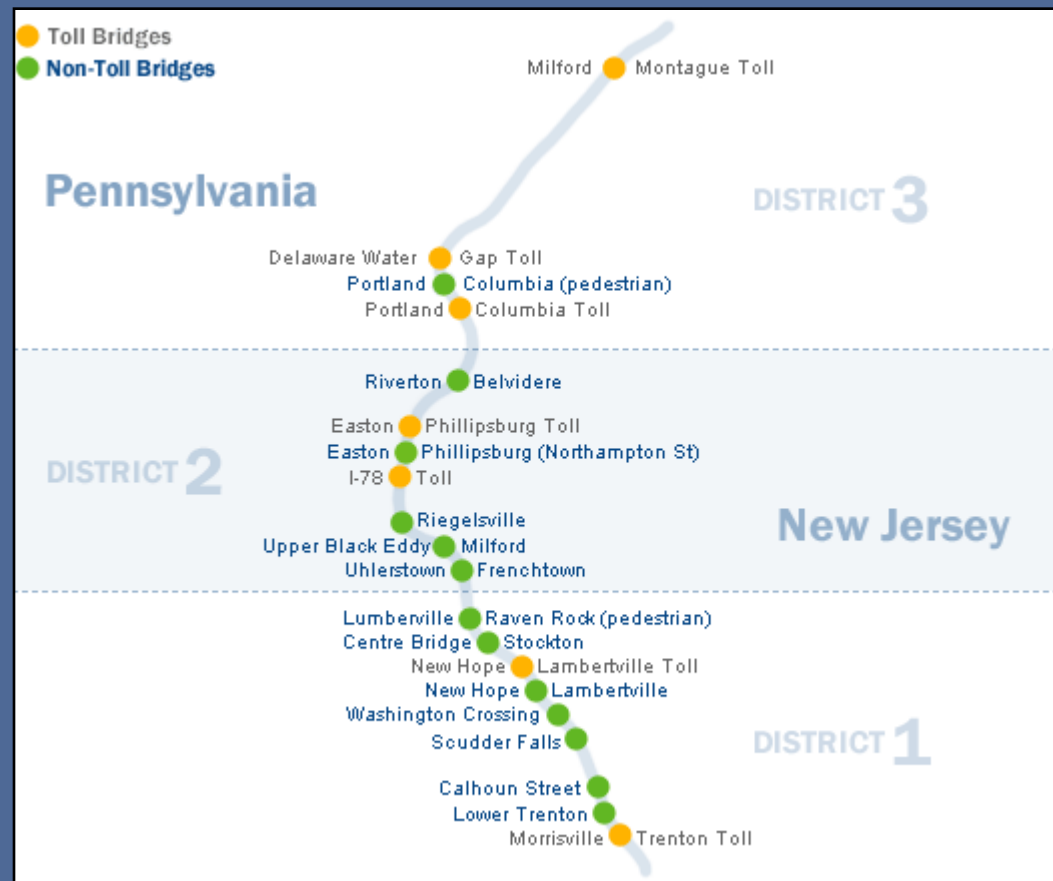




*Preserving Our Past,  
Enhancing Our Future*

**ANNUAL  
REPORT**

**2007**



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## Joint Governors' Letter



Congratulations to the Delaware River Joint Toll Bridge Commission on another successful year.

The many improvements resulting from the ongoing Capital Improvement Program are already providing significant dividends for Pennsylvania and New Jersey residents, as well as the rest of the country's Northeast region.

The enduring success of the Capital Improvement Program demonstrates that sorely needed infrastructure projects can be accomplished even in tough fiscal times.

Strategic investments in vital infrastructure are in the great tradition of America.

However, over the past two decades, state and local governments have been forced to pay more and more of the costs for transportation repairs and expansion.

While agencies like the Commission are doing a tremendous job in recognizing the importance of rebuilding our infrastructure through prudent investments, they are one piece of a nationwide puzzle.

Without federal leadership, our states, our region and our country cannot make all the necessary infrastructure improvements to keep our country as the world's leading superpower.

We need greater investment in our infrastructure in Pennsylvania, New Jersey, and across the nation.

To rebuild America, we must invest in America.

Congratulations again to the Delaware River Joint Toll Bridge Commission. Your commitment to sound investing in bridge rehabilitation and improvement projects is commendable, ensuring the viability of key transportation links for generations to come.

Edward G. Rendell

Jon S. Corzine







## A Letter from the Executive Director

In 2007, the Commission adopted a new slogan—Preserving Our Past, Enhancing Our Future.

Although it consists of only six words, this new slogan goes right to the heart of what we do at the Commission and all that we achieved during the year:

- Our long-term Capital Improvement Program is preserving the unique character of our oldest bridges, enhancing the capabilities of our most heavily traveled spans, and improving services for our current and future customers.
- Our newly established Green Team is making the future brighter by recommending and implementing conservation practices that help conserve energy, protect natural resources, and counteract rising gasoline costs.
- Our \$40 million Compact Authorized Investment program is helping river communities maintain their historic charm while enabling them to make modern-day improvements to their transportation infrastructure.

These are just a few broad examples of how we are preserving our past and enhancing our future while fulfilling our mission of providing

the public with safe, convenient and reliable vehicular and pedestrian river crossings.

As you turn the pages of this annual report, you will read specifics about the successful 2007 rehabilitations of the Centre Bridge-Stockton and Riverton-Belvidere toll-supported bridges—two of the oldest in the Commission's jurisdiction.

You will learn about the future of electronic tolling and the Commission's steady gravitation toward a cashless system in the years to come.

And you will see how—by investing in our partner riverfront communities, like Lambertville, N.J. and Easton, Pa.—we are improving the quality of life and strengthening the regional economies throughout the DRJTBC's jurisdiction.

Most importantly, you will see examples of our strong commitment to safety throughout this report. Safety is at the core of our capital improvement program. It is the reason behind our new electronic surveillance and detection system. And it is the focus of each and every one of our employees Commission-wide.

We are fortunate at the Commission to have such a dedicated team of employees who work

hard every day to ensure our customers receive the best possible services—whether they are signing up for E-ZPass, driving through a toll lane, or walking a bicycle across a pedestrian walkway.

As we move ever closer to the next decade, we will continue to build on our successes of 2007. We look forward to continuing our progress on the rehabilitation and widening of the Trenton-Morrisville (Route 1) Toll Bridge, the initiation of construction activities on the Milford-Montague Toll Bridge, and the promising initiation of open-road tolling on the Delaware Water Gap and I-78 Toll Bridges. We remain at the ready to deal with new challenges, such as rising construction costs and higher fuel prices.

