

Bridging Communities



2012
Annual
Report



Delaware River
Joint Toll Bridge
Commission



Delaware Water Gap Toll Bridge

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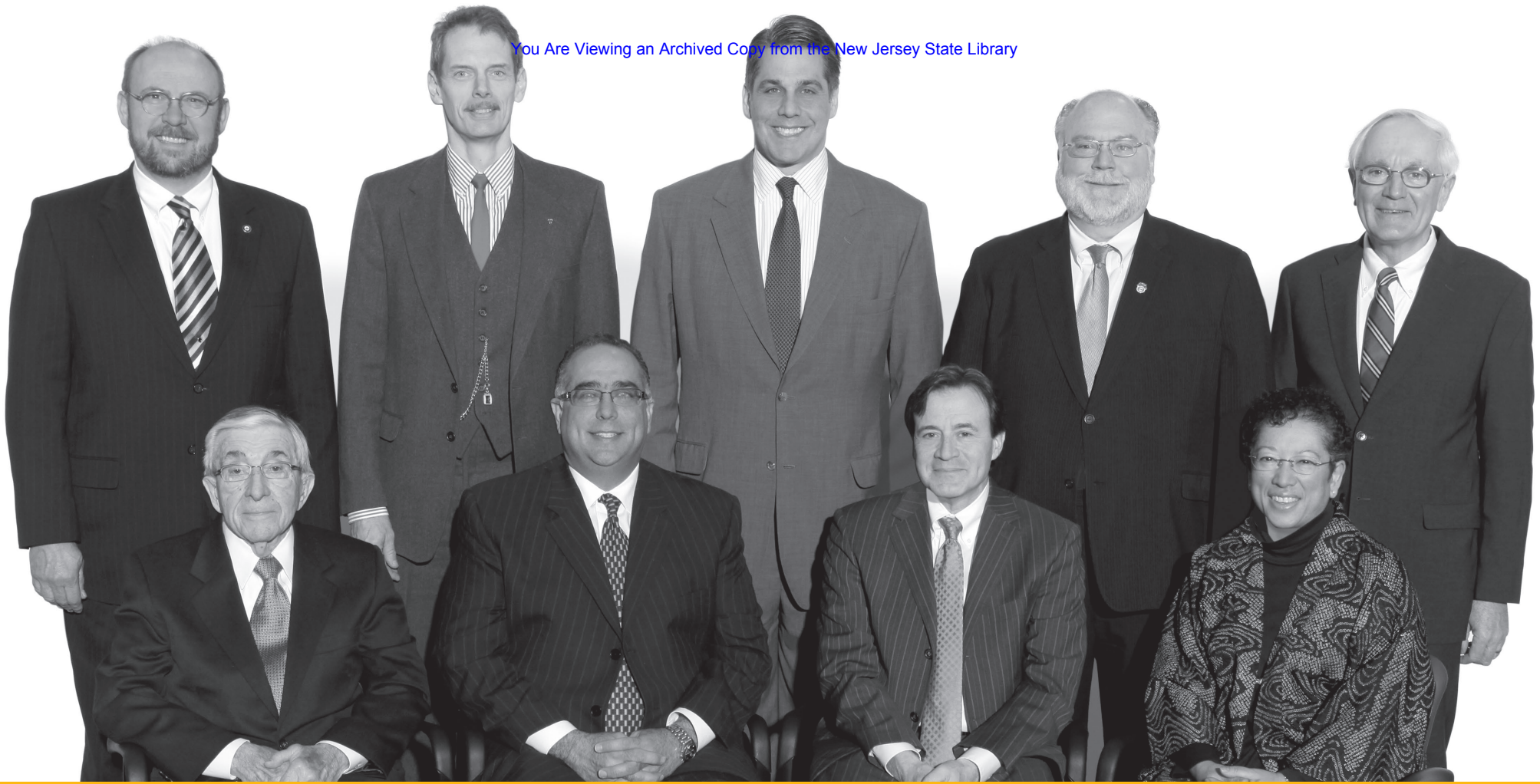
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Cover Photo: Calhoun Street Toll-Supported Bridge



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

Executive Director's Message



As the following pages of this annual report will indicate, the Delaware River Joint Toll Bridge Commission faced unique challenges in fulfilling its core mission of providing motorists with safe and efficient travel during 2012. Due to planning, preparation, and the professionalism of staff, the Commission weathered Superstorm Sandy, the most powerful storm to hit the region in more than 50 years. DRJTBC Commissioners initiated processes to fill positions for three top executives who announced their retirements during the year. The Capital Improvement Program reached new levels of accomplishment with the receipt of the Finding of No Significant Impact (FONSI) from the Federal Highway Administration – an important environmental assessment approval for the critically important I-95/Scudder Falls Bridge Improvement Project.

The mainstay of the Commission continues to be its dedicated team of 350 employees who provide customer-driven services from the rural reaches of Pennsylvania's Pocono Mountains resorts region in the north to the urbanized job-commuting routes of Trenton, N.J. in the south. Across its 140-mile jurisdiction along the Delaware River, the Commission remains committed to improving regional mobility and working as a partner with the dozens of communities that are linked by its bridges and corresponding roadways.

Please review the selected project highlights, statistics, and accompanying documents that outline the agency's performance, achievements and experiences for the past year. Thank you for taking an interest in the Commission's bridges, transportation-support facilities, and its bistate network of operations.

A handwritten signature in dark ink, reading "Jos. J. Resta". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Staff

Joseph J. Resta
Executive Director

Sean M. Hill
Deputy Executive Director of Operations

Sean P. McNeeley
Chief Financial Officer

Arnold J. Conoline, Jr.
Chief Administrative Officer

Joseph F. Donnelly
Deputy Executive Director of Communications

Stephen Cathcart
Comptroller

Richard McClellan
Director of Community Affairs

Julio A. Guridy
Director of Compact Authorized Investments

Matthew M. Hartigan
Director of Electronic Security and Surveillance

Yvonne Kushner
Director of E-Z Pass

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

(The above-listed positions are as of December 31, 2012 except for the agency's new executive director, who was hired January 29, 2013, and the new deputy executive director of operations, who was hired April 29, 2013. Additionally, the Chief Engineer and Director of Human Resources positions were vacant and all Compact Authorized Investment grant program activities except for final reimbursements ceased at the end of 2012.)



Capital Program Notches New Accomplishments in 2012

The Commission further advanced its Capital Improvement Program during 2012, completing a series of projects, kicking off several others, and preparing several more for execution in 2013. At year's end, the tally of completed projects in the program – which was initiated in 2001 – had reached 106 with a total price tag of roughly \$450 million.

Construction was started and completed within the year on the following four initiatives:

- The Water Street Improvement Project on the New Jersey approach to the Riverton-Belvidere Toll-Supported Bridge
- Rehabilitation of the bridge officer's shelter at the Riverton-Belvidere Toll Supported Bridge, with work performed by District II maintenance personnel
- A series of sorely needed improvements at the administration/maintenance building for the Delaware Water Gap (I-80) Toll Bridge, conducted in-house by District III maintenance crews
- Broad Street Viaduct Repair and Improvement on the New Jersey approach to the Easton-Phillipsburg (Route 22) Toll Bridge (This interim measure was taken in advance of the rehabilitation project scheduled to begin at the toll bridge in summer 2013.)

Additionally, the Substructure Repair and Scour Remediation Project – an undertaking that began in summer 2010 – reached final completion. Originally conceived as a two-year project, the work extended into a third year due to weather-related issues (high river levels), regulatory approvals for environmental permits, and wildlife-protection-based construction moratoriums.

Work also began during the year on the I-78 Toll Bridge Pennsylvania Approach Paving Improvements, a project that is scheduled to be completed in the summer 2013.

The most significant capital program development, however, may have been for an initiative that is not expected to break ground for perhaps another three years – the I-95/Scudder Falls Bridge Improvement Project. On June 14, 2012, the Federal Highway Administration (FHWA) issued a Finding of No Significant Impact (FONSI) for the project. The FHWA's determination validated the project's extensive environmental documentation (Environmental Assessment and Addendum to the Environmental Assessment), culminating a regulatory review process that began in 2003.

