that was dedicated on September 29, 1954. The new "superhighway" link had a 60-mph speed limit. Previously, a traveler spent an hour or more going from Easton to Allentown. When completed, the new link reduced this trip to between 20 and 25 minutes.



New Jersey further improved its Route 22 segments in subsequent years. Eventually all of the highway's former two-lane sections between the New York-New Jersey Port Authority's Holland Tunnel and Phillipsburg were widened to four-lane roadbeds.

The Commission's 1954 annual report summarized the steady progress of improved approaches and highways leading to and from the toll bridge:

*"Year by year improvements made by the Commission of its facilities and the reconstruction of U.S. Route 22 by the Highway Departments of the two states has resulted in a considerable saving of travel time between New York and Harrisburg. Improvements to the highway have enhanced the scenic beauty of the countryside through the two states. Travelers will find it to their advantage to travel Route U.S. 22 between New York and Harrisburg. It is the shortest route between the two cities."*

### Mounting congestion spawns another bridge

In 1955, traffic at the toll bridge skyrocketed to 7,514,275 vehicles, doubling the volume of only two years earlier. In 1960 and 1961, the Commission overhauled the New Jersey approach, realigning it much as it is today. The bridge traffic volumes went on to surpass the 10-million mark in 1967.

Traffic growth continued, partly due to the onset of increased dual-income households and the maturation of the "car-crazed" baby boom generation in the 1960s and 1970s. In an effort to address the problem, the Commission began employing automated coin

and token collection devices at its toll plazas in the early 1970s. (Note: While Commission tokens were stamped with the year 1934, the reference applied to the agency's creation and not the actual minting date of the coins.)

Significant traffic-congestion relief had to wait for more than another decade. In November 1989, a third bridge for the Lehigh Valley/west-central New Jersey region was constructed and opened: the Commission's I-78 Toll Bridge, which further fueled economic growth in the region.

In 1988, the Easton-Phillipsburg (Route 22) Toll Bridge recorded a total of 17,095,312 vehicular crossings – the highest single year of traffic in its history. With the opening of I-78, annual crossings at Easton-Phillipsburg immediately dropped by more 3 million vehicles a year. Traffic at the bridge has remained relatively steady ever since – ranging annually between 36,000 and 39,000 vehicles a day – for the better part of 20 years.

## Toll Bridge Adds to Easton-Phillipsburg's Transportation Legacy

The Easton-Phillipsburg Toll Bridge continues to perform an important regional transportation function – moving commerce between the two states, carrying job commuters to and from the Lehigh Valley, and fueling further economic growth in the two states. It has rightfully secured a prominent place in the timeline of transportation history for Easton and Phillipsburg, an area that has been a major east-west river crossing point since colonial times:

- 1739 – first commercial ferry begins between Easton and Phillipsburg
- 1806 – first bridge between the two cities – a shareholder-owned wooden covered structure with a toll schedule that extended to pedestrian crossings – opens
- 1895 – wooden covered bridge is replaced by a steel cantilever truss bridge, the current Northampton Street Bridge, also initially operated as a private toll bridge
- 1900 – at the turn of the century, the Easton-Phillipsburg area is a nexus point for three canals, seven railroads, and three Delaware River railroad bridges
- 1938 – Bushkill Street Bridge opens, later renamed the Easton-Phillipsburg Toll Bridge
- 1989 – I-78 Toll Bridge opens, providing unimpeded Interstate highway travel from the Holland Tunnel to just east of Harrisburg, PA.





# Easton-Phillipsburg Toll Bridge Rehabilitation Project's 2013 Work Stage Completed by Mid-December Target Date – As Promised

Significant progress was accomplished during the first year of a massive rehabilitation project at the Commission's busy Easton-Phillipsburg (Route 22) Toll Bridge and its adjoining approach facilities.

Construction crews completed myriad tasks during the 2013 project stage despite a tightly confined three-quarter-mile-long construction zone, a compressed six-month work schedule and the constant flow of traffic along single lanes of the mainline highway at all hours of the day.

As the Commission promised, the first year of construction activities and corresponding round-the-clock single-lane traffic restrictions ended in mid-December before the onset of the winter storm season.

The year's accomplishments included the following:

- Rehabilitation of the entire right eastbound lane of Route 22 and slightly more than half of the left eastbound lane of Route 22 through the project area. This included the removal and repaving of the heavily rutted and pothole-prone roadway on the toll bridge's downstream side as well as diamond grinding of eastbound concrete roadway segments before and after the toll bridge.
- Removal and reconstruction of the downriver portion of the rapidly aging concrete box-beam approach bridge that carried Route 22 eastbound traffic across Route 611 immediately west of the toll bridge in Easton.
- Extensive repairs to the eastbound portions of the approach bridges that carry Route 22 traffic across Bank and Third Streets in Easton.
- Rehabilitation of the Route 22 eastbound access ramps from Route 611/Larry Holmes Drive and Bushkill/Second Streets.
- Replacement of corroded or weakened structural steel members beneath the toll bridge and the adjoining Broad Street Viaduct in Phillipsburg.
- Painting of walkway railings and structural steel on the downstream sides of the main river bridge and adjoining viaduct.



At year's end, 35 percent of the project's anticipated work elements had been completed. Project-related traffic restrictions subsequently were put on hiatus until early March 2014. The project remains on schedule to reach substantial completion in mid-December 2014 and final completion in spring 2015.

The project's 2013 work stage primarily focused on addressing problems and deficiencies along the eastbound portions of Route 22 and the toll bridge. In contrast, the 2014 stage's focus will be the westbound lanes, the center sections of the toll bridge and its approaches, and the painting of the toll bridge's massive steel truss.

The general contractor is J.D. Eckman Inc., of Atglen, Pa. Construction management and inspection services are being performed by Greenman-Pedersen Inc. of Lebanon, N.J.

The project ranks as one of the most challenging construction initiatives undertaken by the Commission because of the toll bridge's urban location, its heavy daily commuter volumes, and its nettlesome roadway geometry.

Recognizing the many logistical and service issues posed by project construction and related travel restrictions, the Commission launched an aggressive public awareness campaign in an effort to encourage motorists to avoid the work zone during peak travel times and to use nearby I-78 as a travel alternative whenever possible.

The Commission pursued the comprehensive multi-faceted project after inspections identified growing numbers of structural and operational deficiencies at the agency's Route 22 facilities.

These included:

- Numerous medium-to-wide transverse cracks throughout the bridge deck slab with several spalls and exposed rebars;

- Several members of the bridge's floor beam system exhibited areas of medium-to-severe surface rust and peeling paint;
- Pack rust had built up at several locations between eyebars and gusset plate connections;
- Medium-to-wide cracks existed in the asphalt and concrete slabs of the approach bridge structures and roadways;
- Large areas of deteriorated asphalt patches and concrete areas at some locations;
- Leaking and deteriorated deck joints at several locations.

The total projected program cost for the rehabilitation project is \$29.6 million. This figure includes concept design, inspections, preliminary design, final design, construction, construction management and inspection, advertising, public involvement and all other project-related activities.





## Aggressive Public Awareness Campaign Warns Motorists of Toll Bridge Project's Travel Implications



Recognizing the potential prospects of a commuting nightmare, the Commission launched an all-out public awareness campaign to warn motorists early and often about impending travel restrictions for the Easton-Phillipsburg Toll Bridge Rehabilitation Project. These outreach efforts began in early May and continued into July, when Route 22 was reduced to single lanes of traffic in each direction on a 24/7 basis.

The need for awareness-raising activities was underscored by the toll bridge's traffic statistics. Up to 2,200 vehicles per hour travelled on two lanes during peak-commuting-periods—6 a.m. to 9 a.m. eastbound and 3 p.m. to 6 p.m. westbound. Engineers estimated that this flow of traffic would be reduced to a maximum of 1,400 vehicles per hour once the project's construction activities began and Route 22 was restricted to single lanes in each direction.

The Commission took a series of steps to encourage motorists to alter their commutes or avoid the construction zone in its entirety once work got underway. These efforts included:

- Placement of posters at public buildings, restaurants, and other common areas in Easton and Phillipsburg.
- Distributions of fact sheets and information booklets in the two communities and adjoining suburban communities.
- Twitter postings.
- Postings of warnings and travel updates on portable electronic message boards placed at strategic locations along Route 22.
- Meetings and communications with large regional employers, such as St. Luke's Warren Hospital in Phillipsburg, N.J.
- Creation of a project-specific webpage on the Commission's website, [www.drjtbc.org](http://www.drjtbc.org)
- Weekly travel restriction updates on the website's homepage.
- Mailings of letters and information packets to elected officials and school districts.
- Outreach through TV and radio programs, such as Comcast Newsmakers and Newsline hosted by Joyce Estey on WRNJ in Warren County, N.J.
- Travel alerts posted on the NJ511 and PA511 traffic information systems.
- Use of fixed traffic message signs operated by the New Jersey and Pennsylvania Departments of Transportation.
- Production and distributions of maps depicting the travel-restricted project area and the recommended alternate I-78 travel route.
- Issuance of dozens of press releases warning of the approaching construction work, lane closures and travel-pattern changes

Two firms figured prominently in assisting with these outreach efforts: the project's public-involvement sub-consultant, Envision Consultants, Ltd., and the Commission's media consultant, Brabender Cox.

## Intensified Lane Closures Spur Completion Of I-78 Pennsylvania Segment Paving/Improvement Project



The I-78 Toll Bridge and its adjoining 6.5 miles of Commission-owned I-78 approach roadways rank among the most heavily used commercial shipping routes in the United States. It's estimated that this regionally important highway segment carried more than 5.3 million commercial vehicles in 2013.

