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SOFTENING METROPOLITAN ARTERIES

John C. Kohl, Commissioner

New Jersey Department of Transportation

before the

Weehawken Elks "Salute to the Press"

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PHYSIOLOGICAL AND MEDICAL TERMS ARE NEITHER NEW OR UNUSUAL IN DESCRIBING URBAN PROBLEMS. CITIES HAVE SO LONG BEEN REGARDED AS LIVING BEINGS, EVEN WITH PERSONALITIES AND CHARACTER, THAT WORDS LIKE "HEART," "THROB," "PULSE" AND "NERVE CENTER" ARE ALL FAMILIAR IN THE URBAN REFERENCE; ON THE GLOOMY SIDE ARE SUCH DIRE EXPRESSIONS ABOUT THE STATE OF METROPOLITAN HEALTH AS "PARALYZED," "STRANGULATED," "DYING" AND, IN THIS AIR-POLLUTED AGE, "SUFFOCATING," ONE WRITER IN A FLIGHT OF FANCY ABOUT CITY TROUBLES CALLED THEM "CIVIC OPHTHALMIA."

ALONG ABOUT THE TURN OF THE 18TH CENTURY, AN ENGLISH AUTHOR WROTE, "TRANSPORT IS THE CIRCULATORY SYSTEM OF THE BODY POLITIC AND IS JUST AS ESSENTIAL TO IT AS THE CIRCULATORY SYSTEM IS TO THE BODY OF EVERY HUMAN BEING." AN URBAN STUDY PUBLISHED NOT LONG AGO BY THE HARVARD UNIVERSITY PRESS EMPLOYED THE TITLE "ANATOMY OF A METROPOLIS." SUCH TERMS AS "TRAFFIC ARTERY" AND "ARTERIAL HIGHWAY" HAVE BECOME WELL ESTABLISHED IN EVERY-DAY USAGE.

LITTLE IMAGINATION WAS REQUIRED, THEREFORE TO PHRASE THE SUBJECT, "SOFTENING METROPOLITAN ARTERIES," FOR THIS DISCUSSION OF TRANSPORTATION PROBLEMS IN NORTHERN NEW JERSEY -- A MOST VITAL PART OF THE TRI-STATE "METROPLEX" -- AND OF NEW JERSEY -- THE URBAN STATE.

TRANSPORTATION IS, QUITE OBVIOUSLY, ONLY ONE OF MANY CRITICAL PROBLEMS FACING NORTH JERSEY CITIES, AS WELL AS URBAN AREAS ACROSS THE COUNTRY. MAYOR IACONO WOULD TICK OFF, I AM SURE, CRIME, HOUSING, HEALTH AND WELFARE, SCHOOLS AND ECONOMIC DEVELOPMENT AS AMONG HIS MAJOR CONCERNS AS A MUNICIPAL OFFICIAL. NEVERTHELESS, WEEHAWKEN OR ANY OTHER MODERN COMMUNITY COULD NOT LONG SUSTAIN ITSELF TO TACKLE SUCH PROBLEMS WITHOUT ADEQUATE AND REASONABLY EFFICIENT TRANSPORTATION.

TO MAINTAIN MOBILITY AND TO MEET THE DEMANDS OF A DYNAMIC POPULATION, A CITY'S CIRCULATION SYSTEM MUST BE KEPT IN A HEALTHY CONDITION.

SOFTENING METROPOLITAN ARTERIES MUST BE A CONTINUING AND PRIME EFFORT.