As in other recent years, a variety of previous projects received awards from professional organizations in 2012. And while the capital program's accomplishments list grew longer, there was no resting on laurels as 31 more projects advanced in some form or manner through the planning pipeline during the year.

Paving Improvement Project Work Begins along Commission's Pennsylvania I-78 Segment



Over the past five years, a variety of construction projects have been taking place along the 144-mile length of I-78, which links the Holland Tunnel in New Jersey with central Pennsylvania.

Large-scale projects have included roadway repaving and interchange improvements by the Departments of Transportation in New Jersey and Pennsylvania, an extensive two-year rehabilitation of the Commission's 4.2-mile New Jersey I-78 segment, and the creation of a high-volume Express E-ZPass/open road tolling facility at the Commission's toll plaza in Williams Township, Pa. All of the projects have occurred roughly around the 20-year an-

niversary mark of the highway's completion, which fully opened to traffic in November 1989.

This list grew in September 2012 when the Commission launched its I-78 Toll Bridge PA Approach Paving Improvements Project to address a variety of deficiencies along the 2.25-mile approach roadway to the agency's I-78 Toll Bridge in extreme eastern Pennsylvania.

The project's purpose is to address transverse cracking in the hundreds of concrete roadway slabs that make up this interstate roadway section. As has occurred elsewhere along I-78 in New Jersey and Pennsylvania, the Commis-

sion's I-78 segments in recent years reached a point of accelerating deterioration due to age. Another contributing factor for the project is truck traffic. I-78 is one of the busiest commercial trucking corridors in the United States. In 2012 alone, an estimated 5 million trucks used the I-78 Toll Bridge and its adjoining highway approaches.

The multi-dimension project, however, involves much more than fixing pavement. It also includes work on the exit ramp and parking lot for the Pennsylvania Welcome Center adjacent to the agency's I-78 toll facility, remediation of a rock-slide-prone escarpment along the eastbound side of I-78, and noise-abatement improvements along the highway segment. Another important objective is to repair, replace and/or improve deck joints at the toll bridge and at 11 smaller approach bridges (overpasses and underpasses) in the Commission's bi-state I-78 jurisdiction.

The various construction activities for the project are expected to extend into summer 2013. A variety of lane-closure configurations are expected to be needed, including possible extended single-lane travel restrictions. The goal is to complete major work elements – and any corresponding peak-period travel restrictions – in time to allow for the start of another important project in the same region – a comprehensive rehabilitation of the Easton-Phillipsburg (Route 22) Toll Bridge, which is scheduled to get underway in June 2013.

The total program cost for the paving improvements project along the I-78 Toll Bridge's Pennsylvania approach is estimated to be \$17.5 million, which includes all design work, surveys, construction activities, construction management and inspection services, public outreach, etc.

Commission Makes Foray into Social Media at I-78

Like other toll agencies in the country, the Commission faces some frustrating challenges when attempting to communicate with its customer base. By definition, motorists are inherently moving. And they all come from different origins and head to different destinations. Meanwhile, the age-old means of reaching mass audiences – conventional media like newspapers, local radio outlets, and television stations – is in a constant state of contraction. Even a relatively newer avenue of communication like e-mail is on the wane among people age 30 or younger.



Recognizing this shifting landscape, the Commission ventured into social media for the first time in 2012 – employing the micro-blogging service Twitter as part of its public involvement program for the I-78 Toll Bridge PA Approach Paving Improvements Project.

Operating with the Twitter “handle” @I78PROJECT and promoted in all project printed materials and on signs placed along both directions of I-78 near the project area, the service provided scores of informational posts called “Tweets” and attracted well over 500 followers by the end of 2012. Motorists who requested the service also were able to send short questions or comments about the project back to the Commission where they were monitored and responded to by the project team.

Twitter was one part of a multi-faceted community information program for this project that included a toll-free phone line, press releases, direct communications to stakeholders and a strong interface with New Jersey's 511 travel alert system. It was unique in its ability to broadcast timely notices of travel lane changes, construction activities and important warnings to improve safety for motorists and project construction workers.

The project-focused Twitter system was created and managed by ACT Engineers, Inc., a women's business enterprise based in Robbinsville, N.J. that served as the project's public involvement consultant. Oversight was provided by the Commission's community affairs and communications departments.

The pilot program will remain in place as project construction activities continue into 2013. It has proven so successful that a similar Twitter effort will be made part of the public outreach for the agency's upcoming Easton-Phillipsburg (Route 22) Toll Bridge Rehabilitation Project.

New Pavement, Curbing, Sidewalks Make for Improved Gateway into Belvidere, N.J.

At several of its river crossings, the Commission owns and maintains a portion of the highways and roadways that lead traffic to and from the respective bridge. That is the case at the Riverton-Belvidere Toll-Supported Bridge, where the agency is responsible for a roughly 700-foot portion of Water Street in Belvidere, N.J. The roadway connects the agency's 108-year-old truss bridge at the Delaware River with Belvidere's central business district and with Route 46 farther east.

A multi-element project was conducted along the Commission's Water Street segment in 2012, addressing a series of deficiencies cited in inspection and maintenance reports. Entitled the Riverton-Belvidere Water Street Improvements Project, the various work objectives were completed in a manner that allowed motorists to use the roadway and bridge during construction.

In addition to achieving its primary infrastructure-improvement objective, the project yielded a significant aesthetic dividend for the community: a nearly uniform road surface along the entire length of Water Street. The enhanced streetscape meshes with other repaving projects recently conducted along Water Street by Warren County and the municipality – which financed its project with a grant from the Commission's Compact Authorized Investment program.

The Commission sought to address community concerns prior to construction by conducting an Open House on March 20 at Belvidere Town Hall. The ses-

sion consisted of viewing stations where residents, motorists and business owners could speak with members of the project design/engineering team, ask questions, and submit comments. Other activities included the creation of a project-specific webpage, distribution of press releases and posters, direct contact with property owners, and coordination with local officials and special-interest groups.

Major project elements included the following:

- Crack sealing, repair and overlay of the concrete roadway
- Repair and/or replacement of the sidewalk along the roadway's north side
- Installation of handicapped-accessible ramps
- Replacement of damaged curbs
- Drainage repairs where needed
- Planting trees along the roadway's north side
- Upgrading of guide rails to meet current standards within the project limits
- Installation of functional lighting consistent with previous streetscape improvements along non-Commission portions of Water Street in Belvidere



Prioritized Repairs Strengthen Broad Street Viaduct At Easton-Phillipsburg Toll Bridge

Four approach bridges play a critical role in moving traffic to and from the Commission's Easton-Phillipsburg (Route 22) Toll Bridge. The longest of these approach structures – the Broad Street Viaduct – connects the main river bridge with the facility's toll plaza in Phillipsburg, N.J. A five-span riveted steel girder-floorbeam-stringer structure, the viaduct underwent a variety of repairs and improvements on an “exigent” basis in 2012 to bolster a series of rapidly corroding steel support members.

These deficiencies originally were targeted to be addressed as part of a comprehensive rehabilitation project scheduled to get underway at the toll bridge in summer 2013. But when a series of inspections of the viaduct's primary steel supports found corrosion occurring at such an alarming pace that it might not last through another winter, a decision was made to take corrective action sooner rather than later in 2012. Voting at their April meeting, Commissioners authorized \$200,000 to make a series of prioritized repairs to the Broad Street Viaduct – action that allowed a contract to be in place for the late summer.