The Commission has worked hard in recent years to improve drivability, enhance safety and reduce congestion at its I-78 facility. Its 4.2-mile New Jersey segment of I-78 was thoroughly rehabilitated between 2007 and 2009. Traffic control arms (gates) were removed from the Commission's I-78 toll plaza in early 2010. Later that year, a two-lane Express E-ZPass toll-collection gantry was installed.

This progression of work at I-78 reached new heights in 2013 with the completion of the I-78 Toll Bridge PA

Approach Paving Improvements Project. Launched in September 2012, this project was undertaken to address a series of deficiencies along the 2.25-mile roadway segment of I-78 that the Commission owns and maintains in eastern Pennsylvania. This approach roadway consists of three travel lanes in each direction, carrying traffic to and from the toll bridge at the Delaware River.

The project's core purpose was to fix transverse cracking and uneven settlement of the hundreds of concrete roadway slabs that comprise this particular highway segment. The scope of work also extended to issues elsewhere along the Commission's I-78 jurisdiction: rock-slide mitigation along a portion of the Pennsylvania approach roadway's eastbound lanes; widening of the access road to the Pennsylvania Welcome Center adjacent to the agency's toll plaza in Williams Township, PA.; repaving of the Wel-



come Center's parking lot with improved handicap access; rehabilitation of noise-abatement walls along the roadway; and deck-joint improvements at the toll bridge and 11 smaller approach bridges (overpasses) in the Commission's I-78 corridor.

An important project task involved the injection of polyurethane grout beneath hundreds of concrete slabs for purposes of stabilizing the pavement. This was achieved by drilling holes through various concrete slabs and injecting polyurethane grout into the ground below while monitoring movements of each respective slab with super-sensitive portable gauges.

Full-depth replacement occurred wherever a concrete slab's cracks and/or settlement were deemed to be severe. Crack-stitching was employed throughout the project area to further enhance the roadway's durability and help mitigate recurrences of uneven pavements. Once all these preparatory measures were accomplished, the entire 2.25-mile approach roadway section was resurfaced with a four-inch bituminous overlay.

Execution of the project's 2013 construction activities amounted to a dramatic race against the clock. The Commission wanted to have its I-78 corridor free of peak-period travel restrictions prior to the start of a comprehensive rehabilitation project at the Easton-Phillipsburg (Route 22) Toll Bridge a short distance upstream along the river. Area job commuters would have faced a traffic nightmare if lane closures were taking place simultaneously at the two proximate river crossing.

To achieve this aim, the Commission's Pennsylvania segment of I-78 was reduced to single lanes of travel in each direction for uninterrupted 39-hour-long periods on seven spring weekends. These closure periods enabled the project's contractor to carry out full-depth replacements of various concrete slabs and pave half-mile sections of the roadway.

While the weekend travel restrictions caused multi-mile traffic backups, they enabled the Commission to expedite the work on I-78 while avoiding peak-period lane closures that would have affected weekday job commuters. Weekends generally have lower traffic volumes and fewer commercial shipments that could be delayed.

The Commission also used a variety of overnight and off-peak weekday travel restrictions to get the I-78 main line back in full service to handle peak commuting period overflow traffic from nearby Route 22 once the Easton-Phillipsburg Toll Bridge project got fully underway during the early summer.

The \$17.3 million I-78 Toll Bridge PA Approach Paving Improvements Project reached substantial completion on July 16. Remaining punch-list work was completed during the ensuing weeks and the project drew to a close on August 27. The approach facilities to the Commission's I-78 Toll Bridge are now in their best overall condition since they first opened to traffic in November 1989.





## Iconic Roebling-Built Suspension Footbridge Rehabilitated with Late-Winter/Spring Construction Schedule



The Lumberville-Raven Rock Toll-Supported Pedestrian Bridge is one of the Commission's most iconic river crossings.

Gracefully spanning the Delaware River between the quaint hamlet of Lumberville on the Pennsylvania side and the bucolic Bulls Island Recreation Area on the New Jersey side, the bridge is cherished by recreationists, sightseers, and romantic couples alike. Few of the Commission's other bridges surpass the Lumberville-Raven Rock crossing as a subject of artistic inspiration for area painters and photographers.

The bridge is as structurally unique as it picturesque. A rare multi-catenary suspension bridge, it is one of two pedestrian-only crossings owned, operated and maintained by the Commission. The structure rests on the stone-masonry piers and abutments that originally supported a wooden covered bridge built in 1856. The current steel superstructure was designed and constructed by the John A. Roebling's Sons Company –

the pioneering Trenton-based manufacturing firm that built the famous Brooklyn Bridge in the late 1800s.

In 2013, the Commission carried out a \$3.55 million rehabilitation of the venerable Lumberville-Raven Rock footbridge. Site-preparation activities were initiated in February. The intensive multi-pronged facelift of the bridge moved forward after the facility was shut down to public use in early March.

Work elements included repairs to the bridge deck and its approach sidewalks, replacement of deteriorated or worn steel superstructure components, and upgrades to the lighting system, signing and fencing. The bridge also was blast-cleaned and painted. Other tasks included repairs to the pier caps, treatment of the bridge abutments and wingwalls, and reconstruction of the southwest retaining wall directly behind the former bridge tender's quarters on the Pennsylvania side.



## Lumberville-Raven Rock Bridge Components Donated to Roebling Museum

At the behest of area business owners and bridge users, construction activities were limited to a three-month window between late winter and mid-spring. This tight work schedule mitigated economic impacts to the area's small, but robust, hospitality industry. It also helped prevent disappointment and inconvenience for tourists, recreationists, and romantic sightseers who regularly gravitate to the bridge in the prime warm-weather months. The Commission delivered on its promise to the various bridge stakeholders by completing all major construction tasks within the assigned timeframe and reopening the bridge before the Memorial Day holiday weekend.

To commemorate the accomplishment, the Commission hosted a well-attended rededication ceremony at the state park on the bridge's New Jersey side. Speakers heralded the bridge's role as a connection point between the 19th-century canals that hug the river's two banks, and its enduring legacy as a picturesque link between the two states. Commemorative plaques marking the rehabilitation project's completion were unveiled at each end of the bridge. A highlight of the program was the attendance of two World War II Navy veterans who worked among the construction crews that erected the current bridge superstructure in 1947.



In April, Commission representatives traveled to the Roebling Museum in Florence, N.J. to donate two types of worn steel components from the 66-year-old footbridge: wire-rope sleeves, which prevent wearing on the bridge's Roebling-made wire-rope strands; and suspension hanger plates, devices that link the bridge's suspender ropes to the walking deck.

The museum previously lacked examples of the two bridge components in its collection of Roebling-manufactured artifacts. The museum is forever casting about for Roebling memorabilia so that it can better tell the storied history and achievements of the Roebling family, the suspension-bridge engineering scion John A. Roebling, and the company town of Roebling, N.J. So, before construction got underway for the Lumberville-Raven Rock rehabilitation project, Roebling Museum requested that a suspension hanger plate and wire-rope sleeve be put aside for inclusion in the museum's permanent collection.

As a public-service agency, the Commission was honored to have an opportunity to contribute materials that will be permanently preserved to help tell the story of the John A. Roebling's Sons Company's important role in industrial-age America.



## New Hope-Lambertville Toll Bridge's Approach Roadways, Overpasses & Ramps Gain New Life



At several of its Delaware River bridge locations, the Commission owns and maintains various related facilities such as approach roadways, underpasses and overpasses, highway interchanges, and drainage systems. This is the case at the New Hope-Lambertville (Route 202) Toll Bridge where the Commission executed a multi-faceted repaving and repair project in the summer and fall of 2013.

The project was prompted by inspection reports and a draft concept study that found a series of deficiencies in the approach roadways, approach bridges, and nearby highway exit and entrance ramps that carry Route 202 traffic to and from the toll bridge.

Officially listed as the New Hope-Lambertville Toll Bridge PA & NJ Approach Roadways Repaving & NJ Route 29 Overpass Bearing Seat and Bridge Painting Project, the undertaking involved the following major elements:

- Rehabilitation, repair and repaving of Route 202 approach roadway segment leading to and from the toll bridge in New Jersey and Pennsylvania;
- Rehabilitation, repair and repaving of associated on/off ramps to PA Route 32 and NJ Route 29;
- Repointing, joint sealing and concrete repairs to the overpass that carries Route 202 across Route 32/River Road in Pennsylvania;
- Extensive repairs on the approach bridge that carries Route 202 across Route 29 in New Jersey, including repair of deteriorated concrete, blast cleaning and repainting of structural steel members, deck joint work, and replacement of 96 bearings - the structural steel devices that transfer the bridge's deck load to the masonry abutments below.



## Full Depth Pavement Recycling with Foamed Asphalt Put to Test at New Hope-Lambertville Toll Bridge's Approaches

Other tasks completed under the project included bridge deck sealing, scour remediation at the Pennsylvania on-ramp's infield, restriping of roadway lines throughout the entire Route 202 jurisdiction, and painting of overhead sign structures and light poles.

The project marked a significant first for the Commission, as it was the first time the agency used a cold in-place foamed asphalt recycling process to achieve full-depth repaving of various bituminous approach roadway segments and associated access ramps.

The project reached substantial completion in late November. Commission engineers will be watching very closely how the recycled pavement performs to determine if it stands up as a viable, long-term alternative to conventional paving methods.



Question: What's black and hard but not quite asphalt? Answer: Foamed asphalt.

Foamed asphalt technology was invented several decades ago and has been widely used in Europe, South Africa, and Australia for some time. In the United States, the technology has been used with increasing frequency by western states, but seldom has been employed in Northeast states like New Jersey and Pennsylvania.

The Commission in 2013 became one of the first transportation agencies in the Northeast to put foamed asphalt technology to the test when it used the process to rehabilitate the bituminous roadways and ramps serving the agency's New Hope-Lambertville (Route 202) Toll Bridge.