I am confident that the Commission is well positioned to meet the challenges of 2008 and beyond, remaining true to its mission and commitment of preserving our past and enhancing our future.

Sincerely,

Frank G. McCartney



## Staff

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**JOHN B. PRIOR**

*District I Superintendent (Acting)*

**LENDELL JONES**

*District II Superintendent*

**BRYAN L. HILL**

*District III Superintendent*

## Commissioners



Pictured from left to right: William J. Hodas; David R. DeGerolamo, chairman; Melissa Heller; J. Alan Fowler; John Prevoznik; Bernard A. Griggs, Jr., and Gaetan J. Alfano, vice chairman.



Donald Hart



Thomas W. Sumners, Jr.



Harry Zikas, Jr.



## A Commitment to Safety

The evening of August 1, 2007 brought devastating news about the tragic rush-hour collapse of the I-35W bridge in Minneapolis, a “catastrophe of historic proportions” that claimed 13 lives and left 145 people injured.

The impact of the collapse was felt across the nation as the public began questioning the safety of the bridges they cross every day—whether in the Midwest, on the West Coast or right here in the Northeast.

Fortunately, the Commission was in a position to respond quickly to the public’s concerns and answer any questions about the structural integrity of the agency’s bridges, which serve thousands of commuters daily.

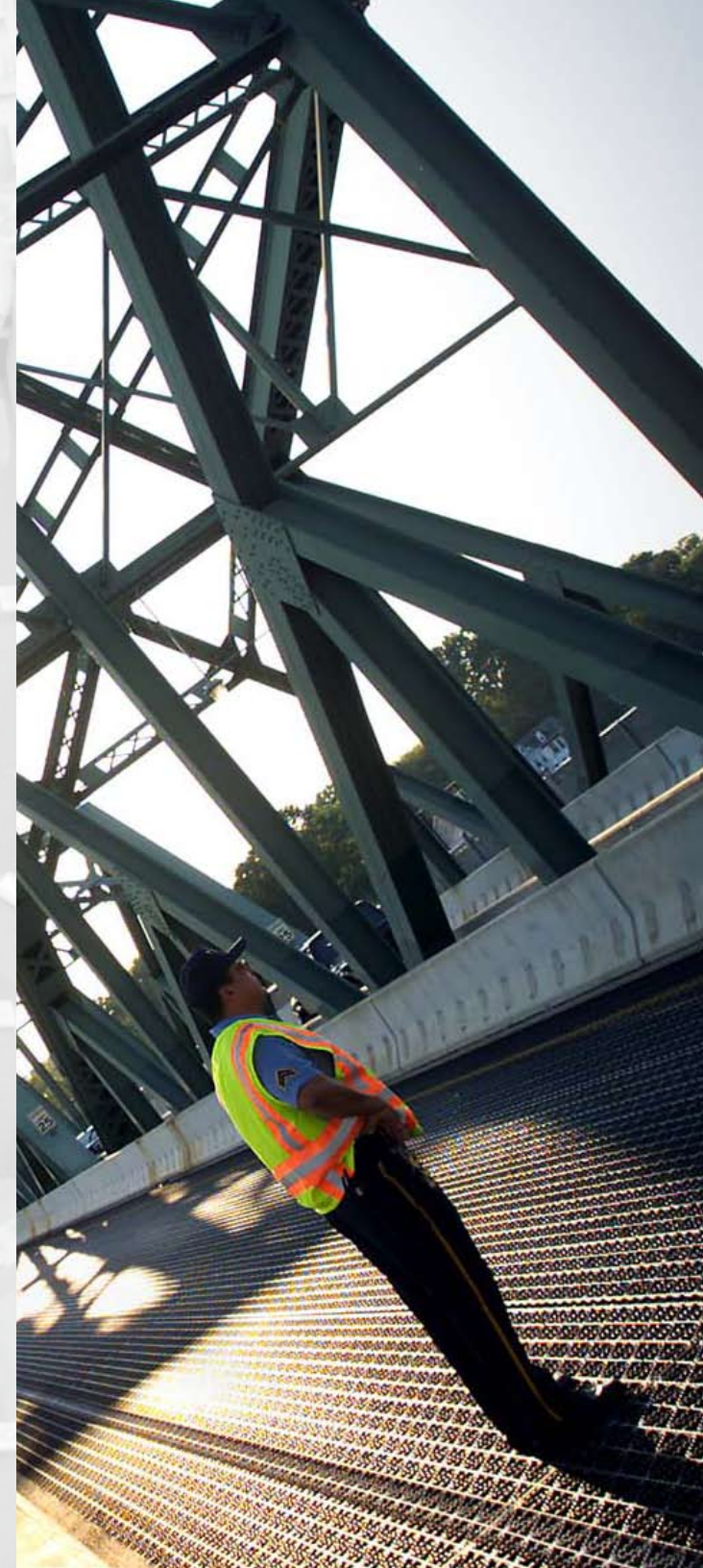
The Commission regularly assesses the condition of its 20 bridges through an annual inspection process, determining whether any structures need immediate attention or long-term repairs.

The inspection reports help establish the priorities and scope of the Commission’s Capital Improvement Program. Launched in 2000, the program is the most comprehensive construction and rehabilitation program in the agency’s history. Under this landmark initiative, each of the Commission’s bridges will be rehabilitated by the year 2015.

This capital plan requires strategic and reliable funding. Fortunately, the Commission has exhibited tremendous foresight by recognizing the importance of investing in infrastructure improvements. In July 2007, the Commission authorized the continuation of the program through the passage of a \$300 million bond issue.

Despite its inspection process and well-planned capital improvements, the news of the Minneapolis bridge collapse prompted the Commission to perform an additional inspection of the pin-hanger support system of the Scudder Falls (I-95) Bridge between Bucks County, Pa. and Mercer County, N.J. The inspection confirmed the system to be in working order.

The Commission’s capital improvement program puts the Commission in a position to be proactive rather than reactive when it comes to fixing and maintaining its crossings. This approach attests to the safety and security of the DRJTBC’s crossings, subsequently preventing lengthy closures and costly commuter disruptions.









# Capital Improvement Program

The year 2007 marked the halfway point for the Commission's long-term capital improvement program to preserve, enhance, protect and better manage the agency's aging bridges.

Two significant projects—the rehabilitations of the Centre Bridge-Stockton and Riverton-Belvidere toll-supported bridges—were successfully completed on time and under budget in 2007.

In addition, work began in earnest on the rehabilitation and widening of the Trenton-Morrisville (Route 1) Toll Bridge.

The Commission launched its capital improvement program in 2000, crafting a comprehensive plan to rehabilitate each of its 20 bridges by the year 2015. Prior to 2000, the Commission conducted little more than routine maintenance work on its bridges.