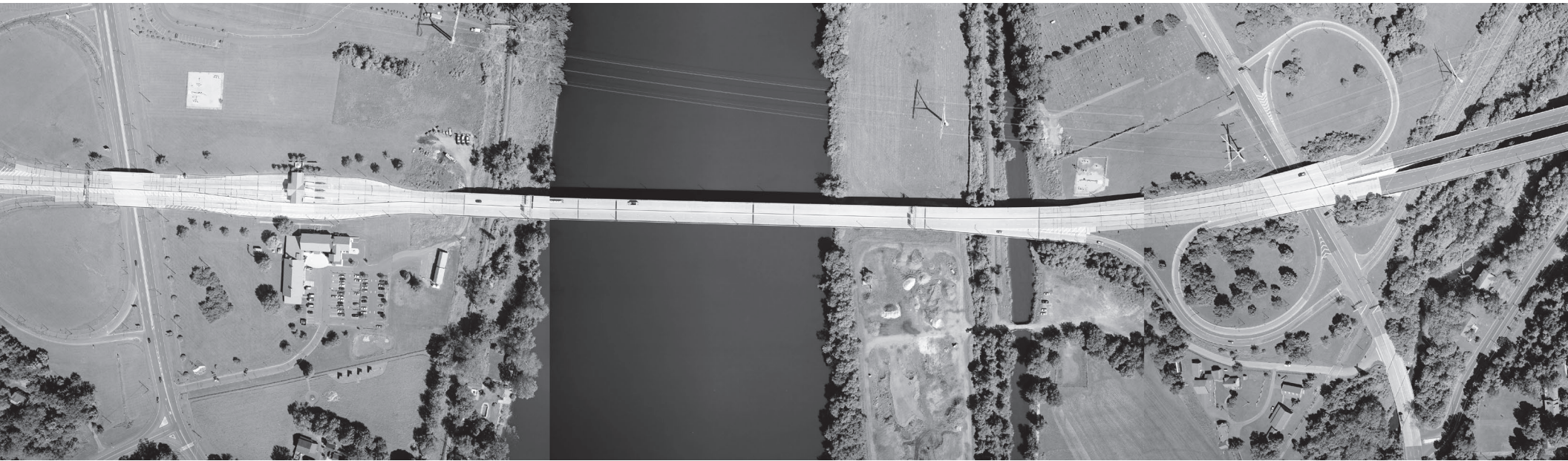
The work involved three main elements: replacement of steel connections in the viaduct's deck support system; installation of a 24-foot-long temporary steel support beam; and cleaning and painting of newly installed steel members and the existing steel surfaces around them.

Construction activities were performed within a compressed timeframe. Project mobilization began during the week of August 20. All work and inspections were completed by September 20. The project involved coordination with New Jersey State Police, the Town of Phillipsburg and the Norfolk Southern Railroad, which owns a track that crosses beneath the viaduct.

The repairs strengthened the approach structure, effectively buying it time to remain in uninterrupted service until further improvements can be performed during a massive rehabilitation project scheduled to take place at the toll bridge between mid-2013 and early-2015.



Helicopter Flyovers Speed Planning for 2013 New Hope-Lambertville Toll Bridge Approaches Project



Planning and design work for an upcoming project in the vicinity of New Hope-Lambertville (Route 202) Toll Bridge ascended to new heights – literally – in 2012.

In late May, a specially equipped helicopter took super-high-resolution images of the project area. This included the toll bridge, its Route 202 approaches, nearby exit and entry ramps, and other related infrastructure. The resulting photographs were used to make digital surveys and maps that ultimately assisted engineers in designing the project's various construction activities.

The process is called low-altitude mapping and photogrammetry (LAMP), a technique that enables surveying and mapping to be completed in a shorter timeframe, at reduced cost, and more safely. Because of these advantages, LAMP is increasingly being used by transportation agencies on projects involving multiple structures, or at facilities spread across wide areas.

This relatively newer form of aerial photography involving helicopters provides sharper images, more-accurate data and greater detail than was ever achieved in the camera-

equipped airplane flyovers of yesteryear. A helicopter can acquire close-range images by dropping to lower altitudes with greater control and improved safety than a fixed-wing aircraft.

The aerial work and mapping at the New Hope-Lambertville Toll Bridge was performed by GEOD Corp., a West Milford, N.J.-based company that specializes in photogrammetry, land surveying and subsurface utility mapping. GEOD conducted its work as a sub-consultant to the project's design engineers – Cherry, Weber & Associates of Phillipsburg, N.J.

GEOD's helicopter made multiple flyovers of the project area with a mapping camera specifically designed to eliminate vibration and tilt. Prior to the helicopter flyovers, a series of white Xs and numbers were painted at strategic points along Route 202 and other nearby locations. These markings were later used to match up the various overlapping aerial images.

The aerial work is for the New Hope-Lambertville Toll Bridge PA and NJ Approach Roadways Repaving & NJ Route 29 Overpass Bearing Seat & Bridge Painting Project. Construction is scheduled to begin in summer 2013, involving work on both sides of the toll bridge, which - despite its name - actually connects Delaware Township, N.J. with Solebury Township, PA.

Major project construction elements will include rehabilitation, repair and repaving of Route 202 approach roadway segments; 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; and extensive repairs on the approach bridge that carries Route 202 across Route 29 in New Jersey, including replacement of 96 bearings – steel devices that transfer the bridge's deck load to the masonry abutments below.



Scour Remediation & Substructure Repair Project Reaches Completion After Hiatus for Red-Bellied Turtle Mating Season



Red-bellied turtles are among the most reclusive and hardest-to-capture species of terrapins along the East Coast. Larger than most other freshwater turtles, red bellies have been challenged by environmental pressures such as habitat fragmentation due to development and competition posed by aggressive non-native turtle species.

In an effort to protect red-bellied turtles, Pennsylvania annually prohibits construction activities along the Delaware River from March 1 through June 30. This moratorium is one of the reasons why a Commission project originally envisioned to be conducted in two phases in 2010 and 2011 had to extend past its original February 29, 2012 deadline.

Entitled the Substructure Repair and Scour Remediation Project, this multi-year undertaking was initiated to rehabilitate and undergird the piers and abutments that support 15 of the agency's 20 main river bridges. Many of these substructures date back to the early 19th century. These include some of the oldest multi-span bridge piers in the United States. For example, the ones supporting the Lower Trenton ("Trenton Makes") Toll-Supported Bridge – the first bridge to cross the Delaware River – are over 200 years old, being put into service in early 1806.

A major facet of the work was scour remediation, namely the placement of stone and aggregate around piers to re-

place sediments that washed away from the river bottom due to constant river currents or storm events. Scour is the leading cause of bridge collapses in the United States - accounting for 60 percent of the nation's highway bridge failures, according to a Federal Highway Administration report. Other project elements included debris removal, concrete and crack repairs, masonry repairs, pier and apron repairs, and reconstruction of bridge foundations.

Significant weather-related challenges hampered the project in both 2010 and 2011. There were protracted periods of high-water levels and near-flood events. Two tropical storm events (Lee and Irene) delayed work in 2011. Additionally, permitting compliance and wildlife mating-period restrictions – notably the

efforts to protect red-bellied turtles – contributed to other scheduling delays.

As 2012 dawned, project work activities remained underway at four crossings: Lower-Trenton, Washington Crossing, I-78, and Portland-Columbia (toll). It was not possible, however, to get work completed at two of these sites – Lower Trenton and I-78 – before the March 1 start of the four-month-long moratorium to protect mating turtles . Work at these two bridges resumed in early July and reached completion in late August. The project's ultimate goal was attained: The Commission's bridge substructures are in their best overall condition since their respective construction over the past two centuries.



I-95/Scudder Falls Bridge Project Clears Key Hurdles

A construction start date remains an uncertainty, but the regulatory approval process for the Commission's I-95/Scudder Falls Bridge Improvement Project moved several significant steps forward in 2012.

In February, the Commission approved a detailed Interagency Agreement with the Departments of Transportation in New Jersey and Pennsylvania. This new project document requires the Commission to conduct pre-construction and post-construction traffic studies to determine actual traffic diversion experiences if a new Scudder Falls Bridge opens to traffic using an all-electronic toll collection system.

The bridge's envisioned cashless tolling facility would be outfitted with E-ZPass transponder readers and high-resolution cameras to debit motorists traveling at highway speeds from New Jersey to Pennsylvania. Such systems are being used in other states and in other countries, obviating the need for traffic-clogging toll booths.

The Interagency Agreement was formally signed by respective state DOTs in April. It was the last major administrative item needed to complete the review process for determining the project's compliance with the National Environmental Policy Act (NEPA) of 1969.

In addition to stipulating the additional traffic studies needed to carry out the project, the agreement spells out what mitigation measures the Commission would need to undertake if post-construction analysis iden-

tifies traffic issues overlooked in previously submitted traffic diversion studies – providing the issues are attributable to tolling on the replacement Scudder Fall Bridge.

A traffic diversion study conducted in 2010-11 showed that rather than causing an inordinate amount of traffic to divert to and overwhelm other bridges and local roads, cashless tolling of a new Scudder Falls Bridge will help to alleviate regional traffic congestion during weekday evening peak driving periods (going from New Jersey to Pennsylvania.)