HARDENING OF THESE VITAL ARTERIES, AS EVERYONE IN THIS AUDIENCE IS EXPERIENCING DAILY, BRINGS ABOUT EVER-INCREASING AND IRRITATING DIFFICULTIES IN TERMS OF CONVENIENCE, COMFORT, COST AND ULTIMATELY SURVIVAL. "TRAFFIC DISEASE," WHICH MANIFESTS ITSELF WHEN CIRCULATION IS CHRONICALLY IMPAIRED, IS POPULARLY BLAMED UPON THE AUTOMOBILE -- THAT HANDY SCAPEGOAT FOR MANY CURRENT PROBLEMS; BUT THE ILLNESS -- THE "MEDICS" WOULD PROBABLY LABEL IT A "SYNDROME" --- MADE ITS APPEARANCE LONG, LONG BEFORE THE MOTOR VEHICLE BECAME A PART OF LIFE.

TROUBLES WITH URBAN ARTERIES SEEM TO HAVE BEEN A NOT UNCOMMON COMPLAINT EVEN IN THE EARLIEST OF CITIES.

IN NINEVEH OF OLD TESTAMENT ASSYRIA, THE MAIN STREET WAS POSTED WITH STONE TABLETS WHICH CARRIED THE MESSAGE, SO THE ARCHEOLOGISTS TELL US, "ROYAL ROAD -- LET NO MAN DECREASE IT." KING SENNACHERIB WAS TRYING TO MAINTAIN WHAT MAY HAVE BEEN THE WORLD'S FIRST FREEWAY -- NO CAMEL STOPS, NO ROADSIDE STANDS FOR SHISH-KABOB OR BABYLONIAN COLA TO DISTRACT TRAFFIC AND IMPEDE TRAVEL. THE PENALTY FOR VIOLATION, BY THE KING'S DECREE, WAS DEATH -- ENFORCEMENT WAS MEANT TO BE EFFECTIVE IN THOSE DAYS OF HISTORY.

LYCURGUS, A MUNICIPAL OFFICIAL OF ANCIENT ANTHENS WHO MIGHT BE LIKENED UNTO A MODERN CITY MANAGER, APPARENTLY HAD ENOUGH OF THE WOMEN'S LIB MOVEMENT OF CLASSIC GREECE AND SOUGHT TO REDUCE TRAFFIC CONGESTION BY RESTRICTING THE RIGHTS OF WOMEN TO DRIVE CHARIOTS ON THE STREETS. LEGEND HAS IT THAT ONE OF THE FIRST VIOLATORS APPREHENDED WAS MRS. LYCURGUS. NOT UNEXPECTEDLY, THEN, THE REGULATION WAS QUICKLY RESCINDED. WHAT THEN HAPPENED TO TRAFFIC THE RECORDS DO NOT TELL US.



TRAFFIC CONGESTION IN THE CITIES OF IMPERIAL ROME BECAME SO ACUTE THAT MANY MEASURES, GENERALLY THOUGHT TO BE OF MODERN ORIGIN, WERE DEVISED TO GAIN RELIEF. POMPEII UTILIZED ONE-WAY STREETS. ROME, IN THE VICINITY OF THE FORUM, ESTABLISHED A "NO PARKING" ZONE, AND CAESAR EMPLOYED HIS LEGIONNAIRES TO SECURE STRICT ENFORCEMENT. THE SLOW, RUMBLING FREIGHT WAGONS WERE BANNED BY OFFICIAL DECREE FROM THE STREETS OF ROME DURING THE DAYLIGHT HOURS AND ORDERED TO DELIVER FOOD, FUEL AND OTHER ESSENTIALS ONLY AT NIGHT; THEIR NOISE, HOWEVER, DISTURBED THE SLUMBERS OF THE ROMAN POPULACE WHO DEMANDED THAT THE BAN BE LIFTED. CONGESTION WAS DEEMED A LESSER ILL THAN INSOMNIA.

ON DOWN THROUGH HISTORY, TRAFFIC TROUBLES HAVE BEEN RECORDED. IN ENGLAND ABOUT THE TIME OF THE VOYAGE OF THE MAYFLOWER AND THE PILGRIMS, KING CHARLES I ISSUED A ROYAL PROCLAMATION CALLING FOR "THE SUPPRESSION OF THE MULTITUDE AND PROMISCUOUS USE OF CARRIAGES" ON THE NARROW STREETS OF OLDE LONDON.