The use of foamed asphalt in the New Hope-Lambertville project involved nearly 33,000 square yards of pavement, with nearly 100 percent of it being recycled. The paving work was carried out within a compressed time frame of 25 business days. First, the prior wearing course of pavement was milled and trucked to an asphalt plant for remixing. Meanwhile, all other road-bed materials remained on site where it was ground up by a train-like procession of construction vehicles and immediately set back in place as a re-strengthened base rejuvenated with a

mixture of bituminous oil and Portland cement. Upon completion of the road base work, the remixed wearing-course pavement was carted back to the project area from the asphalt plant and re-applied.

Cherry, Weber & Associates, the project's design engineers, calculated that the process eliminated an estimated 1,200 truck trips (an 80 percent reduction from what conventional reconstruction would have required), many of which would have occurred on local roadways through historic and residential areas. As a result, the process also helped to reduce emissions and increase public and worker safety.

Cost savings was a major impetus behind the Commission's decision to use foamed asphalt recycling in the project. During the bidding process foamed asphalt recycling resulted in a low bid of \$1,112,000, approximately 60 percent less than the \$2,788,000 bid that was submitted for conventional repaving.

In addition to being more economical, foamed asphalt saved time and is more environmentally sound, since nearly 100 percent of the old road surface gets recycled. The use of recycled asphalt also reduced the project's duration of repaving work by 25 percent and it minimized the overall footprint of the construction staging, thereby further reducing environmental impacts.

# Expanded Maintenance Garage Improves Storm Response At Delaware Water Gap Toll Bridge

When the Delaware Water Gap Toll Bridge first opened to traffic on December 16, 1953, the event was heralded as a game changer. The bridge – coupled with four-lane limited access highways constructed at each end – facilitated safe and easy travel between Pennsylvania's Pocono Mountains resorts region and the population centers of North Jersey and New York City.

Sixty years to the day of that pivotal event, the Commission commemorated the completion of a garage expansion project that greatly enhanced the agency's winter-storm response capabilities at the busy I-80 river crossing. Like the bridge opening that occurred six decades earlier, the new state-of-the-art maintenance facility proved to be a game changer at the Delaware Water Gap.

Maintenance crews were particularly delighted. They had seen their storm response efforts hampered by insufficient garage space with increasing frequency in recent years. For example, whenever work crews sought to salt or plow

snow or icy roadway, they first needed to spend valuable time clearing vehicles and equipment stored outside in the elements. The dearth of garage space also accelerated the aging and deterioration of the facility's maintenance fleet, driving up costs.

The Delaware Water Gap Maintenance Garage Improvements Project changed everything by providing the following structural, environmental and operational upgrades:

- The former two-bay maintenance garage on Delaware Avenue in the Borough of Delaware Water Gap is now expanded with a 6,800 square-foot addition consisting of four new truck bays, an office, and bathrooms.
- Each new truck bay is equipped to wash vehicles with residual liquids draining into a collection system that separates cleaning agents from fuel and lubricants.





- Other facilities – including the administrative offices and garages across the street – are now tied into the municipal sewer system. This is enabling the agency to properly discharge wash-bay effluent in an environmentally safe manner while eliminating the outdated septic field at the Commission’s Delaware Water Gap location.
- The entire facility is now hooked up to a newly installed natural gas line. The location previously had to rely heavily on heating oil, a less-efficient fuel prone to periodic severe price spikes. High-efficiency heating and ventilation systems are now in place to provide for additional cost savings.
- Underground heating-oil storage tanks are now removed – eliminating the risk of leaks that could be detrimental to the environment. This change should help put downward pressure on the agency’s annual insurance costs.
- The location’s ability to handle storm-water runoff also is improved. A detention basin called a “rain garden” is now in place to collect and slowly drain water from storms.
- Finally, the main power distribution feed of the lighting system for the I-80 roadway, toll-plaza, and bridge are tied into a new emergency power distribution system fed by large diesel-run emergency generator that will kick on whenever utility power is disrupted. This will foster safer travel for bridge patrons in all kinds of conditions.

The multi-faceted project entailed considerable communication, coordination and cooperation with multiple entities. This included outreach with the Borough of Delaware Water Gap on the road opening and sewerage connection, UGI Utilities on the natural gas hookup and Metropolitan Edison on the electrical upgrades.

The project was completed on schedule and below budget by Bracy Contracting, Inc. of Allentown, Pa. Total program cost – a figure including design, construction, engineering oversight, etc. – was \$3.27 million. Construction began in January. The Commission initiated occupancy of the expanded garage structure in October – just in time for the start of the late-fall and winter driving seasons.

A ribbon-cutting ceremony for the new garage attracted representatives from the various construction and consulting firms that worked on the project. The event also attracted state, county and local officials as well as representatives from business development and roadway safety advocacy organizations in the Monroe County/Pocono Mountains region.



# Garage Expansion Adds to Record of Investment At Delaware Water Gap (I-80) Toll Bridge

The Delaware Water Gap Toll Bridge's new, expanded maintenance facilities further demonstrated the Commission's continuing commitment to reinvest toll revenues in the busy 60-year-old river crossing along I-80.

It was the 14th project to be completed at the location since the Commission's current Capital Improvement Program began in 2001 -- the highest number of projects for any DRJTBC toll bridge. In the past four years alone, the Commission has made more than \$28 million worth of improvements and upgrades at the Delaware Water Gap.

These additional projects included the following:

- Delaware Water Gap Toll Bridge Rehabilitation – Executed in 2011, this undertaking included bearing and deck joint replacement, cleaning and painting of the bridge superstructure, repairs to the bridge piers and abutments, replacement of under-bridge lighting and portions of the bridge drainage system, and seal coating of the bridge deck.
- Delaware Water Gap Express E-ZPass/Open Road Tolling – This included the installation of a single Express E-ZPass lane as well as a series of other improvements to the bridge's remaining five-lane barrier toll plaza. This project took place between fall 2010 and summer 2011.
- Electronic Toll-Collection System Enhancement – Carried out in advance of the Express E-ZPass project in 2010, this work involved the installation of high-resolution cameras and near-infrared lights to identify and track toll scofflaws. This enabled the Commission to remove traffic-control arms (gates) at the toll plaza.

The investments at the Delaware Water Gap Toll Bridge further underscore the facility's importance as an east-west connection between Pennsylvania's Pocono Mountains resorts region and the New York City/North Jersey metropolitan region.





## Small Project Yields Positive Results along River Road At New Jersey Side of Delaware Water Gap Toll Bridge



A series of repairs and improvements were made during the spring and summer months along the roughly 650-foot section of River Road the agency owns at the New Jersey side of the Delaware Water Gap Toll Bridge.

The primary task of the Delaware Water Gap River Road Improvement Project involved the rehabilitation of the Commission-owned portion of River Road. This involved micro-milling of the roadway's deteriorated concrete slabs and then applying a two-inch, wearing-course asphalt overlay.

Other project tasks included work on storm-water piping; retaining wall concrete spall repairs and injection crack sealing; retaining wall barrier replacement; curb and safety walk replacements; guide rail installation; full-depth slab replacement at the north transition between the highway exit ramp and River Road; and painting of new roadway striping.

Construction was carried out by Sparwick Contracting, Inc. of Lafayette, N.J. under a competitively bid \$874,601 contract.

Coupled with the toll bridge rehabilitation project conducted in 2011, last year's work at River Road upgraded the overall appearance of the Commission's New Jersey facilities at the Delaware Water Gap. It also improved safety for motorists and pedestrians alike. The roadway segment is an extension of the last New Jersey exit along I-80 before the Delaware Water Gap Toll Bridge. The roadway is a heavily used U-turn point for truck drivers and a means of access for visitors to the Delaware Water Gap National Recreation Area, the Appalachian Trail and New Jersey's Worthington State Forest.





Milford-Montague Toll Bridge







## Artifacts from Scudder Falls Bridge Archaeological Excavations Conveyed to State Museums in New Jersey, Pennsylvania



It may seem like a counter-intuitive move, but the Commission recently went back in time to advance preparations for the Scudder Falls Bridge Replacement Project.

A team of archaeologists employed by AECOM – the global engineering firm the Commission hired to provide design-management consulting services for the massive project – set out to unearth and preserve Native American artifacts from properties that are expected to be impacted once construction work gets underway. This research effort reached completion in 2013 with the conveyance of artifacts to state museums in Harrisburg, PA. and Trenton, N.J.

The retrieved materials primarily consisted of small shards of fire-cracked rocks. The museums will store the materials for future research and analysis as well as potential viewing by the public. The conveyance of artifacts completed the archaeological resource mitigation portion of the project's environmental documentation compliance process.

Federal law required the Commission to unearth the archaeological artifacts as an environmental/cultural resource mitigation measure.

While the Scudder Falls archaeological digs did not produce treasures of valuable metals or ancient sculptures on a par with that of the Incan Empire or an Egyptian pharaoh, the materials should assist researchers in understanding how Native Americans lived along the Delaware River many centuries ago.

All totaled, nearly 25,000 artifacts were recovered. This is a deceptive number, however, because much of the conveyed material consists of non-descript stone chips that would be dismissed as little more than gravel by a layman. Only 10 percent of the retrieved materials might be considered of interest to a non-archaeologist.

The artifacts came from two different locations.



The first dig took place in late 2010 and early 2011 in the area of Reeder's Creek at the I-95/Route 29 interchange south of the Scudder Falls Bridge in Ewing, N.J. This site yielded nearly 16,000 items, some possibly dating back to 4,000 B.C. The retrieved materials included evidence of tool-making activities and a possible hearth used for food preparation.

The second dig site was slightly north of the current Scudder Falls Bridge. While the digging at this location went deeper into the ground, it yielded fewer artifacts – roughly 9,000 items. These included small shards of pottery, a Native American pipe bowl fragment, and fish and turtle bones. Native American activity at this location, however, was limited to a relatively brief time frame – roughly 1000 to 1500 A.D.