The diversion study also indicated that any diversions during off-peak hours will not create new traffic congestion problems on local roads and bridges. The combined improvements from the Scudder Falls project (additional travel lanes, safer entrance and exit ramp conditions) should also reduce regional traffic congestion because more motorists will use the bridge in the non-toll direction (Pennsylvania to New Jersey) during peak and non-peak hours.

In a related development during the year, the Federal Highway Administration informed the Commission in September that a tolling agreement would no longer be necessary for the Scudder Falls Replacement Bridge, based on provisions in the Moving Ahead for Progress in the 21st Century (MAP-21) transportation funding legislation.



Scudder Falls' project team members also worked to secure final regulatory approval from the Delaware River Basin Commission (DRBC) – the federally empowered water-quality oversight agency for the Delaware River. In May, the DRBC completed its review of the Scudder Falls Bridge documentation and unanimously voted to incorporate the Scudder Falls Replacement Bridge into its Comprehensive Plan for the Delaware River.

The project's most significant regulatory green light, however, came in June with the issuance of a Finding of No Significant Impact (FONSI) from the Federal Highway Administration (FHWA). This eagerly awaited decision capped a nearly 9-year process of evaluation, analysis, report compilation, public hearings, and peer review of the project's environmental document and its compliance with the NEPA. A FONSI is the paramount regulatory decree necessary to allow for advancement of any large-scale capital project. It's a determination that says – in so many words – a given project will not significantly impact the quality of the environment.

The FONSI for the Scudder Falls project was based on 870 pages of documentation the Commission submitted for the project – a 561-page Environmental Assessment (EA) issued in December 2009 and a subsequent 65-page EA Addendum with 244 additional pages of corresponding appendices issued in November 2011. The approval process also entailed significant interagency reviews.

The original EA document identified and assessed potential environmental issues such as noise, aesthetics, air quality, water quality and aquatic life, historic resources, and cultural resources.

The subsequent Addendum was prepared to evaluate the potential impacts of an all-electronic cashless tolling system on the Scudder Falls Replacement Bridge. (The Commission approved tolling at the replacement bridge in December 2009, citing the absence of federal and state funds and stating that it would be unfair to burden users of the agency's current seven toll bridges – notably those using I-78, I-80, Route 1 and Route 22 – with the costs of the Scudder Falls project.) The Addendum also officially disclosed the Bridge Commission's April 2010 decision to include the construction of a bicycle/pedestrian pathway on the new bridge.

With the FONSI determination secured, project preparations eventually can move to the final design phase, a process that could take up to 18 months to complete once the Commission gives formal authorization. An additional consideration for the Commission will be whether to pursue the project as a traditional design-bid-build procurement or as a public-private partnership (P3).

The Governors of Pennsylvania and New Jersey asked the Commission in 2010 to examine potential P3 procurement options. A draft report on P3 options has been presented to the agency's Commissioners and



they were continuing their evaluation of the various options as the year drew to a close. A date for making a decision has yet to be set.

Public Involvement for Future Projects Goes Full Bore in 2012

Three years after adopting a formal policy for conducting public involvement activities in major capital projects, the Commission's community outreach and public awareness efforts have become increasingly efficient and standardized.

This was demonstrated in 2012 as the Commission executed public involvement programs for four different projects:



- Lumberville-Raven Rock Toll-Supported Pedestrian Bridge Rehabilitation
- Riverton-Belvidere Toll-Supported Bridge Water Street Improvements
- Easton-Phillipsburg Toll Bridge Rehabilitation
- New Hope-Lambertville Toll Bridge PA and NJ Approach Roadways Repaving & NJ Route 29 Overpass Bearing Seat & Bridge Painting

These efforts represented a dramatic departure from the largely insular – and often non-existent – approaches that prior generations of transportation planners took with respect to public outreach when conceiving and carrying out major transportation projects in decades gone by. Too often, these project-

planning processes relegated motorists, businesses and even entire communities to afterthought status.

Not anymore; that uncaring, blind-eye approach is now as outdated as a Ford Model T. Fully immersed in its largest capital program since the 1950s, the Commission now considers public involvement to be an integral part of any project that may cause significant traffic or community impacts. Strategies such as project-specific webpages, fact sheets, stakeholder identification, and open houses have helped to build a measure of mutual understanding and cooperation between the agency and the public it ultimately serves. Seeking to broaden its scope of outreach strategies, the agency even employed Twitter on a project for the first time in 2012.

Efforts such as these have helped to mitigate confrontational episodes, delays and misinformation. They also have helped to guide the Commission in deciding how to stage or when to carry out a project, such as the agency's decision in April to postpone its Lumberville-Raven Rock project to 2013.

The Commission has worked hard in recent years to foster a sense of partnership with the communities it serves along the river. Its public involvement endeavors are another manifestation of that continuing commitment.

Open Houses Herald Upcoming Rehabilitation Project At Easton-Phillipsburg Toll Bridge



A pair of late-fall open houses enabled the Commission to achieve two objectives for an upcoming rehabilitation project at the agency's Easton-Phillipsburg (Route 22) Toll Bridge.

First, the open houses allowed the project's design team to gather insights and comments on preliminary plans of how the project would be staged and executed. Second, the sessions helped to raise public awareness about the approaching construction activities, corresponding driving restrictions and anticipated traffic impacts.

Both open houses were held on November 28 – one in the afternoon at an Easton hotel and another in the evening at the Commission's administration building in Phillipsburg. Attendees included elected officials, business owners, area residents and even some motorists.

The sessions featured displays of the project limits, work objectives, existing conditions, detours, proposed improvements and public involvement information. Visitors at each viewing station could speak with members of the project design/engineering team to get explanations and ask questions. Tables also were made available where individuals could submit written comments.

The format and approach were demonstrative of how the Commission takes individual project information directly into the communities that will be impacted by upcoming projects. The displays and engineering staff attendees allow project stakeholders to learn when

construction will take place, what travel impacts to expect, and the scope of work to be performed.

There are other dividends: News articles preceding and following the events help to raise public awareness across a large area – not just the two immediately affected host communities at each end of a bridge. Additionally, open houses allow project teams to identify local issues or concerns that may have been previously overlooked. Most importantly, the sessions help to dispel mischaracterizations, falsehoods and misimpressions about a given project while helping to build a sense of trust and confidence about the Commission and its objectives

The November open houses built on two earlier sessions the agency conducted during the project's concept planning phase in 2011. While the latest 2012 sessions did not hasten any project changes, attendees did express concerns about traffic impacts once Route 22 is reduced to single lanes in each direction at the toll bridge. The Commission recommitted to conducting an aggressive public awareness campaign in advance of construction activities, including a project webpage, maps, driver handouts, and other publicity efforts. Another cited concern was construction noise affecting residents in downtown Easton. The Commission responded that little work would ever take place during overnight hours and the agency would seek to abide by noise and work restrictions in the two host communities.



Lehigh University's Sensor Research Serves as Harbinger of a Future Project

The Northampton Street Toll-Supported Bridge is one of the Commission's most unique and oldest crossings. Opened in 1896, it features a cantilever-truss design that mimics the single-catenary styling of a conventional suspension bridge. There is only one other superstructure quite like it in the world – the Liberty Bridge in Budapest, Hungary.

The Commission takes a lot of pride in the bridge, which is known colloquially as the “free bridge” in the Easton-Phillipsburg area. To protect it for future generations, the Commission has assigned it a 3-ton-vehicular-weight limit, which is enforced by bridge officers who are posted at both ends on a 24/7 basis.

Despite pre-dating the mass production of automobiles and being in service for 116 years, the structure remains one of the Commission's most heavily used non-toll structures. It carried 7,377,827 vehicles during 2012 alone.