IN 1812, LORD CHIEF JUSTICE ELLENBOROUGH OF ENGLAND RULED "THE KING'S HIGHWAY IS NOT A STABLE YARD" IN FINDING AGAINST A TAVERN OWNER WHOSE PATRONS LEFT THEIR HORSES AND RIGS IN THE ROADWAY WHILE TIPPLING AT THE BAR. A CENTURY LATER THAT CLASSIC DECISION WAS CITED IN OUR OWN COURTS TO ESTABLISH THE AUTHORITY OF AMERICAN CITIES TO REGULATE PARKING.

BY 1839, THE BRITISH PARLIAMENT FOUND IT NECESSARY TO PRESCRIBE A GENERAL TREATMENT FOR HARDENING TRAFFIC ARTERIES BY INCORPORATING IN ITS FIRST METROPOLITAN POLICE ACT SPECIFIC RULES FOR THE USE OF PUBLIC STREETS. IN THAT SAME YEAR, A NEW YORK CITY EDITOR DECLARED THAT CONDITIONS HAD REACHED THE POINT WHERE "IT IS IMPOSSIBLE TO ACCOMMODATE ANY MORE TRAFFIC ON THE STREETS."

THE TRAFFIC INFECTION HAD BECOME ACUTE. URBAN ARTERIES SEEMED ABOUT TO HARDEN TO THE POINT OF BLOCKAGE AND BRING THE VITAL CIRCULATION



TO A HALT. "URBAN RIGOR MORTIS" WAS ALMOST A CERTAINTY ABOUT A CENTURY AGO.

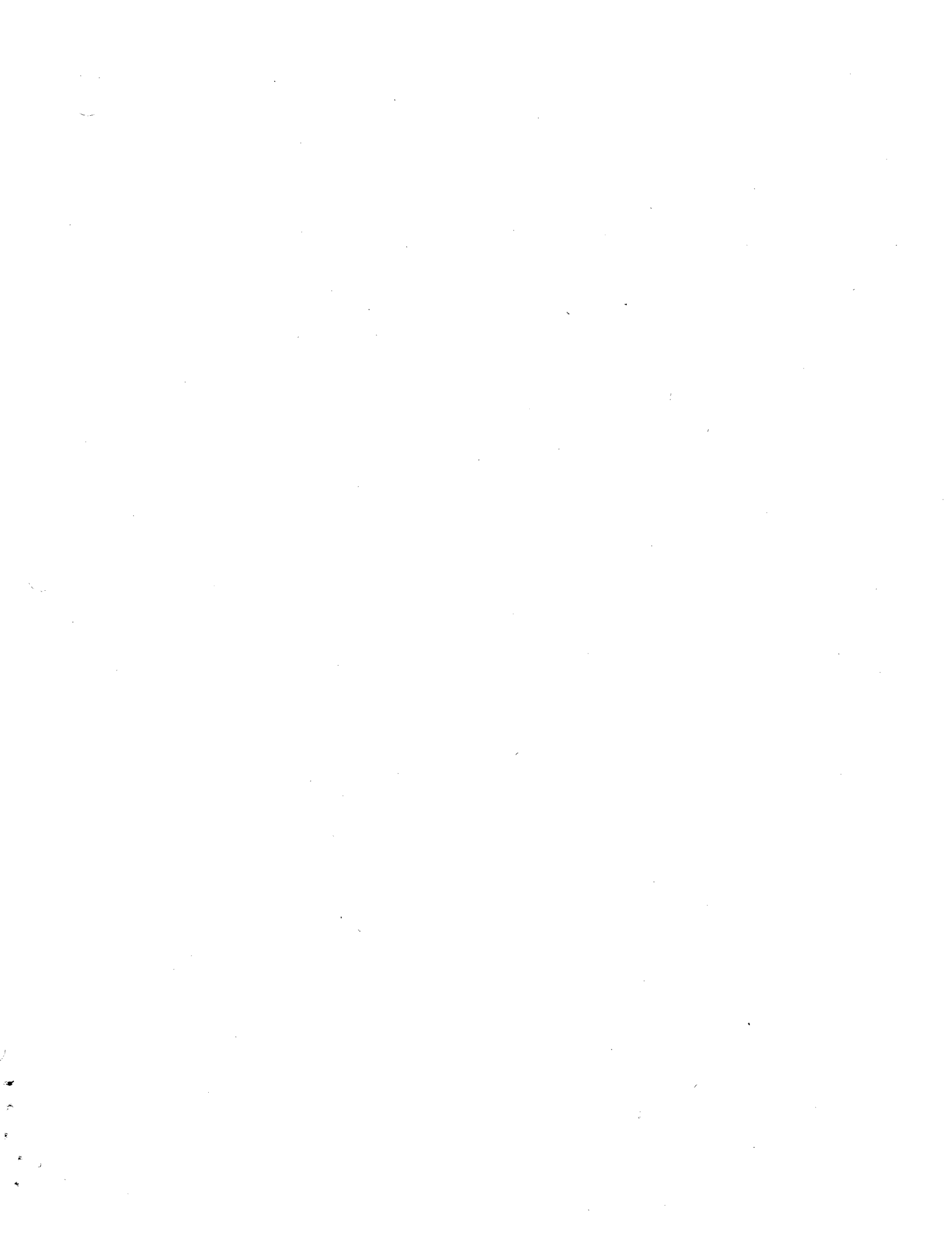
BUT THE THREATENED PARALYSIS AND SLOW DEATH NEVER OCCURRED. CITIES CONTINUED TO GROW AND EXPAND VIGOROUSLY. TRANSPORT TECHNOLOGY --- THEN IT WAS CALLED "YANKEE INGENUITY" --- CAME TO THE RESCUE WITH A NEW TREATMENT --- RAIL TRANSIT WHICH HAD ITS BEGINNINGS IN THE MID-1800'S.