The archaeological digs and cataloguing efforts were conducted in accordance with the National Historic Preservation Act and were coordinated with the assistance of the New Jersey State Historic Preservation Office and the Pennsylvania Historical and Museum Commission.

Scudder Falls Bridge project consultants determined that detailed archaeological excavations were warranted at the two sites following preliminary research and testing in 2004, 2005, and 2009. Items recovered during the preliminary phase included pottery shards and projectile points.

Standard archaeological excavation methods were employed at both dig sites, requiring all soil to be dug by hand with shovels and trowels and passed through

screens to recover artifacts. The excavation work at the Pennsylvania location extended to as much as 14 feet deep – the depth of the abutments and piers for the envisioned replacement bridge. Artifacts recovered in the archaeological digs were taken to AECOM's laboratory where they were cleaned and cataloged.

The two dig locations in New Jersey and Pennsylvania were at a geographically significant point in the river called an ecotone, the term for an area where many different environments converge. In this case, it's the area where the river ceases to be tidal. Ecotones attracted Native Americans because they provided a great variety of diverse food resources in a concentrated area.



While construction remains several years away, preparations for the Scudder Falls Bridge Replacement Project advanced with four New Jersey Department of Environmental Protection approvals in 2013:

- Flood Hazard Area Verification
- Flood Hazard Area Individual Permit
- Freshwater Wetlands Individual Permit
- Water Quality Certificate

The most significant regulatory hurdle for the project was crossed in June 2012 when the Federal Highway Administration issued a Finding of No Significant Impact (FONSI). This capped an exhaustive environmental documentation and review process. A FONSI is the paramount regulatory decree for advancing large-scale capital projects and determining compliance with the National Environmental Policy Act (NEPA).

## Commission Receives Awards for Capital Projects, Pedestrian-Friendly Practices

The Commission received multiple awards and honors during the year for capital projects, archaeological preservation efforts, and pedestrian-friendly policies.

The agency's 2013 awards tally included the following:

- Substructure Repair and Scour Remediation – Conducted between 2010 and 2012, the multi-stage initiative put the agency's bridge piers and abutments into their best collective condition since their original construction. *Distinguished Award from the New Jersey Chapter of the American Council of Engineering Companies (ACEC-NJ) and honorable mention from the Southern New Jersey and North/Central New Jersey chapters of the American Society of Highway Engineers.*
- Delaware Water Gap (I-80) Toll Bridge Rehabilitation – Executed during 2011, the project involved bearing replacements, deck-joint repairs, drainage upgrades, blast cleaning and painting, and many other improvements. *Distinguished Award from the ACEC-NJ and Diamond Award from the Pennsylvania Chapter of the American Council of Engineering Companies (ACEC-PA).*
- Upper Black Eddy-Milford Bridge Rehabilitation – This 2011 project was praised for its public involvement effort, compressed time frame, and design work; it involved de-leading and repainting with non-lead coatings, substructure repairs, period lighting upgrades, and installation of a new floor system, including replacements of various corroded steel beams and stringers. *Diamond Award from ACEC-PA.*
- Pedestrian Facilities – The Commission has demonstrated a commitment to pedestrians and bicyclists through the operation and maintenance of walkways at 15 of its 20 river crossing; this includes the 2013 rehabilitation of the Lumberville-Raven Rock Toll-Supported Pedestrian Bridge between Hunterdon County, N.J. and Bucks County, PA. *Special Recognition Award for Pedestrian Advocacy from HART Commuter Information Services in Hunterdon County, N.J.*
- Scudder Falls Bridge Replacement – The Commission conducted Phase I, II and III archaeological investigations in the project's footprint near the river in Ewing, N.J. in 2010 and 2011, culminating with the recovery of 15,898 Native American artifacts and 19 features spanning the period of time between 3150 B.C. and A.D. 1430. *New Jersey Department of Environmental Protection's Historic Preservation Office and the New Jersey Historic Sites Council 23rd Annual Historic Preservation Award.*





# Competing Demonstrations, Life-Saving Actions, Long-Distance Fundraising Made 2013 an Interesting Year

There is no such thing as a routine year at the Delaware River Joint Toll Bridge Commission. This was demonstrated on multiple occasions during 2013, a year that presented its own unique set of challenges, inspirational moments, and quirky events.

## A Man and His Wheels

Rob Jones of Charlottesville, Va. is not your everyday bicycle rider. A retired U.S. Marine Corps sergeant, Jones lost both of his legs in a roadside bomb explosion while serving as a combat engineer in Afghanistan in 2010. His left leg was amputated above the knee and high right leg at the knee.

During his first several weeks in morphine-induced recovery, three words became an enduring inspiration for Jones: survive, recover, live. The words became his motto as he healed, began rehabilitation, was fitted with prosthetics and worked hard at learning how to walk again. He used his time in rehabilitation to relearn how to do other things with specially outfitted prosthetic limbs, including running, rowing and riding an upright cycle. Awarded the Purple Heart, Jones was honorably discharged from the Marines in 2011.

He competed as a rower in the 2012 Paralympics, winning a bronze medal in his event. In 2013, he set out on an entirely different quest – a 5,100-mile bicycle ride from Bar Harbor, Me. to Camp Pendleton, Ca. Jones used the ride to raise money for organizations that aided him in his recovery: Ride 2 Recovery, the Coalition to Salute America's Heroes, and the Injured Marine Semper Fi Foundation.

Jones was given a hero's welcome when he arrived in Lam-



bertville, N.J. on November 7. He later crossed the Delaware River into Pennsylvania via the Commission's New Hope-Lambertville Toll-Supported Bridge. While the Commission prohibits cyclists from pedaling across the bridge for safety reasons, Jones was granted permission to ride his specially outfitted bicycle across the bridge's walkway while it was clear of pedestrians.

## Dueling Gun Rallies

In May, the Commission found itself sandwiched between the impassioned extremes of the nation's firearms debate as gun enthusiasts and gun-control advocates made dueling applications to demonstrate on or near the Lower Trenton ("Trenton Makes") Toll-Supported Bridge.

The emotionally charged situation commanded not only the Commission's attention, but a well-planned course of preparation and pre-emptive action as well. It's probably not a stretch to say the proactive efforts on the part of

the Commission in coordinating with local and state law enforcement authorities helped to ensure a good outcome for everyone involved.

Gun-control advocates organized a State House rally and then marched along city streets to the Lower Trenton Bridge, crossing into Morrisville, PA. for a rally at a nearby park. There they encountered gun owners who had acquired their own permit to stage a demonstration.

To prevent confrontation or, worse, violence, New Jersey State Police provided coverage by four troopers on the Trenton side of the bridge and two more troopers in a patrol boat beneath the bridge. Meanwhile, Pennsylvania State Police provided 32 troopers who worked with Morrisville Police to handle the situation in that community. The Pennsylvania response included a mounted unit with eight horses and a bomb-disposal team.

The dueling demonstrations ended without any incidents. It's not a stretch to say that the Commission's advance coordination with Morrisville Police and the State Police in New Jersey and Pennsylvania helped to produce a good outcome for everyone involved.

### A Commendation for Lifesaving

To carry out major projects, Commission engineers hold regularly scheduled "progress meetings" to discuss the execution of work phases, various issues that arise in the field, the construction schedule, and other matters. During one such meeting for the Easton-

Phillipsburg Toll Bridge Rehabilitation Project in August, an unanticipated medical emergency arose when one of the consulting engineers left the meeting room at the Commission's administration building in Phillipsburg and collapsed in the hallway outside.

District II Sgt. Scott Brumbaugh, the officer in charge at the nearby toll plaza, was notified and promptly took a series of steps to address the situation. First, he called 911 to request emergency assistance. Then he raced to the conference room hallway with a defibrillator and calmly took charge of the scene. Noting how the collapsed individual was delusional, had a cold body temperature and could not stand, Brumbaugh ensured the person did not go into shock. Brumbaugh then set up the defibrillator and monitored the individual's heartbeat until the Phillipsburg Emergency Squad arrived.

The fallen engineer was then taken to St. Luke's Warren Hospital where his condition was stabilized before being transported via medi-vac helicopter to another facility where emergency heart surgery was performed.

There is little doubt that the medical emergency's outcome might not have ended as well were it not for Sgt. Brumbaugh's actions. His calm, professional demeanor, his communication skills, and his execution of the CPR training that the Commission provides to all of its toll officers proved invaluable.

Sgt. Brumbaugh's decisive actions and leadership were recognized and commended by Commissioners in a formal resolution a month later.







## Crisis Intervention Signs

Like other transportation agencies around the country, the Commission occasionally encounters incidents in which individuals jump from a bridge. Some jumpers are thrill-seeking young people showing off to peers on a hot summer day. (This kind of activity is illegal and there have been multiple arrests of such individuals over the years.)

However the more problematic and challenging type of jumping incident concerns individuals with mental health issues, substance abuse problems, or suicidal tendencies. In an effort to mitigate such jumping incidents, the Commission installed crisis-intervention signs at bridges where multiple jumper incidents had previously been recorded.

The signs provide an easy-to-remember, toll-free number for a national hotline center that can immediately connect a caller with a crisis-intervention counselor. It is the same hotline service used at the Golden Gate Bridge in California.

## Cyclical Cyclists

In 1978, a Trenton councilman and several concerned citizens established a non-profit shelter called Anchor House for runaway, abused and neglected youths. To raise money for the cause, the group established a long-distance bicycle ride that raised contributions from various sponsors. Four cyclists participated in the inaugural ride – a 14-day, 1,100-mile trip from Florida to New Jersey. The Ride for Runaways has

since become a firmly established – and increasing popular – annual event, attracting more riders and more donations.