The Commission's new "fix-it-right" approach under the capital program aims to alleviate the need for any major repairs for at least 15 years after a bridge is rehabilitated.

Priorities for the capital program are established by annual inspections of the Commission's bridge system. With annual inspection reports as a guide, the program

is updated and revised on a yearly basis to take into account changing conditions, rising construction costs and additional needs.

More than \$200 million in capital projects were in progress in 2007, including:

- Centre Bridge-Stockton Toll-Supported Bridge Rehabilitation (\$9.7 million);
- Milford-Montague Toll Bridge Rehabilitation (\$19.1 million);
- Riverton-Belvidere Toll-Supported Bridge Rehabilitation (\$9.2 million);
- Trenton-Morrisville (Route 1) Toll Bridge Rehabilitation and Auxiliary Northbound Lane (\$102.5 million);
- Electronic Surveillance/Detection System (ESS) (\$22.8 million); and
- I-78 Roadway Rehabilitation (\$49.6 million).



## On Time and Under Budget: Centre Bridge-Stockton Toll-Supported Bridge

The July rededication ceremony for the Centre Bridge-Stockton Toll-Supported Bridge marked the sixth successful bridge rehabilitation under the Commission's Capital Improvement Program.

The \$9.7 million project included blast cleaning and painting of the bridge's trusses; replacement of the roadway deck, sidewalk and the walkway leading to the Pennsylvania Canal; structural repairs; and improvements to roadway signage, lighting and railings.

The Commission worked closely with the communities of Solebury in Pennsylvania and Stockton in New Jersey to mitigate project impacts. Together with its community partners, the Commission established a winter construction schedule that enabled the bridge to remain open on weekends so visitors and residents alike could continue to have convenient access to area shops and restaurants.

The rehabilitation work began in January and was completed on time and under budget five months later.

### TIMELINE

The New Jersey State Legislature passes an act for the creation of a bridge across the Delaware River to connect the Borough of Stockton in Hunterdon County, N.J., with Solebury Township in Bucks County, Pa.

1811

The bridge, a covered wooden structure consisting of six spans, is completed and opened to traffic at the site formerly known as Readings Ferry.

1814

Two piers and three spans of the bridge are washed away during a flood on January 8, the highest on record up to that time. Repairs cost \$4,200.

1841

On the evening of July 22, a fire engulfs and demolishes the structure. Fifteen firemen go down with the span, several suffering serious injuries, but all surviving.

1923

All the holdings of the Centre Bridge Company are purchased by the Joint Commission for the Acquisition of Toll Bridges Over the Delaware River between the Commonwealth of Pennsylvania and the State of New Jersey, the predecessor to the DRJTB.

1925



The bridge reopened to weekday traffic on May 18, prior to the start of the summer tourist season. The project extended the bridge's useful life, mitigating the potential need for major unanticipated repairs or inconvenient bridge shutdowns.

The Centre Bridge-Stockton span connects Routes 263 and 32 in Solebury Township, Pa. with Route 29 in Stockton Borough, N.J.

The bridge is a six-span Warren truss structure built in 1926 on the same piers and abutments constructed in 1814 as part of the original wooden bridge at the site. The current bridge consists of 976 tons of steel and measures 824 feet, 10 inches long and 23 feet, 6 inches wide.



A new bridge, built using 976 tons of steel, is completed and opened to traffic.

1927

The bridge undergoes extensive renovation, costing \$2,572,000.

1990

Emergency repairs are made to the bridge as a result of an in-depth condition inspection by the Commission's engineering consultant.

2005

Rehabilitation of the bridge begins in January. The bridge is closed during the week, but remains open on weekends to accommodate local merchants.

The project is completed on time and under budget. The bridge reopens in May. A rededication ceremony is held July 25.

2007



## Another Project On Time and Under Budget: Riverton-Belvidere Toll-Supported Bridge

A month after rededicating the Centre Bridge-Stockton Toll-Supported Bridge, the Commission celebrated the completion of another successful rehabilitation project farther north along the Delaware River.

The Riverton-Belvidere Toll-Supported Bridge underwent a \$9.2 million renovation and became the seventh bridge to be rehabilitated under the Commission's capital improvement program.

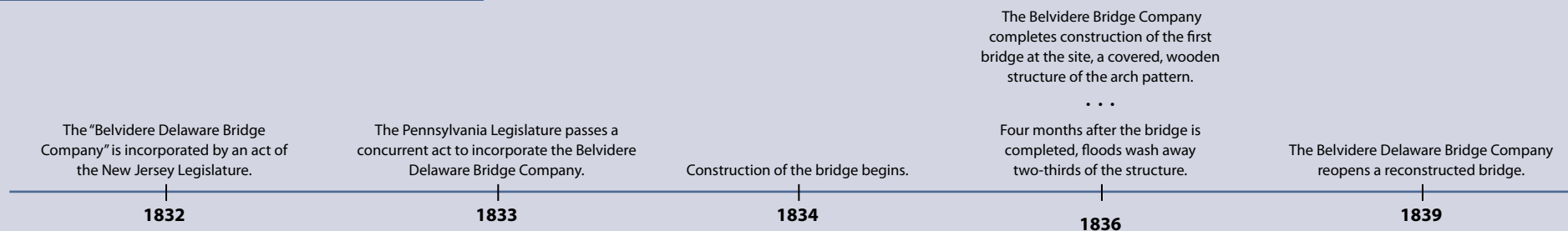
The rehabilitation project addressed the deteriorating condition of the bridge and included replacing the floor system, sidewalk and railing; replacing or repairing deteriorated steel members; blast cleaning and

painting existing steel members; performing necessary substructure repairs; rehabilitating the approach roadway; upgrading the lighting systems and signage; and improving the bridge officer's shelter.

Like the rehabilitation of the Centre Bridge-Stockton bridge, the Riverton-Belvidere project extends the useful life of the bridge for a minimum 15 years, mitigating any major repairs or extended travel shutdowns.

The project demonstrated the Commission's commitment to working with the host communities to eliminate or moderate potential negative construction impacts. The agency worked with the community to establish a construction schedule that balanced

### TIMELINE





the business concerns of local merchants with the transportation demands of the thousands of commuters who rely on the bridge every day.

That schedule took effect in October 2006, with the bridge closing at 9 p.m. on Saturdays and reopening at 5 a.m. on Tuesdays. Additionally, the Commission suspended construction during the holiday season to accommodate businesses, residents and visitors.