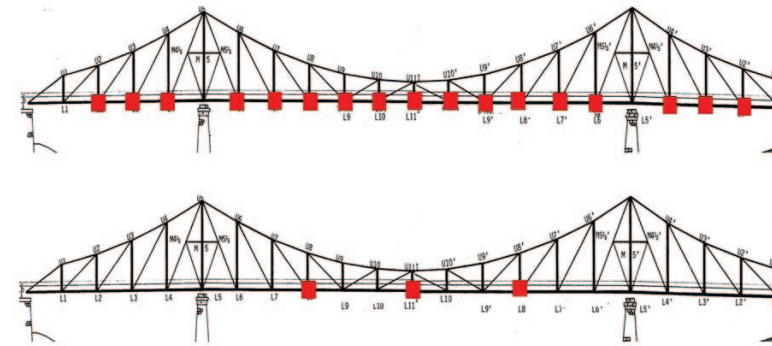
All of these years of service through all sorts of weather conditions and traffic volumes have put a lot of stress on this venerable bridge's steel superstructure. But how much? In recent years, teams of Lehigh University engineering students have sought to gain insight into that question.

Their project – Long-Term Vibration Monitoring of Truss Bridges Using a Wireless Sensor Network – involves placing 20 magnetized wireless sensors on various bridge vertical truss members. The sensors record vertical and transverse movements at each location. During each reading, temperature and vehicular traf-

fic numbers also are recorded. The data is then processed through a specially designed computer software program to determine the bridge's modal properties, ultimately detecting damage through comparisons of changes in dynamic responses.

The research has been conducted by undergraduate and graduate students under the direction of faculty advisor Dr. Shamim Pakzad. According to an explanation sheet, the research objective is “to develop an efficient, cost-effective, and non-destructive method of testing in-service structures for damage through the use of Wireless Sensor Networks (WSN) by analyzing the dynamic responses of a bridge.”

Unrelated to the Lehigh University research, the Commission next year expects to advance planning on a new initiative – the Bridge Monitoring System for Select Vehicular Bridges – that is expected to employ sensors to combat overweight trucks and the damage they can cause to old bridges like the Northampton Street Bridge.



Top: Illustration of sensor placements. Bottom: Sensor on steel truss member.

Commission Projects Garner More Awards

The old adage of icing on the cake could apply to the variety of awards the Commission receives each year for its capital projects and customer-service efforts. These professional awards both compliment and complement the agency's core mission of ensuring of safe and efficient travel between New Jersey and Pennsylvania.

The 2012 awards tally included the following:

- Upper Black Eddy-Milford Toll-Supported Bridge Rehabilitation of 2011 – Outstanding Context Sensitive Bridge Design Award from the Susquehanna Chapter of the Association for Bridge Construction and Design (ABCD) and the Project of the Year Award for Projects less than \$10 Million from the Delaware Valley Chapter of the American Society of Highway Engineers (ASHE)
- Calhoun Street Toll-Supported Bridge Rehabilitation of 2010 – Pennsylvania Historic Preservation Award from Preservation Pennsylvania
- Delaware Water Gap Toll Bridge Rehabilitation of 2011 – Project of the Year Award for Infrastructure Construction under \$20 Million from the Mid-Atlantic Chapter of the Construction Management Association of America (CMAA)
- Delaware Water Gap (I-80) Toll Bridge Open Road Tolling/Express E-ZPass Project of 2010-11 – Gold Award for Engineering Excellence from the American Council of Engineering Companies of New York (ACEC-NY)
- Riegelsville Toll-Supported Bridge Rehabilitation of 2010-11–Honorable Mention from the New Jersey Chapter of the American Society of Highway Engineers (ASHE)



Receiving the Pennsylvania Historic Preservation Award for the Calhoun Street Bridge Rehabilitation on September 30, 2012.



Uhlerstown-Frenchtown Toll-Supported Bridge



Superstorm Sandy Tests Commission Preparedness and Response

There have been storms. There even have been some hurricanes. But until 2012, the Commission's jurisdiction had never experienced a superstorm – a meteorological anomaly that combined the wallop of a coastal hurricane with the relentless wrath of a protracted nor'easter.

The unique weather event was dubbed Superstorm Sandy, an unofficial categorization that reflected the storm's tropical origins and its subsequent merger with an extratropical frontal system as it approached the Northeast.

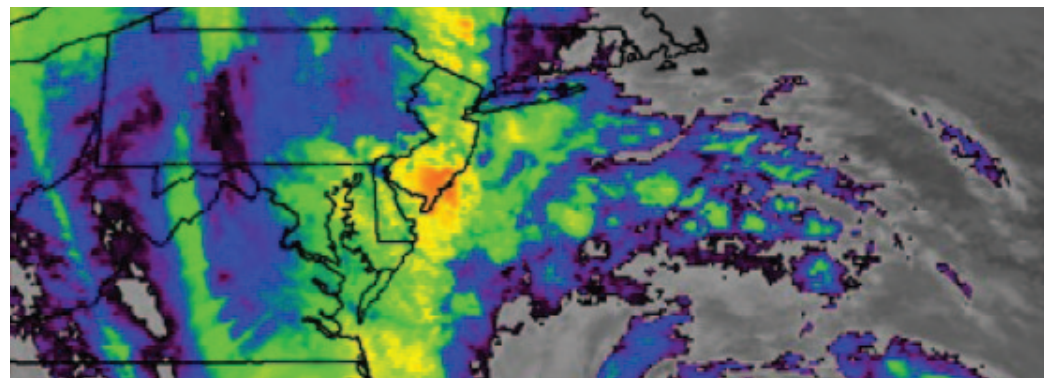
The morphed storm – an expansive tempest of ferocious winds, high storm surges and widespread precipitation – took a very unusual course. Instead of riding up the Eastern Seaboard or heading out to sea like other tropical cyclones, Sandy made an extraordinary – almost freakish – left turn over coastal waters and headed nearly due west before making landfall near Brigantine, N.J. on October 29.

The rest is painful history. Sandy went into the books as one of the costliest and largest Atlantic hurricanes on record. It destroyed entire communities along the New Jersey shore and flooded streets, tunnels and subway lines in New York City. It forced closures of businesses, government offices, public schools, colleges, airports, and major roadways in both New Jersey and Pennsylvania. In the storm's wake, more than 2.6 million electric customers were left without power in New Jersey. In Pennsylvania,

more than 1.2 million suffered power outages.

Compared to other regions hit by the storm, the Commission's Delaware River jurisdiction was spared outright devastation. Severe river flooding that had been feared never materialized. And while there were numerous instances of felled trees, toppled poles and signs, and downed power lines, the Commission was able to provide unhindered public travel at virtually every one of its vehicular bridges.

The lone exception was the Scudder Falls Bridge, where a series of electrical lines on the Pennsylvania approach forced a two-hour shutdown along both directions of I-95. Commission maintenance personnel worked admirably in the storm's harshest conditions – winds were clocked in excess of 70 mph at the time – to address the dangerous situation and reopen I-95 for safe travel.



Other storm impacts were as follows:

- A majority of the agency's bridges experienced electric power outages, forcing some of them onto generators for several weeks
- The roof was blown off the Portland-Columbia Bridges' old salt storage shed
- Temporary water supplies had to be arranged at the Delaware Water Gap (I-80) Toll bridge after the storm caused municipal water system problems

But as bad as the storm was, the Commission could count its blessings because its facilities and operations fared better than sister transportation agencies in the Northeast. Commission business offices only had to be closed for two days as a result of the storm. There were no service disruptions due to absences of essential personnel. No injuries to the driving public were recorded during – or as a result of – the storm.

As with any major weather event, Commission planning efforts began well in advance of the storm – five full days ahead of landfall. A series of daily – eventually thrice daily – conference calls were initiated involving executive staff, department directors, district superintendents, assistant superintendents, and representatives of the two state Governors' offices. Meanwhile, security personnel coordinated with state and county emergency management personnel,

and engineers were dispatched to bridge locations to provide expedited assessments and recommendations for any storm-related situations.

Two days after storm conditions abated and the skies began to clear, traffic volumes started to recover. Power was fully restored to all locations within two weeks. Damaged signs were reinstalled or replaced. The Commission subsequently turned its attention to assisting with the broader and more acute task of speeding recovery efforts in New York City, North Jersey tidal communities, and the New Jersey Shore by providing free passage to emergency-response vehicles, utility trucks and duly-credential debris haulers. An action plan also was established in the event any valid storm response vehicle was inadvertently issued a toll-violation notice.