The cycling routes vary from year to year. The ride might start in upstate New York one year and then Virginia in the next. More often than not, however, the cycling route involves one of the Commission's Delaware River crossings. That was the case in 2013 when the organization's 35th annual ride crossed the New Hope-Lambertville Toll-Supported Bridge on July 20.

More than 180 riders crossed the bridge on the last leg of their 506-mile, 7-day journey from Burlington, Vermont to the Quaker Bridge Mall in Lawrence, N.J. The riders averaged about 75 miles a day, enduring hot and humid weather and some very hilly roadway sections. The effort once again proved to be enormously successful, raising more than \$500,000 for the Trenton-based Anchor House and its various youth-assistance programs.

## Bicycle Advocates, Public Officials Promote Pedal Power At Trenton Grant Project Ribbon Cutting Event



Transportation planners, bicycle enthusiasts, and Commission representatives teamed up in mid-May to promote “pedal power” by cutting the ribbon on the first bicycle lanes to be constructed in downtown Trenton.

The bike lanes had been established as part of a municipal roadway improvement initiative called the Trenton Gateway Project. Funding for the project came from the Commission’s former Compact Authorized Investment local-assistance grant program, which expired on December 31, 2012.

The Trenton project was one of the last to be completed under the CAI program, but a formal dedication ceremony was postponed to coincide with National Bike Month in May 2013. Attendees at the ribbon-cutting event noted how the bike lanes form a connective route between the Commission’s Lower Trenton (“Trenton Makes”) Toll-Supported Bridge and destinations like the Mercer

County Court House, New Jersey’s State House, the War Memorial Auditorium, the Hughes Justice Complex, and a host of state-government office buildings.

The event was held in conjunction with a “Brunch for Bikers” on Bike to Work Day and featured speakers from the Greater Mercer Transportation Management Association, Trenton Cycling Revolution, the City of Trenton, and the East Coast Greenway.

Commissioner Yuki Moore Laurenti of the DRJTBC called the new bike lanes “the first installment” of link-ages that could one day tie together canal paths and long-distance trails in the city.”



# Wildflower Beds Evaluated as Potential Alternative To Grass Landscapes

Roadside landscapes like the grassy infields of highway exit and entry ramps are generally looked upon as forlorn spaces where litter gets thrown or a vehicle can pull over after a breakdown.

But while these areas are often an afterthought to motorists, they are a concern to transportation agencies that have to maintain them. This is the reason why the Commission tried to do something different with these obscure spaces in recent years through the execution of a pilot wildflower-planting program.

The experimental effort was conducted by maintenance personnel with the assistance of the agency's Director of Plants and Facilities. Planting locations were chosen based on the following conditions:

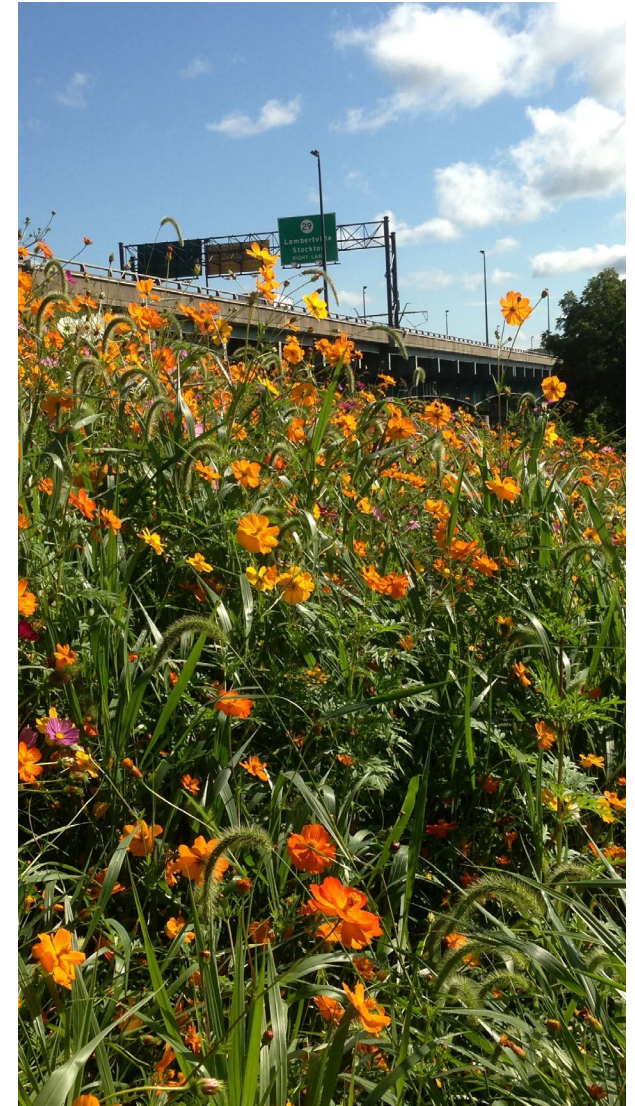
- An inspection was conducted to ensure the absence of shallow underground utilities;
- The wildflowers would not obstruct or compromise drainage systems; and
- The heights of plants/flowers would not impair driver sight lines.

In 2013, wildflower seeds were sown in the vicinity of the New Hope-Lambertville Toll Bridge, the Portland-Columbia Toll Bridge and the Still Valley Interchange/Exit 3 on the New Jersey approach to the I-78 Toll Bridge.

The purpose behind the plantings was to assess how wildflower planting compared to traditional lawn mowing. The evaluations not only looked at costs, they also took into considered the use fossil fuels to run tractors, mowers and other portable grass-cutting devices.

Pretty as the wildflowers were at some locations, they came up short as long-term landscaping technique. The performance of seed mixtures varied from year to year. Weather considerations such as insufficient rain compromised growth. And the plantings looked terribly unsightly once the blooms subside.

The Commission's is now considering other options like low-growth, low-maintenance meadows that could better retain storm water runoff while reducing the agency's carbon footprint through decreased maintenance activities.



## Commission Ushers in Change With New Executive-Level Hires and Promotions

Change was the operative word for the Commission in 2013 as a new management team was established to lead the agency after a spate of executive-level retirements the previous year.

The managerial changes began in January when Commissioners hired Joseph J. Resta of Langhorne, PA. as the new executive director, ending a national search process that attracted 40 applicants.

Resta brought more than 30 years of public and private sector experience to the agency's top administrative post. His resume included work in capital project management, strategic planning, governmental administration, and operations leaderships. He most recently served as the top project executive for the Pennsylvania Convention Center Expansion Project in Philadelphia, PA. – the largest single public works project ever undertaken by the Commonwealth.

Resta's hiring was followed by the appointment of Sean M. Hill of Tabernacle, N.J. as Deputy Executive Director of Operations in May. Hill brought previous experience as a civil engineer and as a tolling industry executive to the Commission. He previously had served as Director of Operations at the New Jersey Turnpike since 2008.

In September, an experienced attorney, Joanna Cruz of Lansdale, PA., became the agency's new Director of Human Resources. Prior to taking the reins of the Commission's personnel operations, Cruz had been in private practice with a Montgomery County law firm. She previously gained public-sector experience as an attorney with

Montgomery County Children and Youth Services and as a public defender.

Finally, in November, the Commission approved the promotion of Roy W. Little of Southampton, N.J. to the position of Chief Engineer. Little had been the agency's Assistant Chief Engineer since May 2008. He had been serving as acting chief engineer since September 2012. Little has over 30 years of transportation industry experience, including employment with the former New Jersey Highway Authority and national consulting engineering firms.





## Policy, Procedural Changes Initiated to Improve Delivery of Public Services

To ensure optimum performance and productive outcomes in any organization, it's a good practice to occasionally assess policies and procedures for purposes of determining whether they are consistently aligned and utilizing best management practices. This occurred on several levels at the Commission in 2013.

Three months after taking administrative charge of the Commission's day-to-day operations, Executive Director Joseph Resta outlined a series of structural and operational changes he envisioned for the agency. He described it as the start of a periodic dialogue about initiatives that would serve as "building blocks for the services we ultimately deliver to the public."

The prescribed changes included ongoing updates to existing policies covering records retention, right-to-know/open public records and surplus property disposal. But a number of other priorities also were identified:

- Making changes to the Employee Manual for emerging situations that warrant immediate remedy;
- Initiating an examination of the agency's organization chart to better reflect "in-practice" reporting;
- Broadening the pool of professional service providers by procuring construction management and construction inspection

services through separate consulting contracts to provide for greater competition and removing inherent conflict of combined services;

- Modernizing support facilities through improved energy efficiency, new-age building systems and continuity-of-operations initiatives to better serve the motoring public;
- Expanding the use of new technologies in the planning and managing of capital projects;
- Advancing a redesign of the Commission's website to increase transparency and making it the prime portal for the agency's toll-paying, service-provider, business and investor bases;
- Increasing the use of new information technologies in the areas of systems documentation, network administration and workflow management to strengthen succession planning, redundancy and continuity of operations;
- Starting a top-to-bottom scrubbing of the agency's job descriptions, many of which had become anachronistic over time that they impeded the ability of em-

ployees to follow a defined career path or undermined the Commission's ability to better utilize its workforce in delivering needed services; and

- Reorganizing and expanding the Commission's program for inclusion of minority-owned, women-owned, disadvantaged, veteran, disabled and small business enterprises to foster the growth of capacity of these companies to make them more competitive in the overall marketplace. (Additionally, it is envisioned that performance measures for professional services and construction activities will be reported monthly to gauge the success of the program.)

Resta crystalized the underlying reasoning behind the measured agenda: "The primary goal is to foster changes, provoke discussions and facilitate improvements that will enable this Commission to fulfill its ultimate objective – serving the public to the best of our ability."