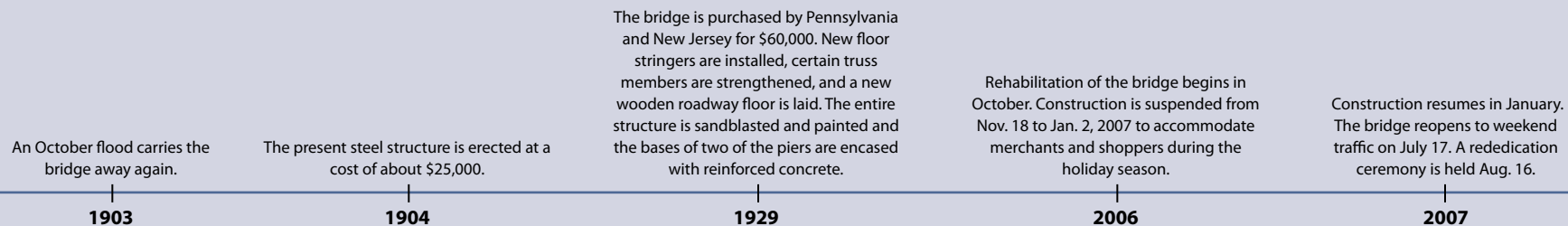
The bridge reopened to weekend traffic on July 17, 2007 and represents another successful Commission project that was completed on time and under budget.

The Riverton-Belvidere span carries Water Street across the Delaware River, connecting Riverton in

Lower Mount Bethel Township, Pa. with the town of Belvidere, N.J.

The original bridge at this site was a covered wooden structure of arch pattern. During the flood of Oct. 10, 1903, the superstructure was carried away.

The existing bridge, constructed in 1904, is a four-span, riveted steel, double Warren truss structure, with a total length of 653 feet. The steel open-grate deck as rehabilitated provides a clear roadway width of 16 feet 8 inches between tri-beam railings. In addition, the newly installed concrete sidewalk is supported on the up-river truss with steel cantilever brackets.







THE WORLD TAKES







## Stage I of Trenton-Morrisville (Route 1) Toll Bridge Project Underway

For motorists traveling the busy Trenton-Morrisville (Route 1) Toll Bridge, the span's rehabilitation and transformation has been hard to miss. With the first full year of the three-year construction project completed, travelers have already seen some significant improvements.

Accomplishments include:

- Reconstruction of the existing northbound right lane and refurbishment of supporting steel girders.
- Retrofitting of the piers on the bridge's northbound side to support new beams and decks for a new third lane.
- Construction of a new bridge over New Jersey Route 29 to align the off-ramp with a new northbound "auxiliary" lane.
- Refurbishment of the Moreau Street retaining wall in Morrisville, Pa., to further support the northbound widening and top-mounted sound-reduction walls.
- Construction of a new service tunnel built at the toll plaza.

Contractors also made significant progress in widening and rebuilding ramps at Pennsylvania Avenue in Morrisville. The widening of the northbound bridge

over Conrail property and the Delaware Canal is providing additional deceleration space for an adjacent off-ramp.

Widening also progressed on several ramps on the Trenton approach, and large sections of retaining wall to support ramp improvements in New Jersey also have been built.

The project is the Commission's largest to date and represents an investment of more than \$100 million.

The bridge is remaining open for the duration of the project, and two lanes of traffic will be maintained in both directions during peak periods. Outside of peak periods, traffic may be reduced to a single lane adjacent to the work zone, which extends from the south end of the viaduct over the Delaware Canal and Conrail in Morrisville to north of the South Broad Street Overpass in Trenton.

The rehabilitation project will improve safety and reduce congestion on the busy Delaware River crossing between Trenton, N.J. and Morrisville, Pa. It also will enhance toll plaza operations, mitigate noise impacts through the installation of noise-reduction walls adjacent to the northbound Pennsylvania roadway, and improve interchange access.

Looking ahead to 2008, the Commission expects to finish Stage 1 of the project and begin Stage 2 in the spring. Activities will include:

- Construction of northbound bridge parapets.
- Completion of the new northbound ramp to New Jersey Route 29.
- Finish widening the southbound on-ramps in Trenton and complete reconstruction of the southbound on- and off-ramps to Pennsylvania Avenue in Morrisville.
- Repaint the underside of the Broad Street and Centre Street overpasses in Trenton.
- Finish construction of a new toll-plaza canopy.

The Commission launched a project Web site—[www.tmtollbridgerehab.com](http://www.tmtollbridgerehab.com)—and activated a toll-free phone line to provide information and field inquiries about the construction project. The Web site contains construction progress reports and photos, links to transportation-related Web sites, a list of frequently asked questions, and access to the construction team through e-mail.

The Web site boasts a variety of interactive services plus a wealth of information about the multi-year initiative

# ***I-78 Roadway Rehabilitation Starts***

**H**heavy truck traffic takes a toll on roads and highways. This is especially the case on Interstate 78, which has some of the highest truck-traffic volumes in the country.

All totaled, the Commission has responsibility for a roughly 7-mile stretch of I-78. This includes a 1,222-foot-long bridge, a 2.25-mile approach roadway in Pennsylvania and a 4.7-mile approach roadway in New Jersey.

In the fall of 2007, the Commission kicked off a \$49.6 million project to rehabilitate, repair and repave its portion of I-78 on the New Jersey side of the river. The roadway has sustained significant cracking and settlement due to heavy interstate truck traffic and subterranean limestone erosion common to that region of the state.

The project work area encompasses all six traffic lanes from the Delaware River bridge to the Still Valley Interchange (Exit 3) in New Jersey. The work includes a variety of elements: rehabilitation of the concrete roadway pavement and bridge decks, improvement of highway lighting on the main river bridge, and upgrading of various highway components along the corridor. The goal is to have a roadway that won't require major repairs for another 15 years.

Rehabilitation of the Commission's Pennsylvania portion of I-78 is expected to take place under a separate project that will include the implementation of open road tolling lanes.

The I-78 Toll Bridge carries traffic over the Delaware River between Northampton County, Pennsylvania and Warren County, New Jersey. It was opened to traffic on November 21, 1989 and is a twin four-girder, seven-span continuous structure. The bridge is supported on hammerhead reinforced concrete piers and reinforced concrete abutments.

The Commission's I-78 jurisdiction in Pennsylvania includes an interchange at Morgan Hill Road and grade-separation structures at Cedarville Road and Route 611. The Commission's I-78 jurisdiction in New Jersey includes grade-separation bridges at Carpentersville Road, County Route 519 and Edge Road.

The one-way toll plaza, located on the Pennsylvania approach, has seven toll lanes. A rest area and welcome center for westbound motorists is adjacent to the toll plaza.

to improve safety, reduce congestion, enhance toll plaza operations, mitigate noise impacts and improve interchange access on the bridge and its approaches.