STREET CARS APPEARED AND AFFORDED A SHARP RISE IN TRANSPORT EFFICIENCY. EVEN THE EARLIEST "HORSE CAR" CARRIED FOUR OR FIVE TIMES AS MANY PASSENGERS AS THE OMNIBUS-WAGON WHICH COULD BE PULLED BY THE SAME HORSE. WITH THE APPLICATION OF ELECTRIC POWER LATE IN THE 18TH CENTURY CAME THE TROLLEY CAR, THE ELEVATED AND THE SUBWAY TO YIELD A VAST INCREASE IN CAPACITY AND TO PERMIT AN EXPANDING RANGE OF URBAN TRAVEL WITHIN ACCEPTABLE LIMITS OF TRAVEL TIME.

THE TROLLEY CAR LINES AND THE COMMUTER RAILROADS SET THE PATTERN FOR THE DEVELOPMENT OF NORTH JERSEY COMMUNITIES AT THE TURN OF THE CENTURY. WE ARE STILL BUILDING AROUND THAT PATTERN.

CONGESTION, ADMITTEDLY, DID NOT VANISH ENTIRELY AND WAS SOMETIMES ANNOYING IN "THOSE GOOD OLD DAYS." NEVERTHELESS, WHAT PERSISTED WAS GENERALLY TOLERABLE, FRIENDLY AND EVEN EXCITING -- CROWDED, BUT NOT OVER-CROWDED, NOT NERVE-WRACKING, FEARSOME AND DANGEROUS. THE HUSTLE AND BUSTLE OF TRAFFIC, AND THE LIVELY STREET SCENES IN "DOWNTOWNS" WERE ALLURING ATTRACTIONS OF THE CITIES OF THE EARLY 1900'S.