# New Policy Requires Multiple Hearings, Comment Gathering for Future Toll Adjustments

Recognizing a need for enhanced transparency and openness when setting toll rates, the Commission adopted a formal policy that requires a uniform public-input process to be carried out prior to approval and implementation of any future toll adjustments.

The policy's provisions are as follows:

- For any proposed toll adjustment impacting any Commission-tolled facility, six public hearings must be held; two hearings are to be held in each of the Commission's three geographic districts, with one taking place in New Jersey and another in Pennsylvania in each respective district.
- Appropriate Commissioner representation is required at each public hearing.
- The last public hearing shall be held at least 30 days prior to the date on which Commissioners are to consider a resolution approving a proposed toll adjustment.
- Public notices of each respective hearing are to be published at least 10 days prior to each hearing date. The notices must be posted on the Commission's website and published in New Jersey and Pennsylvania newspapers in the same manner that regular monthly Commission meetings are advertised.
- The proposed toll schedule revisions must be posted on the Commission's website at least

10 days prior the first public hearing and remain on the website until the toll adjustment is considered by the Board of Commissioners.

- Each hearing must allow for public comment on the proposed toll adjustment.
- Public comments also are required to be accepted via email, web application or mail.
- Commission staff is required to prepare a written summary of the various public comments; this document is to be circulated to all Commissioners prior to consideration of a toll adjustment resolution.
- The Commission must allow additional public comment during the meeting when a proposed toll adjustment resolution is to be considered.

The policy meshes with a series of other changes the Commission's new executive director initiated during the year. It also addresses criticism the Commission received in 2011 when the base car toll was raised by 25 cents to \$1; the Commission decided not to hold hearings on that increase because the \$1 rate had been subjected to public hearings in 2001.

In publicizing the new policy, the Commission stressed that the agency's financial status was sound and there were no immediate plans for a toll increase.

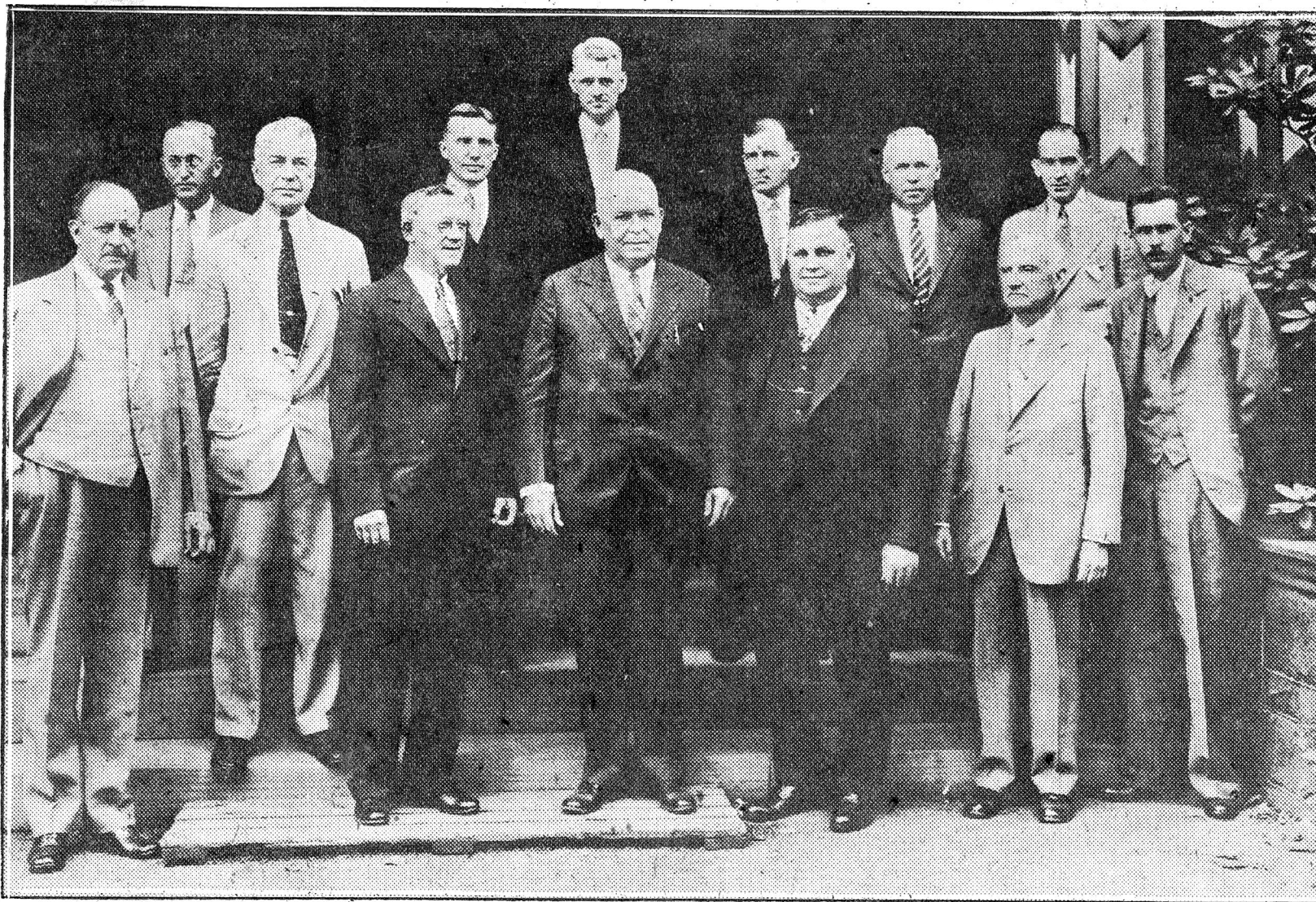




New Hope-Lambertville Toll Bridge



## Commission in Favor of New River Bridge



Times Photo

Members of the Joint Free Bridge Commission of New Jersey and Pennsylvania favor the construction of a new bridge between Easton and Phillipsburg. This is set forth in resolutions adopted at a meeting of the Joint Commission today at the Carteret Club. The resolution sets forth that because of the density of traffic, a hazardous railroad crossing and the growing inadequacy of the present bridge between Easton and Phillipsburg, as witnessed by frequent and prolonged delays, it is the sentiment of the commission that a new span be constructed as soon as funds are available. The commission members were luncheon guests of S. E. Kaufman, this city, following the meeting. Those attending the session, front row, left to right: Louis Focht, Freeholder Fred R. Parker, president of the New Jersey commission, and vice president of the Joint Commission; Senator C. J. Buckman, president of the Joint Commission; James A. Tirrell, S. E. Kaufman, Edward W. Denzler, engineer. Second row, James J. Green, W. Egbert Thomas, Professor Harold J. Kennard, H. F. Dauman, W. H. Wilson, E. R. Grover, Edward J. Pierson, secretary of the Joint Commission.





## Past Commissioners



The Commission's first annual report was issued in 1936. From time to time, the agency's annual reports listed the names of the various individuals who served as Commissioners.

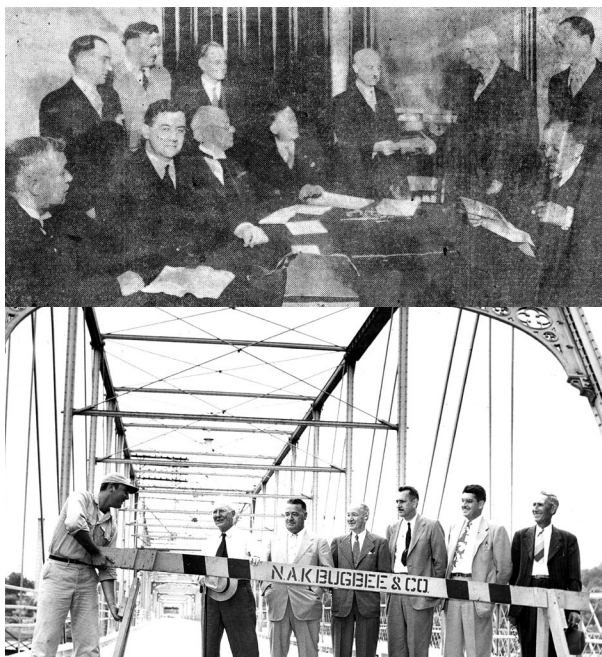
Since this year's annual report chronicles the 75th anniversary of the Commission's first toll bridge, it seemed an appropriate time to identify all of the persons who once served as stewards of the publicly owned bridges in the agency's river jurisdiction.