Web site visitors may sign up to receive project news via e-mail and regular mail. In addition, a subscription form for text messages alerting travelers about late-breaking travel conditions in the work zone is available on-line.

Those who prefer accessing their information by phone are able to call the project information line at 1-866-433-7762.

The Trenton-Morrisville Toll Bridge carries U.S. Route 1 over the Delaware River. The main river bridge is a 12-span composite steel girder and concrete deck structure with an overall length of 1,324 feet. The granite-faced piers and abutments are reinforced concrete.

Originally constructed by the Commission in 1952 as a four-lane facility, the structure was widened to six lanes in 1965 for a total curb-to-curb width of 62 feet. In 1983, an aluminum median barrier was erected across the bridge, creating three southbound and two northbound lanes.

Listed on the National Register of Historic Places, the Calhoun Street Toll-Supported Bridge is the Commission's oldest superstructure.

Given its age, wrought-iron construction, and heavy rush-hour commuter traffic volumes, an approaching rehabilitation of the bridge presents the Commission with some unique logistical and engineering challenges.

The Commission took a first step to meeting those challenges in September, announcing plans for a structural analysis of the bridge that would determine the best approach for rehabilitating the 113-year-old span.



## Calhoun Street Toll-Supported Bridge Undergoes Structural Analysis

The bridge, originally known as the City Bridge, has a storied history. First built as a covered, wooden structure, it opened in 1861 as a toll bridge.

Twenty-three years later—on the evening of June 25, 1884—a devastating fire broke out and completely destroyed the structure. The fire was believed to have been caused by a carelessly dropped smoldering cigar butt.

Using the original stone masonry piers and abutments, a team of 83 workmen rebuilt the bridge in just 60 days that same year. The new bridge—this time a wrought-iron truss structure—reopened on October 20, 1884.

For several years in the early 1900s, a trolley line crossed on the bridge. The bridge was purchased

in 1928 by Pennsylvania and New Jersey through a specially formed agency—the Joint Commission for the Acquisition of Toll Bridges Over the Delaware River between the Commonwealth of Pennsylvania and the State of New Jersey—and the bridge was freed of tolls.

With the exception of John Roebling's Lackawaxen Aqueduct between New York and Pennsylvania, the Calhoun Street Toll-Supported Bridge is the oldest existing span across the Delaware River. The bridge is a Phoenix Pratt truss with a total length of 1,274 feet. A timber-plank pedestrian sidewalk is supported by the up-river truss on steel cantilever brackets.

The bridge is currently posted for a three-ton weight limit, an eight-foot vertical clearance and a 15-mph speed limit.



## ***Electronic Surveillance and Detection System Moving Forward***

**T**he Commission continued to move forward with its enhanced-security plans, awarding a contract for the design, construction, and maintenance of a video surveillance system to monitor activities at and around its primary facilities.

Phase one of the new system—to be in place in early 2009—will significantly increase the Commission's security capabilities and improve the agency's ability to respond to vehicular accidents, floods, and other emergencies.

Video surveillance equipment similar to that used by state transportation departments in Pennsylvania and New Jersey will be installed at the Commission's vehicular bridges and facilities. Other enhancements include improvements to the Commission's communications systems, the installation of new security and access control systems for its buildings and other facilities, and the creation of a central control center to coordinate the response to incidents. The video equipment also will advance the Commission's

efforts to develop an Intelligent Transportation System for managing traffic and congestion on its bridges and approach roadways.

The project includes designing, furnishing, constructing, installing, integrating and maintaining a complete, fully operational electronic surveillance and detection system that will include video surveillance, intelligent video, building access control and intrusion detection, and communications systems for video, data, and voice transmissions. The program will cover the Commission's vehicular bridges, piers, approach roadways, overpasses and underpasses, toll plazas, and the Commission's administration and maintenance facilities.

The installation of the Electronic Surveillance/Detection System (ESS) reflects the Commission's increased focus on its emergency management capabilities and the necessity for a program to address emergencies caused by natural phenomena, motor-vehicle accidents and potential acts of terrorism.

## ***River Gauges Help Monitor Rising River Levels***

**I**f someone suggested decades ago that it would one day be possible to monitor river levels with the assistance of orbiting satellites, the individual probably would have encountered more than a skeptic's raised eyebrow.

Today, people barely blink at the notion of technology performing functions once thought to be impossible. This certainly is the case at the Commission, where new technology continuously enables the agency to improve its public-service capabilities.

In 2007, the Commission put into operation new river gauges on two additional bridges to help meteorologists and hydrologists monitor river levels and assist communities with flood-warning activities.

The gauges provide the National Weather Service, emergency management officials, and local residents with up-to-date information on Delaware River water levels.

The devices were installed through an agreement with the United States Geological Survey's New Jersey Water Science Center. They record river stages every 15 minutes. The data is stored and transmitted via satellite or modem every hour to government agencies that analyze the information and then issue river-level forecasts and timely updates for the public.

Under the agreement, the USGS New Jersey Water Science Center operates and maintains the gauges for the Commission, while the Commission is responsible for covering the costs of telecommunications and power.

The new river gauges were installed on the New Hope-Lambertville Toll-Supported Bridge and the Uhlerstown-Frenchtown Toll-Supported Bridge.

The readings from these and other gauges along the Delaware River are regularly posted with potential flooding analyses at the National Weather Service's Web site: <http://newweb.erh.noaa.gov/ahps2/index.php?wfo=phi>. The data also is posted at the USGS New Jersey Water Science Center's Web site: <http://nj.usgs.gov/>.

# ***Investing in Infrastructure***

Upgrading and maintaining transportation infrastructure is critical in so many ways—from improving motorist safety to keeping commerce moving between the two states of New Jersey and Pennsylvania.

Recognizing the importance of investing in its bridges and other facilities, the Commission in the summer of 2007 authorized a \$300 million bond issue to continue the stream of financing for bridge rehabilitation projects and other elements of the agency's Capital Improvement Program—which is ultimately self-funded by the Commission through toll revenues.

In keeping with its 2003 toll plan, the Commission also approved a planned toll adjustment for trucks with three or more axles. The adjustment was necessary to meet debt service requirements associated with the bond issue.

Current and future capital projects that are made possible through the new round of financing include:

- The rehabilitation and addition of one northbound auxiliary lane to the Trenton-Morrisville (Route 1) Toll Bridge;
- The rehabilitation of I-78, including the installation of open-road-tolling technology to reduce congestion on this major highway;
- Completion of environmental documentation, preliminary and final design, and initial construction costs for improvements to the Scudder Falls (I-95) Bridge that will help to reduce congestion and improve safety for motorists;
- The installation of an electronic surveillance/detection system to protect the Commission's customers, infrastructure investments, and personnel;
- The rehabilitation of the Milford-Montague Toll Bridge; and
- The expansion/renovation of the Commission's New Hope-Lambertville Toll Bridge administration building.