ALL THIS HAS BEEN CHANGING, APPARENTLY FOR THE WORSE, SINCE THE MOTOR VEHICLE BEGAN TO DOMINATE LOCAL TRANSPORTATION. SOMETIME AFTER WORLD WAR I -- IN THE 1920'S -- TRAFFIC PARALYSIS AGAIN THREATENED; RELIEF WAS SOUGHT BY SPREADING OUT AND AWAY FROM THE CENTRAL CITY CORE. OVER THE YEARS AS THE "ESCAPE TO THE SUBURBS" WENT WELL BEYOND ESTABLISHED LINES OF PUBLIC TRANSPORTATION SERVICES -- BUS AS WELL AS RAIL TRANSIT -- METROPOLITAN AREAS HAVE BECOME EVER MORE DEPENDENT UPON THE MOTOR VEHICLE -- AUTO, TRUCK,



SCHOOL AND TRANSIT BUSES.

THE "SPREAD CITY" HAS IMPOSED STAGGERING DEMANDS UPON ITS CIRCULATORY SYSTEMS WITH A RESULTING, SPECTACULAR RISE IN ITS "TRAFFIC BLOOD PRESSURE." ALTHOUGH THERE IS NO SINGLE, TRULY REPRESENTATIVE INDEX, MOTOR VEHICLE REGISTRATIONS FORM A CONVENIENT INDICATION OF THIS "BLOOD PRESSURE."

IN THE UNITED STATES, THE MOTOR VEHICLE POPULATION IS NOW IN EXCESS OF 100 MILLION -- ROUGHLY ONE VEHICLE FOR EVERY TWO PERSONS. SUCH A TOTAL WAS UNDREAMED OF BY EVEN THE MOST OPTIMISTIC FORECASTERS ONLY A FEW SHORT YEARS AGO. AT THE PRESENT RATE OF INCREASE -- SEEMINGLY MORE RAPID THAN THE INCREASE IN THE LIVE POPULATION -- SOME 125 MILLION MOTOR VEHICLES, WITH ABOUT 90 MILLION OF THEM IN METROPOLITAN AREAS, WILL BE ATTEMPTING TO MOVE ALONG TRAFFIC ARTERIES A DECADE HENCE.

AND TWO DECADES FROM NOW -- IN 1990 -- A STAFF STUDY OF THE TRI-STATE TRANSPORTATION COMMISSION FORECASTS A VIRTUAL DOUBLING OF CURRENT AUTO AND TRUCK REGISTRATION -- SOME 12 MILLION AS AGAINST THE CURRENT 6 MILLION PLUS IN THIS NEW JERSEY-NEW YORK-CONNECTICUT METROPOLITAN REGION.

INCIDENTALLY, TRAFFIC TROUBLES MAY WELL BE THE EXPLANATION FOR THE UNDER-COUNTING CHARGED TO THE 1970 CENSUS ENUMERATORS IN SO MANY LOCALITIES. MAYBE MOST OF THE "MISSING PERSONS" WERE IN TRAFFIC LIMBO -- CAUGHT BETWEEN HERE AND THERE WHERE THEY COULDN'T BE COUNTED. ANYWAY, IT'S AN IDEA!

SEEMINGLY, THERE IS NO ESCAPE FROM THE THREAT OF AUTO-HARDENED ARTERIES AND OUR CITIES WOULD APPEAR TO BE DOOMED BY "TRAFFIC THROMBOSIS," UNLESS DRASTIC MEASURES CAN BE TAKEN.

IN THE EFFORT TO AVOID DISASTER, ALMOST EVERYONE -- EXPERT AND LAYMAN ALIKE -- HAS A CURE FOR THIS TRAFFIC AFFLICTION. LIKE A LOT OF THE POPULAR REMEDIES FOR THE COMMON COLD, SOME MEASURES PROVIDE TEMPORARY RELIEF WHILE OTHERS HAVE NO EFFECT AT ALL OR EVEN ADD TO THE SUFFERING CITY'S MISERY.