Recognizing how Sandy provided a valuable practical experience for the Commission and its personnel, Acting Executive Director Arnold J. Conoline empanelled a group of key personnel to review storm preparations and response. The goal was to identify ways the agency could better handle future catastrophes or major storm events. A variety of Commission personnel – from top executives to maintenance foremen – gathered for an in-house summit once operations returned to normalcy. A variety of ideas, issues and recommendations were identified and discussed. The findings will be compiled into an action plan for consideration by Commissioners in early 2013.



Safety Efforts, Budget Reductions, Fireworks Highlight a Challenging 2012

Potential flooding from the largest Atlantic Ocean hurricane on record, retirements of senior executives, and planning for future construction projects were among the major challenges the Commission faced in 2012.

But the year also saw some unique developments like a reduced operating budget, a series of safety campaigns, and – as in other years – multiple cases in which the agency's bridges transcended their primary mission of moving vehicles between Pennsylvania and New Jersey.

Austerity Measures

The Commission is funded solely by the revenue it collects at its seven toll bridges. It does not receive federal funds or tax subsidies from its two jurisdictional states. This self-supporting funding model took effect July 1, 1987, reaching its 25th anniversary of implementation in 2012.

Toll collections pay for more than the operation and upkeep of the agency's toll bridges. They also fund a cor-

responding system of 13 non-toll bridges; a network of approach roadways, small approach bridges, and entry and exit ramps; and a far-reaching capital improvement program.

Cognizant of this dynamic, the Commission worked to hold down spending due to the consequential effects of the 2008/2009 global financial crisis and collateral traffic declines. (It was the fifth consecutive year of overall traffic declines in the Commission's 20-bridge system.)

The costs were contained in several ways during the year.

The \$47.4 million operating budget was slightly lower than the one for 2011. As a result, Commission employees did not receive salary increases for the second consecutive year and the third time in four years.

The \$66 million capital budget reflected a reduction from that of previous years.



The Compact Authorized Investment grant program was terminated, making at least \$1.6 million in residual funds available to pay down outstanding debt service costs.

An October bond refunding transaction generated long-term savings through a combination of positive bond-rating outlooks and historically low interest rates. By refunding \$107.5 million of outstanding bonds from 2003 and 2005, the Commission stands to save \$27.5 million in debt-service payments between 2012 and 2030 for a Net Present Value savings of \$12.7 million.

Safety First

Public safety is always a Commission priority, but the agency took these efforts to new heights with a series of campaigns in 2012.

In March, the Commission joined forces with AAA Mid-Atlantic and state and county agencies to help raise awareness of Pennsylvania's new texting-while-driving ban. Two Bucks County legislators – Senator Tommy Tomlinson and Representative Kathy Watson, a former DRJTBC Commissioner – were among the measure's leading sponsors. The law made texting while driving a primary motor vehicle offense punishable by a \$50 fine.

The Commission hosted a press conference at its Trenton-Morrisville (Route 1) Toll Bridge where a series of driver-education initiatives were announced: a billboard campaign by AAA, school outreach efforts by the Bucks County Transportation Management Association, and a Bridge Commission sign campaign. This involved the stationing of portable, electronic message boards at the agency's six highway bridges and installing small fixed signs at seven of its low-volume bridges – all in close proximity to each facility's Pennsylvania abutment.

Seat-belt use was the focus of another safety-focused endeavor as six of the Commission's seven toll bridges were included in the Pennsylvania State Police "Click It or Ticket" campaign in late May and early July. This involved state troopers pulling over vehicles in which drivers, front-seat passengers and juveniles were unbelted. Child car-seat violations also were targeted.

Another safety initiative involved the installation of signs advising motorists of Pennsylvania's four-foot clearance law for passing bicyclists. (See accompanying article.)

Finally, one notable prior safety effort received a favorable court ruling. In July, a New Jersey appellate panel upheld the left-turn ban the Commission implemented in June 2010 to combat frequent accidents along





the Union Square approach to the Northampton Street Toll-Supported Bridge. The Commission instituted the ban at the request of Phillipsburg officials in 2009. An engineering study of the location and corresponding statistical research revealed that left turns caused 17 accidents on the roadway between January 2007 and August 2009.

Marathons, Parades, Fireworks and a Movie

As in other years, Commission facilities served more than motorists. They also were used for community fundraising purposes, parades and memorials, running events, and as fireworks viewing sites. These supplementary bridge uses included:

The second-annual running of the Tim Lambert Memorial 5k on August 29, a family-oriented race that went from Shappell Park in Phillipsburg, N.J. to the Forks of the Delaware in Easton, PA. via the Northampton Street Bridge. Named for a retired Easton police officer who died in a tragic motorcycle accident with his daughter, the event attracted 200 participants and raised \$8,000 for the Boys Scouts of America.

The inaugural Trenton Double Cross Half Marathon, a 13-mile race that involved two crossings of the Delaware River – one at the Lower Trenton Bridge

and the other at the Calhoun Street Bridge. Despite taking place roughly a week after Superstorm Sandy, 2,882 runners participated, with a share of the event's proceeds going to local charities.

The 13th Annual New Hope & Lambertville AIDS Walk, organized by Bucks County FACT (Fighting AIDS Continuously Together), attracted approximately 500 walkers and raised \$70,000. The late-September walk made crossings at the New Hope-Lambertville Toll-Supported Bridge and the Centre Bridge-Stockton Toll Supported Bridge.

A 21-gun salute and a wreath drop were among the proceedings of the annual Memorial Day ceremony that military veterans conducted at the Northampton Street Bridge. The event is one of many services or parades that annually necessitate short-term closures of the Riverton-Belvidere, Uhlerstown-Frenchtown and Riegelsville bridges.

In October, approximately 50 bicyclists rode across the Milford-Montague Toll Bridge in the inaugural Tour de Pike County. The ride raised money for Safe Haven of Pike County, an advocacy organization that provides services for victims of violent crime.

Conceived as a marketing strategy that has given new meaning to the term Big Bang Theory, the Greater New Hope Chamber of Commerce provided free

Friday night fireworks along the river for the third consecutive summer. The 10-minute displays attracted thousands of visitors to the restaurants, night spots and retail outlets in both New Hope and Lambertville. Hundreds of these pyrotechnic gawkers used the New Hope-Lambertville Toll-Supported Bridge's walkway as a prime viewing spot. These crowds pale in comparison to the throngs of onlookers who annually watch Fourth of July and Easton Heritage Day fireworks from the Northampton Street Toll-Supported Bridge and, to a lesser degree, the Easton-Phillipsburg Toll Bridge – facilities that have served as fireworks-viewing areas for generations.

Over the years, many of the Commission's historic truss bridges have served as the subject of countless landscape paintings and professional photographs. They also have been used in newspaper advertisements, at least one nationally syndicated soap opera, and in television commercials. In 2012, one bridge even figured in a motion picture – well, sort of.

One for the Money, an action comedy based on the detective novel of the same name by Janet Evanovich, opened in theaters nationally on January 27. The film's establishing shot purportedly overlooked the Trenton skyline and the Commission's Lower Trenton Toll-Supported Bridge with its iconic red-neon "Tren-

ton Makes, The World Takes" slogan. In reality, the shot was filmed near Pittsburgh, PA. The Kittanning Citizens Bridge along the Allegheny River was outfitted with phony "Trenton Makes" lettering to serve as a stand-in for the real deal on the Delaware River. In the end, the movie had bigger issues than a stand-in bridge. It was panned by critics and fared poorly at the box-office. The bottom line: *One for the Money* ended up losing millions of dollars.



Commission Endeavors to Share the Road – and Bridges – With Bicyclists, Pedestrians



Transportation is about much more than planes, trains and automobiles. It also involves passive forms of travel like bicycling and walking. This has been recognized at the Commission for a long time, as 15 of the agency's 20 bridges offer some measure of non-motorized travel across the Delaware River – including two bridges that are pedestrian only.

The Commission added to this legacy of pedestrian and bicycle service in several ways in 2012.

In May, the agency kicked off a sign campaign aimed at raising awareness of a new law that required motorists to pass bicyclists at a safe distance along roadways in Pennsylvania. Frequently referred to as a safe passage law, the measure requires motorists to provide a four-foot clearance and travel at a "prudent reduced speed" when passing bicyclists.