## ***On the Horizon***

**W**hile the Commission welcomed the successful rehabilitations of the Centre Bridge-Stockton and Riverton-Belvidere toll-supported bridges and looked forward to the second stage of construction at the Trenton-Morrisville (Route 1) Toll Bridge, there is still much work to be done.

Several major capital projects—including the largest one yet—are in the pipeline. Here's a quick look at a few of the Commission's future undertakings:

**I-95/Scudder Falls Improvement Project**—After reviewing several options and alternatives for reducing traffic congestion and improving safety at the Scudder Falls Bridge, the Commission is proposing to undertake a total replacement of the existing four-lane bridge. Current plans call for a new nine-lane structure—six through-traffic lanes with three auxiliary lanes for vehicles entering or exiting the roadway.

The next step is the submission of an Environmental Assessment document for state and federal review. The replacement of the Scudder Falls Bridge would be the largest capital improvement project in the Commission's history.

**Delaware Water Gap (I-80) Toll Bridge**—The Commission in 2007 conducted a series of workshops with the departments of transportation in New Jersey and Pennsylvania to develop strategies for reducing traffic congestion along the I-80 corridor.

The Commission is now moving to use the information and input it gathered to facilitate open-road tolling at the bridge.

**I-78 Open-Road Tolling**—Contractors continued in 2007 to work on the design of the open-road tolling system for the I-78 Toll Bridge. The installation of the open-road tolling system is being coordinated with the rehabilitation of I-78.







# Going Green

The Delaware River is the longest free-flowing river east of the Mississippi River. The Delaware is arguably one of the most magnificent environmental resources in the Northeast region of the United States.

The Commission takes pride in its connection with the river and understands the importance of protecting the environment and preserving natural resources for future generations.

That is why the Commission launched a new initiative in 2007 to make the agency more environmentally friendly. The Commission established a Green Team of environmentally sensitive personnel to provide leadership and direction in crafting policies and procedures aimed at promoting conservation, reducing pollution, and ensuring efficient use of natural resources.

As these policies and procedures are developed, the Commission is incorporating them into its operations and projects.

Among the ideas already advanced by the Green Team are the following:

- Pursue the purchase of flex-fuel vehicles that use 85 percent ethanol in an effort to cut reliance on fossil fuels; the agency later moved to purchase more-dependable fuel-efficient hybrids instead.
- Eliminate the use of Styrofoam cups and switch to unbleached paper towels.

- Purchase recyclable carpets, environmentally sound cleaning supplies, and recycled paper products.
- Seek Energy Star seal of approval on electronic products.

The Commission also has implemented a mandatory recycling program that will help to reduce emissions and protect natural resources. In addition to the standard recyclables such as paper, glass and aluminum, the Commission recycles fluorescent lights, household batteries, solvents, old computer equipment and other materials. At the same time, the agency is taking steps to reduce its use of paper by shifting many printed materials to electronic format.

Just as importantly, the Commission has made a commitment to use more green principles as it moves forward with its capital program. For example, the rehabilitation of the Trenton-Morrisville (Route 1) Toll Bridge is designed to be a top-down project. The work is being performed over the side of the bridge from the top, rather than from the river level up. This greatly reduces environmental impacts.

The Commission also implemented a system that enables it to quantify and measure the positive impact of its environmentally sensitive policies. These accomplishments demonstrate that the agency recognizes its role as an environmental steward and remains committed to doing its part to protect natural resources for generations to come.

## I-80 Litter Removal

As part of its ongoing commitment to protecting the environment, the Commission renewed its co-sponsorship with the Pocono Mountain Vacation Bureau of a litter removal program along approximately 18 miles of I-80 in Pennsylvania.

Under the program, regular clean-ups of the highway were conducted by the Adopt-a-Highway Maintenance Program from May through September 2007. The clean-up area extends from the Delaware Water Gap (I-80) Toll

Bridge west to just past the Route 380 junction. Clean-ups are planned again for May through September 2008.

The total cost of the program is approximately \$91,000. The Commission's contribution to the effort totaled about \$45,500.

Given the high speeds along I-80 and concerns about safety, the litter clean program is conducted by a professional service rather than volunteers.

The Commission strives to be a good neighbor to the local communities that are impacted by the agency's bridge. Recognizing how tourism is an important part of the Pocono Mountain Region's economy, the Commission does its part to maintain the area's scenic appeal for tourists and travelers.





# Compact Authorized Investment Program

**K**eeping with its commitment to ease traffic congestion and improve vehicular flow at its bridges and on feeder arteries, the Commission in 2007 awarded nearly \$5.3 million in grants for transportation-related improvements in nine Delaware River communities.

The 2007 grants brought the total amount of funding distributed under the Commission's Compact Authorized Investment (CAI) Program to almost \$36 million.

The overall \$40 million program kicked off in September 2005. To date, CAI has enabled 31 diverse river communities to pursue much-needed infrastructure improvements without the threat of higher local property taxes. Enhancements funded by the CAI program help make for a better travel experience between Pennsylvania and New Jersey, as well as improve the quality of life in Delaware River communities.

In many cases, these local transportation improvements are often critical to communities' economic growth efforts, spurring revitalization through improved traffic conditions and easier access to local businesses, recreation sites, and tourist attractions.

Among the communities receiving grants in 2007 were:

- Ewing, N.J.—\$1.8 million to fund the township's 2008 Roadway Resurfacing project, which includes improvements to an estimated 55 local streets.
- Holland Township, N.J.—\$718,100 for the reconstruction of Crabapple Hill Road between Church Road and County Route 627, which runs parallel to the Delaware River between Milford and Pohatcong.
- Hopewell Township, N.J.—\$645,390 to help improve handicap accessibility at Washington Crossing State Park.
- Milford Borough, Pa.—\$24,900 for the completion of a traffic study to identify techniques to reduce the number of vehicular accidents in the borough and improve pedestrian safety.
- Montague, N.J.—\$369,100 for the construction of a park-and-ride in front of the municipal building on Clove Road.

- Morrisville, Pa.—A total of \$703,000 in grants to support two separate improvements along West Bridge Street from Pennsylvania Avenue to Cox Avenue and to replace the curbing and sidewalk along South Pennsylvania Avenue from the Route 1 Interchange south to Philadelphia Avenue.
- Riegelsville, Pa.—\$77,450 to support the construction of a new pedestrian stairway and footbridge.
- West Amwell, N.J.—\$360,000 for the milling, widening and resurfacing of 1,500 feet of Rocktown-Lambertville Road.
- Yardley Borough, Pa.—\$234,217 for the reconstruction or resurfacing of portions of six roads within the borough.