FROM THE LATE 1940'S UNTIL RECENTLY, THE MOST CONSPICUOUS REMEDY WAS BELIEVED TO BE A MASSIVE AND CONTINUOUS DOSAGE OF NEW HIGHWAYS ALONG WITH LOTS OF PARKING SPACE. JUST BUILD ENOUGH NEW FREEWAYS, SO THE REASONING WENT, AND TRAFFIC COULD MOVE AGAIN RAPIDLY ENOUGH TO LOWER ITS PRESSURE ON THE URBAN COMMUNITY.

THE URBAN PATIENT, UNFORTUNATELY, DOES NOT HAVE A BODY LARGE ENOUGH TO CONTAIN, IN MANY CASES, THE REQUIRED EXPANSION OF ARTERIES AND STILL HAVE ROOM REMAINING FOR THE VITAL ORGANS ESSENTIAL TO A HEALTHY AND VIGOROUS CITY.

NO NEW JERSEY OFFICIAL OF LOCAL JURISDICTIONS NEEDS TO BE REMINDED OF THE IMPACT OF NEW ROADS ON ITS RATABLES -- IN THE LONG RUN, IF THE COMMUNITY CAN SURVIVE, IT WILL PROBABLY BE BENEFICIAL. BUT THE TREATMENT IS DREADED FOR MORE THAN THE PROMISE OF ULTIMATE CURE IS DESIRED.

CONSIDER THE CASE OF SAN FRANCISCO AND ITS FREEWAYS!

MORE THAN A DECADE AGO, THE CITIZENS OF SAN FRANCISCO SHOCKED THE HIGHWAY WORLD BY FLATLY REJECTING ANY MORE FREEWAY BUILDING WITHIN THEIR CITY LIMITS. WITH THAT ACTION THEY "LOST" MANY MILLIONS OF DOLLARS OF "FREE" FEDERAL AND STATE HIGHWAY FUNDS, BUT A CAREFUL STUDY BY THE CITY ASSESSOR HAD REVEALED THAT THE PROJECTED RIGHTS OF WAY IMPACTED 668 OF THE 5800 TAX DISTRICTS (OVER 11%) IN THE CITY AND WOULD REDUCE TAX REVENUES BY MORE THAN 115 MILLION DOLLARS AT THE THEN CURRENT ASSESSMENTS AND RATES. ADDED TO THE PROBLEMS OF DIS LOCATION, RELOCATION AND DISRUPTION OF NEIGHBORHOODS, THIS ARGUMENT HAS STIFFENED A RESISTENCE THAT PERSISTS TO THIS DAY.

MANY SAN FRANCISCANS ARE SUFFERING FROM INCREASINGLY ACUTE CONGESTION AND ARE NOT HAPPY ABOUT THE SITUATION. THEY RECOGNIZE THE NEED FOR RELIEF AND THEY LOVE THEIR CITY -- THEIR MALADY CAN, PERHAPS, BE BETTER DIAGNOSED AS "CIVIC SCHIZOPHRENIA" RATHER THAN "TRAFFIC ARTERIAL



SCLEROSIS." THEY ARE DESPARATELY SEEKING RELIEF AND THEIR EFFORTS GIVE HOPE FOR THE FUTURE.

ALL IS NOT AS HOPELESS FOR THE CITY AND TRANSPORTATION HEALTH AS THE PRESENT PROGNOSIS WOULD DICTATE. THE CITY AND ITS CITIZENS HAVE PROVED OVER THE CENTURIES TO BE DURABLE AND ADAPTIVE CREATURES. THEY HAVE ALTERED THEIR ORGANISM BEFORE AND THEY ARE NOW IN ANOTHER STAGE EVALUATION --- FOR THE BETTER IF WE CONTINUE INTELLIGENT DIAGNOSIS AND PLAN TREATMENT WHICH THE URBAN PATIENTS CAN WITHSTAND WITHOUT UNDUE SIDE EFFECTS.