The awareness effort involved either temporary placements of portable, electronic variable-message boards at Commission highway bridges or installations of metal illustrated advisory signs in the vicinity of the agency's low-volume truss bridges. All of the signs were stationed in a manner to be seen by motorists as they entered Pennsylvania at a Commission bridge crossing.

In October, an entirely different type of signage was the focus of attention when the 126-year-old Calhoun Street Toll-Supported Bridge was officially marked as the Dela-

ware River crossing point for the nearly 3,000-mile-long East Coast Greenway Trail between Maine and Florida.

At a media event in Morrisville, PA., Commission officials teamed with representatives of the East Coast Greenway Alliance and other recreation-oriented organizations to unveil 5-by-15-inch green, blue and white signs designating the bridge's inclusion in the multi-state pathway.

The East Coast Greenway spans 15 states and the District of Columbia. It links 25 major cities and nearly 40 million Americans live in the various counties through which the trail crosses. Unlike the Appalachian Trail, the greenway is relatively flat. This makes it accessible to all ages and abilities. Users can include walkers, runners, bicyclists, and other recreationists. (One caveat: As is the case with all current Commission pedestrian facilities, individuals will continue to be required to walk – not ride – across the Calhoun Street Bridge's walkway.)

The Calhoun Street Bridge is the fourth Commission facility to carry a long-distance trail between Pennsylvania and New Jersey. The others are:

- Delaware Water Gap (I-80) Toll Bridge
Appalachian Trail (Maine to Georgia)
- Riegelsville Toll-Supported Bridge
Highlands Trail (Connecticut to Pennsylvania)
- Portland-Columbia Toll-Supported Pedestrian Bridge
Liberty Water Gap Trail (Pennsylvania – New Jersey)



Bridges Bring People Together – Really



Add marriage proposals and wedding processions to the list of activities that periodically take place at the Commission's river crossings.

On June 19, 2011, Paul Gosdick, from Flemington, N.J., proposed to his girlfriend, Ruth E. Schaefer, from Whitehouse Station, N.J., on the Lumberville-Raven Rock Toll-Supported Pedestrian Bridge's walkway.

According to the Bucks County Herald, the couple stumbled upon the bridge when they visited the Bulls Island Recreation Area while on a house-hunting trip in Hunterdon County, N.J.

"We found this park and bridge and it became a very special place for us, so much so that Paul decided that was his place to propose to me," Mrs. Gosdick told the newspaper.

The couple's bridge connection did not end there. On their wedding day, September 1, 2012, the Gosdicks held their reception in the Black Bass Hotel on the Lumberville, PA. side of the bridge. The newlyweds planned a grand entrance for the affair, walking across the footbridge from the New Jersey side as their guests approvingly waved from the hotel's patio.

It's not an uncommon practice for lovers or recently married couples to use one of the Commission's historic bridges as a backdrop for photographs or as some facet of a wedding event. For example, former Bucks

County residents Krayl Funch and Peter Schatschneider had their families and friends parade across the New Hope-Lambertville Toll-Supported Bridge's walkway with white umbrellas as part of their post-wedding celebration in 2011.

In lexicographic terms, the words "bridge" and "marry" are both synonyms of the word "join." So, perhaps it's no accident why the Commission's former motto – "Connecting People Since 1934" – had been used for so many years.



99,000 Daffodils Brighten Commuting Landscapes



Talk about brightening one's day! Motorists were treated to more appealing roadside views along the Pennsylvania approaches to the Scudder Falls Bridge and the New Hope-Lambertville (Route 202) Toll Bridge as 99,000 daffodils blossomed for the first time in the late winter and early spring of 2012.

In resplendent hues of white and yellow, the flowering bulbs provided weeks of colorful commuting into and out of Bucks County, PA.

The daffodils were sowed in the vicinity of the two bridges during the autumn chill of November 2011 by the non-profit organization Bucks Beautiful. The plantings were conducted as part of the organization's "Bulbs for Bucks program, which has a goal of eventually planting 1 million daffodils throughout the county. The idea was conceived by Chuck Gale, a nurseryman from Gwynedd, PA., and subsequently championed by the Central Bucks County Chamber of Commerce.

The bulbs at the two Commission bridges were part of the planting program's "Color along the Canal" phase, which also included the placement of an additional 201,000 bulbs along the scenic Delaware Canal between Bristol and Riegelsville, PA.

The Commission expressed its formal appreciation for the effort through the conveyance of a proclamation honoring the Bucks Beautiful program and its organizers in April.





Frenchtown CAI Projects Ribbon Cutting

Local Grant Program Completes Its Partnering Mission



Begun in 2005 with the expressed purpose of helping river-region municipalities finance local transportation projects, the Commission's Compact Authorized Investment (CAI) grant program effectively expired on December 31, 2012.

Its seven-year tally of accomplishments reads as follows: nearly \$47 million in total assistance provided to 33 municipalities – 16 in Pennsylvania and 17 in New Jersey – financing a total of 94 projects – 42 in Pennsylvania and 52 in New Jersey. It's estimated that the program eventually will close its accounting ledger with \$1.6 million in residual funds – money that Commissioners have directed to be used to pay down outstanding debt service costs.

The grant program had been created to provide a measure of compensation for municipalities that long endured more traffic, more accidents, more pedestrians, and corresponding accelerated wearing of local roadways because of their proximity to Commission bridge crossings. The CAI

program enabled these communities to undertake much-needed transportation-related improvements that might otherwise have been unaffordable.

By their very nature, CAI grants helped river communities pursue sound transportation-related projects without having to resort to onerous local tax increases. The program complemented the Commission's general practice of assisting its host communities with maintenance and repair work or civic undertakings such as street fairs, festivals, and parades.

Awards were based on criteria and contractual stipulations laid out in each respective grant agreement to ensure public accountability. All grant awards were professionally administered and monitored by a program director and due-diligence engineers - one for each respective state.

The Commission's role in the various projects was strictly

limited to providing funding and oversight of how the money was spent. The Commission did not design projects, hire contractors, or involve itself with matters such as scheduling or permit acquisition.

Examples of CAI-funded projects included installation of – or upgrades to – traffic signalization around Commission facilities; roadway improvements and reconstruction in areas affected by or affecting Commission crossings; bicycle and pedestrian paths leading to and from Commission facilities; park-and-ride facilities; and safety lighting.

One notable program highlight of the year was a ribbon-cutting ceremony formally dedicating two Frenchtown, N.J. projects financed by CAI grants – the Bridge Street Improvements and Reconstruction, and the Frenchtown Park and Ride Lot immediately adjacent to the Commission's Uhlerstown-Frenchtown Toll-Supported Bridge.

2012 Completed CAI Projects List

Only a handful of CAI projects carried over into 2012. All of these were completed by the December 31 deadline, including:

- Morrisville, PA – Nolan Avenue Paving, Curbing and LED Lights
- New Hope, PA – Supplemental ADA-compliant ramps
- Smithfield Township, PA – Inter-Municipal Trail
- Upper Makefield, PA – Washington Crossing Streetscape (Phase 2)
- Delaware Township, N.J. – Federal Twist Road Improvements and Resurfacing
- Frenchtown, N.J. – Bridge Street Improvements
- Hopewell Township, N.J. – Titusville Sidewalk Replacements
- Lambertville, N.J. – South Franklin Street Improvements
- Phillipsburg, N.J. – South Main Street Improvements (extension)
- Trenton, N.J. – Trenton Gateway Project



String of Retirements Trigger Managerial Changes



Call it the year the Commission began building a bridge to a new managerial team.

A series of retirements occurred at the Commission in 2012, capped by the departures of the agency's three most-senior executives who had guided a wave of infrastructure improvements, customer-service upgrades and operational modernizations over the previous 13 years.

The first to retire was Executive Director Frank G. McCartney, 65, who joined the Commission as its top ad-

ministrator in April 1999. In a ceremony that included a throng of former Commissioners who served during his tenure, McCartney was praised for shepherding the agency into the 21st Century.

Noting how the Commission was beset by a litany of managerial, financial and operational deficiencies prior to his arrival, Commissioners lauded McCartney for overhauling the agency's management structure, overseeing the implementation of E-ZPass service at the agency's toll crossings, and guiding creation of the agency's far-reaching Capital

Improvement Program. McCartney also was cited for helping to raise the Commission's stature regionally, nationally, and even internationally through his involvement with the E-ZPass Interagency Group and the International Bridge, Tunnel and Turnpike Association, where he served as president in 2011.