## A Significant Milestone Is Reached

The Commission in the spring of 2007 celebrated the first project to be completed under the Compact Authorized Investment grant program.

The project took place in Falls Township, Pa. and was financed by a \$335,000 CAI grant. The work included the installation of traffic signals and other improvements at various locations throughout the township.

Falls is heavily impacted by daily commuter traffic at three of the Commission's 20 bridges—the Trenton-Morrisville (Route 1) Toll Bridge, the Calhoun Street Bridge, and the Trenton-Morrisville (Trenton Makes) Toll-Supported Bridge.

The project is a prime example of how the CAI program enables the Commission to fulfill its mission of providing safe and efficient bridge crossings, while helping to develop new partnerships and improve working relationships with many local communities.

**"This project has really improved traffic conditions throughout the township, resulting in a smoother and safer commute for our residents and visitors alike."**

*Falls Township Manager Peter Gray*



## Ferry Street Improvement Project Helps Lambertville Residents and Businesses

Getting around the popular City of Lambertville became a bit easier in 2007 with the completion of the Ferry Street Improvement Project.

The Commission provided \$158,000 to support the project, among the first to receive funding under the Commission's Compact Authorized Investment program. The project included reconstructing the existing roadway, improving on-street parking, and enhancing pedestrian and bicycle paths, sidewalks and driveway aprons.

The improvements are providing easier vehicular and pedestrian access to the Delaware and Raritan Canal towpath and the central business district. It also is

**"This project is a prime example of how government should work. With the DRJTBC's support, we are able to make investments in our infrastructure that will improve the quality of life for our residents and enhance the experience of our visitors."**

*Lambertville Mayor David DelVecchio*

improving parking and travel in the city's commercial district. The funding was part of a larger \$1.5 million grant to the city that also helped fund improvements to Mt. Hope Street and the construction and installation of several traffic-calming measures on various streets in the downtown area west of Route 179. The improvements will help the city manage increases in vehicular traffic, and improve handicap access, pedestrian safety and parking within Lambertville.

## Riding on the River Connection Trolley

Hundreds of residents and tourists in Easton, Pa. enjoyed the River Connection Trolley throughout the summer of 2007 thanks in large part to an \$80,000 grant from the Commission's Compact Authorized Investment program.

The trolley service provided riders a scenic trip along the Lehigh and Delaware rivers and over the Northampton Street Toll-Supported Bridge into Philipsburg, N.J. The service also connected Easton's bustling Centre Square with Philipsburg's Union Square.

The free service represents an innovative approach to public transit services. By providing tourists and community residents an alternative to driving, the service helped reduce the number of cars on the road, improved traffic flow and ultimately created a better experience for everyone, from visitors to local merchants to area residents.

In addition, the \$80,000 grant helped support the Discover Easton Trolley Service, which provided riders a narrated tour of the city's downtown with stops at shops, restaurants, and historic sites.

**"The trolley service enables people to move about easily and encourages them to look at more sites, patronize our businesses and restaurants and enjoy the surroundings."**

*Barbara Kowitz, City of Easton,  
Director of Planning and Development*

### FERRY STREET



Before



During



After







The Commission's E-ZPass program reached a new high-water mark in 2007 with more than 60 percent of toll revenues collected through the electronic system.

Through the use of technology, the Commission is improving the quality of life for its customers by enabling them to reduce travel times, cut costs, and save gasoline. At the same time, the technology is helping to protect the environment by decreasing pollutants caused by idling vehicles at toll plazas.

The E-ZPass system processes up to 1,000 cars per hour compared to 400 cars per hour at manual cash lanes.

The Commission has issued more than 114,000 E-ZPass transponders since it implemented the program in November 2002. The Commission's aggressive QuickStart marketing program alone generated 1,781 new accounts in 2007.

The program enables commuters to complete an on-the-spot application process and open an E-ZPass account in just 10 minutes. The Commission holds QuickStart events throughout the year in various communities served by its bridges.

For the first time in 2007, the Commission successfully partnered with Mercer County Waterfront Park to offer the QuickStart program during Trenton Thunder games.

All signs point to further success for the E-ZPass program. National statistics show that more than 24 million active electronic-toll-collection transponders are now in use throughout the United States.





## Final Farewell to Those Old Commuter Tokens

Remember commuter tokens—those rolls of coins motorists could buy at a discount to save money on their trips to work or down the Shore?

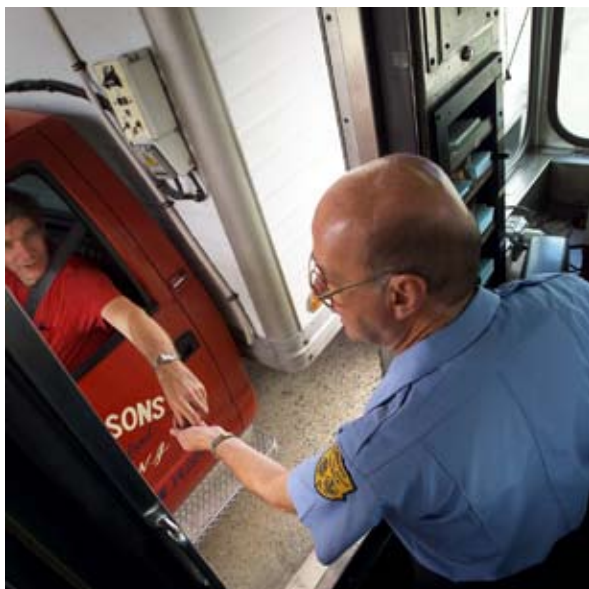
Remember tossing them into the basket ... and missing?

For more than 30 years, commuter tokens were part of how the Commission conducted its business. They were, in fact, the early version of the E-ZPass discount program the Commission offers today.

The advent of E-ZPass, however, was the beginning of the end for tokens, and they were finally taken out of circulation in December 2002.

Up until 2006, the Commission refunded cash for the obsolete tokens, which were stored for years in a vault at the New Hope-Lambertville Administration Building.

But in the spring of 2007, the Commission decided it was time to bid a final farewell to the tokens and voted to sell the brass and zinc slugs to a scrap dealer for recycling.



The Commission sold more than 3.3 million of old tokens, weighing a total of 23,000 pounds, to Easton Iron & Metal of Easton, Pa.

While there may be some nostalgia associated with tokens, today's E-ZPass technology provides a faster and easier means of travel through toll plazas.

And there is no missing the basket!

## Future of Electronic Tolling

The Commission is looking forward to the unbridled future potential of electronic tolling.