Following is a full list of Commissioners from New Jersey and Pennsylvania who served on both the Bridge Commission and its predecessor agency, which was often referred to simply as the Joint Commission. As noted in the agency's 1953 annual report, the Bridge Commission "succeeded and assumed all the authority, powers, and rights of what was known for reference purposes as the Joint Commission for the Elimination of Toll Bridge over the Delaware

River between Pennsylvania and New Jersey." A recently obtained piece of stationery from the old Joint Commission confirms that it identified itself as the Joint Commission for Elimination of Toll Bridges – Pennsylvania-New Jersey. *(Asterisks identify the individuals who served on both the Bridge Commission and the predecessor Joint Commission. Hashtags are attached for two individuals who are serving second terms on the Commission as current members.)*

### New Jersey Members Joint Commission for Elimination of Toll Bridges — Pennsylvania-New Jersey

Oliver O. Bowman  
I. Snowden Haines  
George A. Angle  
John A. Campbell  
Reginald W. Durnell  
Phineas K. Hazen  
Walter F. Hayhurst  
E. Smith Lamson  
Walter I. Jacoby  
Joseph W. Cooper  
Howard S. Lyon



### Pennsylvania Members Joint Commission for Elimination of Toll Bridges — Pennsylvania-New Jersey

Governor Martin G. Brumbaugh  
Auditor General A. W. Powell  
Treasurer R. K. Young  
Samuel B. Rambo  
L.W. Mitchell  
Clarence J. Buckman  
Hon. William Sproul  
Charles A. Snyder  
Leon Channo  
Governor Gifford Pinchot  
Paul D. Wright  
James L. Stuart  
Charles Kline  
General Edward Martin  
Harold J. Kennard

**New Jersey Members**  
**Delaware River Joint Toll Bridge Commission**

Fred R. Parker*	1934–1942
S. E. Kaufman*	1934–1945
Louis Focht*	1934–1944
W. Egbert Thomas*	1934–1936
James A. Tirrell*	1934–1935
Dr. Russell B. Stone	1936–1953
Owen Kerr	1936–1947
Foster M. Voorhees	1942–1946
Louis T. deValliere	1945–1952
C. Stradley Stults	1947–1952
John Elder	1947–1952
Henry T. Shelley	1948–1955
Raymond T. Wood	1952–1955
Leslie Brown	1952–1956
Edward R. N. Douglass	1952–1955
Edward W. Kilpatrick	1954–1956
Dwight R. G. Palmer	1955–1960
David C. Thompson	1955–1957
Archibald S. Alexander	1955–1955
Robert L. Finley	1955–1956
William M. Norton	1956–1962
Herbert D. Stem	1956–1962
Philip J. Kelly	1956–1959
Joseph Fishberg	1957–1959
Herman A. Shotwell	1959–1964
David C. Thompson	1959–1964
David J. Goldberg	1960–1972
Chester L. Errico	1962–1973
J. Clifford Miller	1962–1962
Frank J. Koller	1962–1969
Melville A. Carty	1964–1970
Albert B. Kahn	1964–1970
H. Grant Leonard	1969–1971
Lester J. Toth	1970–1970
Milton Woolfenden Jr.	1970–1976
John C. Baylor	1971–1976
Theodore A. Brace	1971–1974
Norbert E. Donelly	1972–1975



**Pennsylvania Members**  
**Delaware River Joint Toll Bridge Commission**

Samuel S. Lewis*	1934–1935
Warren Van Dyke*	1934–1938
Charles A. Waters*	1934–1937
Clarence J. Buckman*	1934–1943
Dr. D. M. Hawke*	1936–1937
F. E. Baldwin*	1936–1937
F. Clair Ross	1937–1945
Warren R. Roberts	1937–1941
Roy E. Brownmiller	1938–1941
I. Lamont Hughes	1939–1941
Alexander R. Miller	1940–1955
John V. Shroyer	1943–1945
G. Harold Wagner	1941–1949
R. Chapman Carver	1943–1955
Ramsey Black	1945–1949
Ray F. Smock	1946–1951
Weldon B. Heyburn	1949–1957
Charles A. Barber	1949–1957
Edward L. Schmidt	1952–1955
Joseph J. Lawler	1955–1957
Gus P. Verona	1956–1959
John P. Fullam	1956–1960
Louis M. Stevens	1957–1959
Robert F. Kent	1957–1961
Charles C. Smith	1957–1961
Park H. Martin	1959–1963
Jack Sirott	1960–1963
William H. Noble	1959–1963
Grace M. Sloan	1961–1977
Thomas Z. Minehart	1961–1969
Edward K. Driebe	1963–1971
James C. Skillman	1963–1971
Henry D. Harral	1963–1967
Robert G. Bartlett	1967–1970
Robert P. Casey	1969–1977
Victor W. Anckaitis	1970–1971
Jacob G. Kassab	1971–1976
Robert F. Bulger	1971–1976



Phillip L. Pittore	1974–1975
Gerald R. Stockman	1974–1978
William Martin	1975–1983
Leonard W. Miller	1975–1978
Joel A. Kobert	1976–1979
William J. Hodas#	1976–1982
Daniel J. Graziano	1979–1983
William H. Blackton	1979–1982
Larry E. Vereen	1980–1984
Nicholas A. Masi	1982–1988
Clara A. Fowler	1983–1991
James N. Rosso	1983–1992
Jay G. Destribats	1984–1992
Joseph L. Tolerico	1985–1989
Phillip J. Angarone	1988–1991
James P. Flanagan	1990–1996
Frank L. Beruta	1991–1992
Charles E. Geter	1991–1994
W. Paul Rummerfield	1992–1994
William Martin	1992–1995
Victoria Rivera–Cruz	1993–1995
Gloria A. Decker	1994–2003
Harry G. Parkin	1994–2003
Andrew Tirpok Jr.	1995–2004
Joseph B. Bellina	1996–2004
Robert H. Mayer Sr.	1996–2003
James P. McManimon	2003–2007
Philip J. Mugavero	2003–2007
Roger Hines	2004–2005
Donald Hart	2004–2011
Harry Zikas Jr.	2007–2011
Thomas W. Sumners Jr.	2007–2008



W.C.G. Peterson	1971-1978
Joseph H. Pavlak	1976-1979
W.H. Sherlock	1976-1977
Robert E. Casey	1977-1981
Al Benedict	1977-1985
James B. Wilson	1977-1978
George Pulakos	1978-1979
Samuel W. Newman	1978-1979
Thomas D. Larson	1979-1987
Murray G. Dickman	1979-1982
Ellsworth E. Mutchler	1979-1987
R. Budd Dwyer	1981-1987
Edward A. Katz	1982-1987
Don Bailey	1985-1989
G. Davis Greene	1987-1989
Howard Yerusalim	1987-1994
Eugene R. Hartzell	1987-1990
Melvin Soloman	1987-1994
Barbara Hafer	1989-1996
Catherine Baker Knoll	1989-1996
Salvatore J. Panto Jr.	1990-1994
Robert Flick	1995-2001
Bradley Mallory	1995-1996
Hal W. Saxton	1995-2003
Mark S. Hoffman	1995-2003
Janet Nicholson	1996-2003
Katharine M. Watson	1996-2000
Daniel S. Wassmer	2001-2003
Jack Muehlhan Jr.#	2001-2003
Robin Wiessmann	2003-2007
Herman Kissiah	2003
John Cordisco	2003
Salvatore Candelaria	2003-2005
John Prevoznik	2003-2011
J. Alan Fowler	2003-2008
Robert Heenan	2004-2006
Bernard A. Griggs Jr.	2006-2011
Melissa Heller	2007-2012
James L. Broughal	2008-2011



Back row (left to right) Edward J. Smith, Geoffrey S. Stanley, Joseph M. Uliana, Daniel H. Grace, Jack Muehlhan;  
Front row (left to right) William J. Hodas, David R. DeGerolamo, Gaetan J. Alfano Esq., Yuki Moore Laurenti

## Commissioners

A board of 10 commissioners – five from each state – governs the Commission. The New Jersey members are nominated by the Governor and confirmed by the state senate for three-year terms; the Pennsylvania members are appointed by the Governor and serve at his pleasure. The Commissioners are not compensated for their service.

## New Jersey

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

## Pennsylvania

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





## Staff

**Joseph J. Resta**  
Executive Director

**Sean M. Hill**  
Deputy Executive Director of Operations

**Roy W. Little**  
Chief Engineer

**Sean P. McNeeley**  
Chief Financial Officer

**Arnold J. Conoline, Jr.**  
Chief Administrative Officer

**Joseph F. Donnelly**  
Deputy Executive Director of Communications

**Stephen T. Cathcart**  
Comptroller

**Richard McClellan**  
Director of Community Affairs

**Julio A. Guridy**  
Director of Contract Compliance

**Matthew M. Hartigan**  
Director of Electronic Security and Surveillance

**Yvonne Kushner**  
Director of E-Z Pass

**Joanna Cruz**  
Director of Human Resources

**Mary Jane Hansen**  
Director of Information Technology

**Lendell Jones**  
Director of Plants and Facilities

**David K. Burd**  
Director of Purchasing

**James P. Stettner**  
Director of Security Safety and Training

**LeVar Talley**  
District 1 Superintendent

**James Shelly**  
District 2 Superintendent

**Jeanne P. Clark**  
District 3 Superintendent







Lower Trenton Toll-Supported Bridge



## TRAFFIC COUNTS

Annual Average Daily Traffic*					
Toll Bridges	2009	2010	2011	2012	2013
Trenton-Morrisville Route 1	50,700	54,300	53,500	51,700	55,400
New Hope-Lambertville Route 202	11,800	10,400	10,200	10,200	10,600
Interstate 78	56,700	58,700	60,100	61,900	62,300
Easton-Phillipsburg Route 22	38,300	38,100	36,400	34,500	33,600
Portland-Columbia	7,400	7,800	7,700	7,300	6,900
Delaware Water Gap Interstate 80	53,900	55,400	51,800	49,900	50,500
Milford-Montague	7,700	6,500	6,200	6,000	6,200
<b>Total - Toll Bridges</b>	<b>226,500</b>	<b>231,200</b>	<b>225,900</b>	<b>221,500</b>	<b>225,500</b>

Annual Average Daily Traffic*					
Toll-Supported Bridges	2009	2010	2011	2012	2013
Lower Trenton	18,100	20,100	16,300	16,000	16,100
Calhoun Street	18,400	10,600	16,200	16,700	16,900
Scudder Falls Interstate 95	57,100	58,200	57,600	58,800	58,200
Washington Crossing	6,900	5,800	7,100	7,100	7,500
New Hope-Lambertville	13,400	14,300	14,400	14,300	14,100
Centre Bridge-Stockton	4,600	4,800	4,500	4,800	4,800
Uhlerstown-Frenchtown	3,900	4,100	4,600	4,100	4,100
Upper Black Eddy-Milford	3,700	3,700	2,200	3,500	3,400
Riegelsville	3,200	3,100	3,300	3,300	3,300
Northampton Street	21,600	21,000	19,900	20,200	20,900
Riverton-Belvidere	4,800	4,800	4,300	4,300	4,500
<b>Total - Toll Supported Bridges</b>	<b>155,700</b>	<b>150,500</b>	<b>150,400</b>	<b>153,100</b>	<b>153,800</b>

<b>Total Commission-Wide Annual Average Daily Traffic</b>	<b>382,200</b>	<b>381,700</b>	<b>376,300</b>	<b>374,600</b>	<b>379,300</b>
<b>Total Commission-Wide Yearly Traffic</b>	<b>139.5M</b>	<b>139.3M</b>	<b>137.4M</b>	<b>137.1M</b>	<b>138.4M</b>

\* 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.