McCartney's retirement decision presented an initial quandary for the Commission because the agency's second highest ranking administrator – Deputy Executive Director of Operations Frank J. Tolotta – had already submitted his own retirement papers in April. But at the request of the Commission's chair and vice chair, Tolotta was persuaded to postpone his departure by three months so he could serve as acting executive director – allowing time for the Commission to initiate a search process for a permanent successor to McCartney.

Tolotta, who began work at the Commission on the same day as McCartney, also played a key role in facilitating changes and improvements at the Commission. In addition to having direct oversight of operations and maintenance of the Commission's 20 bridges, Tolotta managed a passel of departments including Information Technology; Plants and Facilities; Security, Safety, and Training; Electronic Security and Surveillance; and Compact Authorized Investments. Among his many accomplishments were overseeing the establishment of a uniform Motorist Assistance

Program, negotiating security contracts with the New Jersey and Pennsylvania State Police, and initiating a computerized asset-management system.

The third top executive to retire in 2012 was the Commission's venerable Chief Engineer, George Alexandridis, 78. Hired shortly after McCartney and Tolotta in 1999, Alexandridis had widely been credited as the architect of the agency's award-winning \$1.2 billion Capital Improvement Program.

With Alexandridis at the helm, the Commission's engineering department carried out more than 100 capital projects, including rehabilitations and improvements at three toll bridges, 11 non-toll bridges, and all seven of the agency's toll plazas. His work helped to reduce traffic congestion at Commission toll crossings while improving security and safety throughout the system. He was the 2010 recipient of the prestigious New Jersey Alliance for Action's Dr. John L. Buzzi Engineering Excellence Award and the Professional Engineer's Society of New Jersey's 2006 Government Service Award.

To address the string of vacancies, the Commission prioritized the search for a new executive director while also advertising for candidates for the deputy executive director and chief engineer positions. The Personnel Committee reported in September that the agency received more than 40 applicants for the ex-

ecutive director's post, with high-quality candidates from six different states who had varying levels of professional experience in the private and public sectors.

Commission operations and service delivery were unaffected during this period. After Tolotta's retirement, Chief Administrative Officer Arnold J. Conoline served as acting executive director during the final three months of the year and a panel of other experienced directors provided input on administrative, financial, engineering and operational matters. The agency did more than merely provide safe and efficient travel to the motoring public during this transitional period. It also completed a \$97.8 million bond refunding transaction, completed the Water Street Improvement Project in Belvidere, and provided a well-executed response to Superstorm Sandy.

Perhaps more than anything, the coordination, professionalism, and actions of the workforce during this period underscored the true value of the systems, procedures and operational changes that had been put in place under the previous executive leadership.



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.





I-78 Toll Bridge

TRAFFIC COUNTS

Annual Average Daily Traffic*					
Toll Bridges	2008	2009	2010	2011	2012
Trenton-Morrisville Route 1	49,900	50,700	54,300	53,500	51,700
New Hope-Lambertville Route 202	11,000	11,800	10,400	10,200	10,200
Interstate 78	56,100	56,700	58,700	60,100	61,900
Easton-Phillipsburg Route 22	38,700	38,300	38,100	36,400	34,500
Portland-Columbia	7,500	7,400	7,800	7,700	7,300
Delaware Water Gap Interstate 80	53,700	53,900	55,400	51,800	49,900
Milford-Montague	8,400	7,700	6,500	6,200	6,000
Total - Toll Bridges	225,300	226,500	231,200	225,900	221,500

Annual Average Daily Traffic*					
Toll-Supported Bridges	2008	2009	2010	2011	2012
Lower Trenton	18,400	18,100	20,100	16,300	16,000
Calhoun Street	18,400	18,400	10,600	16,200	16,700
Scudder Falls Interstate 95	58,300	57,100	58,200	57,600	58,800
Washington Crossing	7,100	6,900	5,800	7,100	7,100
New Hope-Lambertville	14,000	13,400	14,300	14,400	14,300
Centre Bridge-Stockton	4,400	4,600	4,800	4,500	4,800
Uhlerstown-Frenchtown	3,800	3,900	4,100	4,600	4,100
Upper Black Eddy-Milford	3,400	3,700	3,700	2,200	3,500
Riegelsville	3,400	3,200	3,100	3,300	3,300
Northampton Street	21,500	21,600	21,000	19,900	20,200
Riverton-Belvidere	4,700	4,800	4,800	4,300	4,300
Total - Toll Supported Bridges	157,400	155,700	150,500	150,400	153,100

Total Commission-Wide Annual Average Daily Traffic	382,700	382,200	381,700	376,300	374,600
Total Commission-Wide Yearly Traffic	140.1M	139.5M	139.3M	137.4M	137.1M

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



ASSETS

Dec. 31, 2012 Dec. 31, 2011

Current Assets		
Unrestricted Assets:		
Cash and Cash Equivalents	\$40,562,982	\$18,222,874
E-ZPass and Violations Receivable, (net of allowance for uncollectible)	8,807,875	8,365,159
Other Receivables	109,882	103,494
Fiduciary Fund	108,838	83,765
Prepaid Expenses	549,729	851,884
Total Unrestricted Assets	50,139,306	27,627,176
Restricted Assets:		
Cash and Cash Equivalents	39,207,016	25,716,833
Investment Income Receivable	554,379	729,704
Total Restricted Assets	39,761,395	26,446,537
Total Current Assets	89,900,701	54,073,713
Non-Current Assets		
Unrestricted Assets:		
Investments	114,059,453	118,802,540
Restricted Assets:		
Investments	80,130,139	115,992,991
Prepaid Bond Insurance	1,651,452	1,978,073
Capital Assets:		
Completed (Net of Accumulated Depreciation)	486,404,544	485,542,241
Improvements in Progress	26,524,460	36,001,104
Total Restricted Assets	594,710,595	639,514,409
Total Non-Current Assets	708,770,048	758,316,949
Total Assets	\$798,670,749	\$812,390,662

DEFERRED OUTFLOW OF RESOURCES

Accumulated Decrease in Fair Value Hedging Derivatives	32,679,040	40,388,293
Deferred Loss on Refunding of Debt	6,553,864	552,485
Total Deferred Outflow of Resources	39,232,904	40,940,778

LIABILITIES

Dec. 31, 2012 Dec. 31, 2011

Current Liabilities Payable from Unrestricted Assets		
Accounts Payable and Accrued Expenses	\$9,549,367	\$4,258,283
E-ZPass Customer Liability	4,084,049	4,210,585
Compensated absences - current portion	110,160	143,021
Total Current Liabilities from Unrestricted Assets	13,743,576	8,611,889
Current Liabilities Payable from Restricted Assets		
Retainage Payable	230,502	6,323,074
Accrued Interest Payable on Bonds	4,798,551	7,089,637
Bridge System Revenue Bonds Payable - current portion	14,935,000	13,015,000
Premium payment payable - derivative companion instrument	34,496	34,558
Total Current Liabilities Payable from Restricted Assets	19,998,549	26,462,269
Non-Current Liabilities		
Compensated Absences Payable	2,046,108	2,176,915
Bridge System Revenue Bonds Payable - non current portion	390,874,155	407,589,334
Premium Payment Payable - derivative Companion Instrument	455,885	490,381
Derivative Instrument - Interest Rate Swaps	32,679,040	40,388,293
Total Non-Current Liabilities	426,055,188	450,644,923
Total Liabilities	\$459,797,313	\$485,719,081

NET POSITION

Invested in Capital Assets	239,266,017	218,631,240
Restricted	27,383,000	26,723,721
Unrestricted	111,457,323	122,257,398
Total Net Position	\$378,106,340	\$367,612,359

* The 2011 financial results were restated to retroactively adopt Government Accounting Standards Board ("GASB") Statement No. 60, GASB Statement No. 62, GASB Statement No. 63, GASB Statement No. 64 and GASB Statement No. 65. For a full explanation of these accounting pronouncements see the Commission's Report of Audit for Years Ended December 31, 2012 and 2011.



Riverton-Belvidere Toll-Supported Bridge



Delaware River
Joint Toll Bridge
Commission



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