As a member of the Interagency Group, a regional collaborative of 24 toll-collection agencies spread across 13 Northeast states, the Commission is participating in a process that is evaluating proposals for the next generation of E-ZPass technology.

While the technology may differ from the current transponders in use today, the goal remains that an E-ZPass account will be good and workable at every E-ZPass location within the Interagency Group's jurisdiction.

One tag. One account.

At the same time, the Commission is moving ahead with open-road tolling on the Delaware Water Gap (I-80) Toll Bridge and the I-78 Toll Bridge.

Open-road tolling allows E-ZPass users to pay their tolls while traveling at normal highway speeds by passing beneath an overhead electronic array. This reduces traffic and congestion at standard toll plazas.

Looking even further into the future, it is not unreasonable to suggest that tolling agencies throughout the Northeast region, including the Commission, will transition to an entirely cashless system under which all tolls would be collected electronically.





# Traffic Counts

Annual Average Daily Traffic*					
Toll Bridges	2003	2004	2005	2006	2007
Trenton-Morrisville Route 1	44,800	51,700	50,600	51,600	49,600
New Hope-Lambertville Route 202	9,500	8,000	9,400	9,700	10,700
Interstate 78	53,900	54,200	55,500	57,500	57,600
Easton-Phillipsburg Route 22	35,400	37,500	38,300	38,300	38,400
Portland-Columbia	6,200	6,800	7,100	7,400	8,200
Delaware Water Gap Interstate 80	52,300	54,900	55,100	55,100	55,500
Milford-Montague	7,600	8,200	8,400	8,500	8,400
<b>Total — Toll Bridges</b>	<b>209,700</b>	<b>221,300</b>	<b>224,600</b>	<b>224,600</b>	<b>228,400</b>

Annual Average Daily Traffic					
Toll-Supported Bridges	2003	2004	2005	2006	2007
Lower Trenton	17,400	12,900	9,700	16,100	18,600
Calhoun Street	19,600	18,900	18,500	18,100	18,500
Scudder Falls Interstate 95	56,100	57,500	55,100	52,200	58,400
Washington Crossing	7,000	7,400	5,800	6,500	6,900
New Hope-Lambertville	15,900	9,700	13,600	13,900	14,600
Centre Bridge-Stockton	5,700	5,800	5,000	4,800	3,300
Uhlerstown-Frenchtown	4,200	4,200	3,900	3,800	3,900
Upper Black Eddy-Milford	4,300	4,400	4,100	3,900	3,800
Riegelsville	3,200	3,100	3,400	3,400	3,400
Northampton Street	22,500	22,800	22,300	22,900	23,000
Riverton-Belvidere	5,400	5,300	5,200	5,100	4,400
<b>Total — Toll-Supported Bridges</b>	<b>161,300</b>	<b>152,000</b>	<b>146,600</b>	<b>150,700</b>	<b>158,800</b>

<b>Total Commission-Wide Annual Average Daily Traffic</b>	<b>371,000</b>	<b>373,300</b>	<b>371,200</b>	<b>380,100</b>	<b>387,200</b>
<b>Total Commission-Wide Yearly Traffic</b>	<b>135.4M</b>	<b>136.6M</b>	<b>135.5M</b>	<b>138.7M</b>	<b>141.3M</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.

# Statement of Net Assets

ASSETS	December 31,	
	2007	2006
<b>Current Assets</b>		
<b>Unrestricted</b>		
Cash and equivalents	\$5,370,481	\$5,116,204
Other assets	2,161,765	2,005,226
E-ZPass clearing account	5,087,063	5,128,006
<b>Total Unrestricted</b>	<b>12,619,309</b>	<b>12,249,436</b>
<b>Restricted</b>		
Cash and equivalents	62,035,676	66,517,063
Accrued interest on investments	1,680,078	1,836,112
Bond issuance costs — current portion	414,174	167,522
<b>Total Restricted</b>	<b>64,129,928</b>	<b>68,520,697</b>
<b>Total Current Assets</b>	<b>76,749,237</b>	<b>80,770,133</b>
<b>Non-Current Assets</b>		
<b>Unrestricted</b>		
Investments	3,794,910	3,498,796
<b>Restricted</b>		
Investments	462,017,468	193,988,013
Bond issuance costs — long-term portion	6,037,983	2,302,049
Capital assets	316,544,247	269,372,685
<b>Total Restricted</b>	<b>784,599,698</b>	<b>465,662,747</b>
<b>Total Non-Current Assets</b>	<b>788,394,608</b>	<b>469,161,543</b>
<b>Total Assets</b>	<b>\$865,143,845</b>	<b>\$549,931,676</b>

LIABILITIES AND NET ASSETS	December 31,	
	2007	2006
<b>Current Liabilities</b>		
Accounts payable and accrued expenses	\$3,768,182	\$6,720,609
E-ZPass customer accounts	3,460,856	3,184,257
Accrued interest on bond indebtedness	6,400,327	4,642,769
Compensated absences — current portion	120,000	120,000
Bridge system revenue bonds, series 2003, 2005A, 2007A and 2007B — current portion	9,790,393	5,685,393
Premium on bonds — current portion	1,311,327	1,167,663
<b>Total Current Liabilities</b>	<b>24,851,085</b>	<b>21,520,691</b>
<b>Non-Current Liabilities</b>		
Compensated absences — non-current portion	1,836,629	1,753,240
Bridge system revenue bonds, series 2003, 2005A, 2007A and 2007B — non-current portion	448,821,145	174,441,537
Premium on bonds — non-current portion	9,624,626	5,548,375
<b>Total Non-Current Liabilities</b>	<b>460,282,400</b>	<b>181,743,152</b>
<b>Total Liabilities</b>	<b>485,133,485</b>	<b>203,263,843</b>
<b>Net Assets</b>		
Invested in capital assets, net of related debt	198,100,157	193,889,970
Restricted	174,681,651	148,807,737
Unrestricted	7,228,552	3,970,126
<b>Total Net Assets</b>	<b>380,010,360</b>	<b>346,667,833</b>
<b>Total Liabilities and Net Assets</b>	<b>\$865,143,845</b>	<b>\$549,931,676</b>



## Mission

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

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

*Preserving Our Past, Enhancing Our Future*

## About the Commission

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

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

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

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

Established in 1934, the Commission's bridges carried more than 141 million cars and trucks safely across the Delaware River in 2007. The agency has more than 300 full-time employees. It collected approximately \$85.5 million in toll revenues and remunerated \$42.6 million for operating expenses in 2007.

The Commission has been providing safe and efficient river crossings between New Jersey and Pennsylvania for more than 70 years and remains committed to enhancing public safety and commuter convenience while demonstrating responsible environmental stewardship and fiscal accountability.









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