# Statements of Net Position

## ASSETS

Dec. 31, 2013      Dec. 31, 2012

### Current Assets

#### Unrestricted Assets:

Cash and Cash Equivalents	\$27,490,172	\$40,562,982
E-ZPass and Violations Receivable, (net of allowance for uncollectible)	9,967,113	8,807,875
Other Receivables	333,183	109,882
Fiduciary Fund Receivable	1,437,108	108,838
Prepaid Expenses	<u>633,799</u>	<u>549,729</u>
<b>Total Unrestricted Assets</b>	<b>39,861,375</b>	<b>50,139,306</b>

#### Restricted Assets:

Cash and Cash Equivalents	7,933,861	39,207,016
Investment Income Receivable	<u>274,327</u>	<u>554,379</u>
<b>Total Restricted Assets</b>	<b><u>8,208,188</u></b>	<b><u>39,761,395</u></b>
<b>Total Current Assets</b>	<b>48,069,563</b>	<b>89,900,701</b>

### Non-Current Assets

#### Unrestricted Assets:

Investments	146,542,592	114,059,453
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#### Restricted Assets:

Investments	42,467,436	80,130,139
Prepaid Bond Insurance	<u>1,265,656</u>	<u>1,651,452</u>
<b>Total Restricted Assets</b>	<b>43,733,092</b>	<b>81,781,591</b>
Net Other Post-Employment Benefits	11,950,794	11,992,359

#### Capital Assets:

Completed (Net of Accumulated Depreciation)	489,286,581	486,404,544
Improvements in Progress	<u>38,279,465</u>	<u>26,524,460</u>
<b>Total Capital Assets</b>	<b><u>527,566,046</u></b>	<b><u>512,929,004</u></b>
<b>Total Non-Current Assets</b>	<b><u>729,792,524</u></b>	<b><u>720,762,407</u></b>
<b>Total Assets</b>	<b>777,862,087</b>	<b>810,663,108</b>

2012 financial results were restated to recognize current Other Postemployment Benefits (OPEB) funding status under Governmental Accounting Standards Board (GASB) guidelines.

## DEFERRED OUTFLOW OF RESOURCES

Dec. 31, 2013      Dec. 31, 2012

Accumulated Decrease in Fair Value Hedging Derivatives

\$17,698,194      \$32,679,040

Deferred Loss on Refunding of Debt

5,777,862      6,553,864

Total Deferred Outflow of Resources

23,476,056      39,232,904

## LIABILITIES

### Current Liabilities Payable from Unrestricted Assets

Accounts Payable and Accrued Expenses	7,799,516	9,549,367
E-ZPass Customer Liability	4,271,130	4,084,049
Compensated absences - current portion	122,396	110,160
Retainage Payable	<u>2,217,875</u>	<u>230,502</u>
<b>Total Current Liabilities from Unrestricted Assets</b>	<b>14,410,917</b>	<b>13,974,078</b>

### Current Liabilities Payable from Restricted Assets

Accrued Interest Payable on Bonds	4,932,933	4,798,551
Bridge System Revenue Bonds Payable - current portion	14,160,000	14,935,000
Premium payment payable - derivative companion instrument	<u>34,496</u>	<u>34,496</u>
<b>Total Current Liabilities Payable from Restricted Assets</b>	<b>19,127,429</b>	<b>19,768,047</b>

### Non-Current Liabilities Payable from Restricted Assets

Compensated Absences Payable	1,917,542	2,046,108
Bridge System Revenue Bonds Payable - non current portion	340,680,327	390,874,155
Premium Payment Payable - derivative Companion Instrument	421,389	455,885
Derivative Instrument - Interest Rate Swaps	<u>17,689,194</u>	<u>32,679,040</u>
<b>Total Non-Current Liabilities</b>	<b><u>360,708,452</u></b>	<b><u>426,055,188</u></b>
<b>Total Liabilities</b>	<b>394,246,798</b>	<b>459,797,313</b>

## NET POSITION

Invested in Capital Assets	233,955,581	239,266,017
Restricted	17,576,072	27,383,000
Unrestricted	<u>155,550,692</u>	<u>123,449,682</u>
<b>Total Net Position</b>	<b>\$407,082,345</b>	<b>\$390,098,699</b>





Lumberville-Raven Rock Toll-Supported Pedestrian Bridge



## Mission Statement

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

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

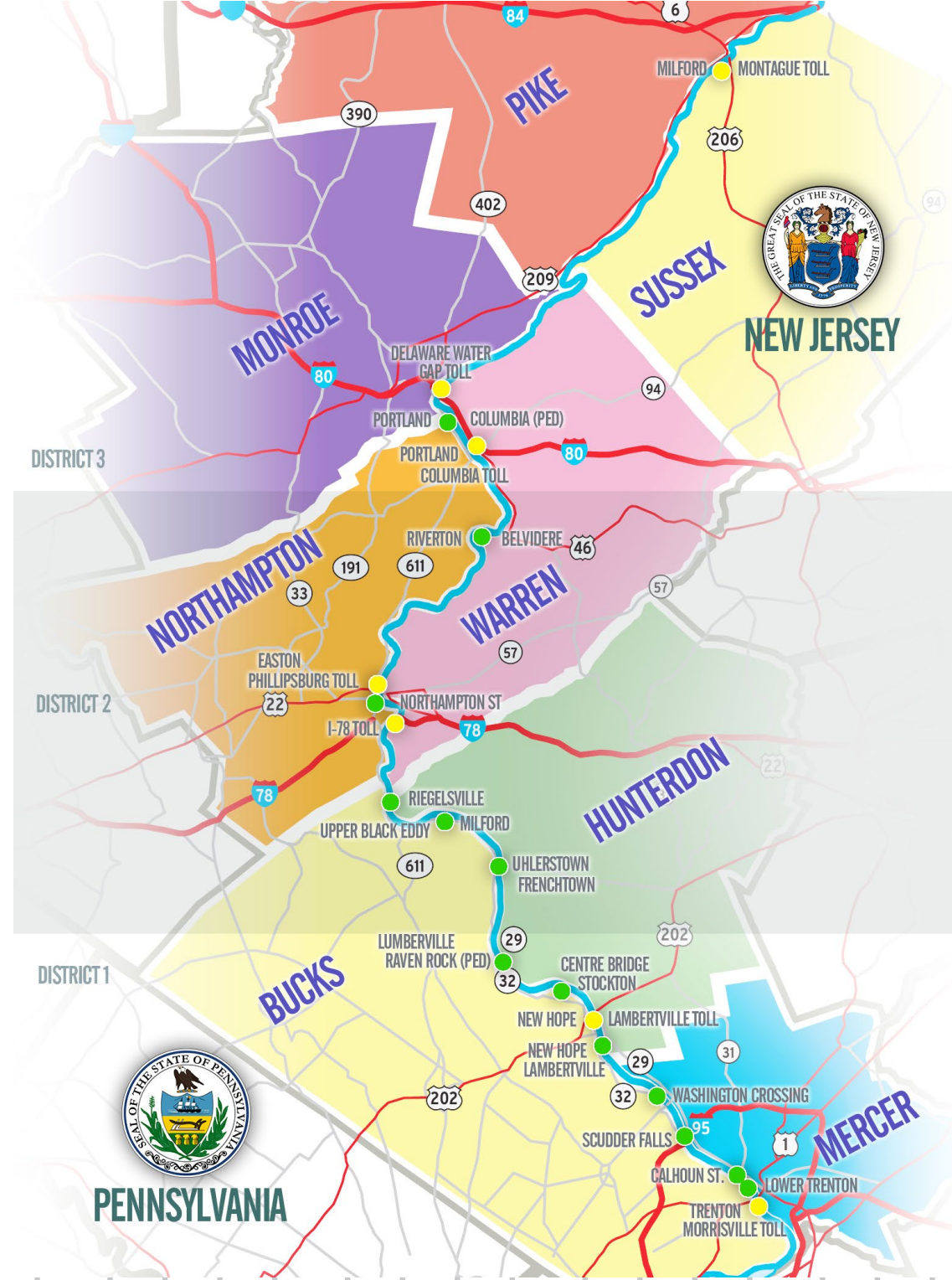
## About the Commission

The Delaware River Joint Toll Bridge Commission is a bistate agency that owns and operates seven toll bridges and 13 toll-supported bridges – two of which are pedestrian-only crossing. The agency's service area comprises four counties and a portion of a fifth in New Jersey, and four counties in Pennsylvania. The region has a population of more than 2 million people.

Funding for the operation, upkeep and maintenance of the Commission's bridges and related facilities is derived solely from revenues collected at the agency's seven toll bridges. The agency does not receive federal or state tax subsidies.

Established in 1934, the Commission's bridges carried an average of 374,600 vehicles per day in 2012. The agency has 350 full-time employees. Operating revenue earned in 2012 was \$117,352,596. The Commission's 2012 operating budget was \$47.37 million.

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







Uhlerstown-Frenchtown Toll-Supported Bridge





Delaware River  
Joint Toll Bridge  
Commission



EXECUTIVE OFFICES  
2492 RIVER ROAD  
NEW HOPE, PA  
18938-9519

P: 215.862.5284  
F: 215.862.7665

[DRJTBC.ORG](http://DRJTBC.ORG)