YOUR NEW JERSEY DEPARTMENT OF TRANSPORTATION IS FINDING EVIDENCE TO SUPPORT THIS OPTIMISTIC VIEW AND IS HARD AT WORK ON A PRESCRIPTION FOR ATTACKING METROPOLITAN TRAFFIC ILLNESS. AS A RESULT OF PROGRESS-- ALBEIT MUCH TOO SLOWLY FOR PEACE OF MIND -- ALREADY MADE UNDER THE PROGRAM INITIATED BY GOVERNOR CAHILL JUST EIGHT SHORT MONTHS AGO, THE GENERAL ELEMENTS OF AN ULTIMATE PRESCRIPTION CAN NOW BE OUTLINED. EVENTUAL CONTROL, THOUGH CERTAINLY NOT A COMPLETE CURE OF "TRAFFIC DISEASE," IS PROMISED.

FIRST OF ALL, SOME NEW TRAFFIC ARTERIES MUST BE PROVIDED. THE COMPLETION OF THE UNFINISHED SEGMENTS OF THE INTERSTATE SYSTEM IS VITAL. THEY WILL HAVE ATTENTION JUST AS RAPIDLY AS FUNDS BECOME AVAILABLE AND THE NUMEROUS BARRIERS TO CONSTRUCTION CAN BE OVERCOME THROUGH INCREASINGLY SOPHISTICATED LOCATION AND DESIGN ALONG WITH EASING THE RIGHT-OF-WAY AND DISPLACEMENT "PAINS." IT SHOULD BE RECOGNIZED THAT ENVIRONMENTAL COMPATABILITY WILL HAVE FOREMOST CONSIDERATION ALTHOUGH SOME COMPROMISE AND SACRIFICE ON THE PART OF LOCALITIES AND INDIVIDUALS WILL BE ENTAILED TO ACHIEVE GREATER PUBLIC BENEFIT.

ADDITIONALLY, A LIMITED MILEAGE OF NEW, NON-INTERSTATE FREEWAYS WILL FORM PART OF THE PRESCRIPTION. A THOROUGH-GOING REASSESSMENT OF THE SO-CALLED 1968 MASTER PLAN FOR TRANSPORTATION IS UNDERWAY TO UPDATE NEEDS IN THE LIGHT OF NEW AND CHANGING DEVELOPMENTS.



EVEN WITH THE RESOURCES OF THE 1968 BOND ISSUE, FINANCING IS A MAJOR CONCERN THAT WILL REQUIRE IMAGINATIVE AND INNOVATIVE MEASURES TO KEEP ANY PRESCRIPTION WITHIN SOUND FISCAL BOUNDS. THERE IS NO PATENT MEDICINE FOR MONEY.

NEXT IN COMPOUNDING THE STATE'S TRANSPORT PRESCRIPTION IS A SWEEPING THERAPY TO REJUVENATE EXISTING ARTERIES SO THAT THEY CAN FUNCTION EFFECTIVELY WITHOUT CRIPPLING THE PATIENT. MAJOR COMPONENTS ARE RESURFACING OF OLD PAVEMENTS, REHABILITATION AND STRENGTHENING OF BRIDGES AND STRUCTURES, THE CORRECTION OF TRAFFIC "HOT SPOTS" AND REMOVAL OF BOTTLENECKS (OR "TRAFFIC CLOTS" IN THE MEDICAL VERNACULAR).

ESSENTIAL IN THE REJUVENTATION PROCESS IS THE TRAFFIC ENGINEERING "PEP PILL" -- A COMPLEX COMBINATION OF SIGNS, SIGNALS, MARKING, LIGHTING AND OTHER DEVICES TO GUIDE AND CONTROL DRIVER BEHAVIOR. ONLY THROUGH SUCH MEASURES CAN THE NEW AND REJUVENTATED ARTERIES FUNCTION SAFELY AND EFFICIENTLY TO CONTRIBUTE THE REMEDIAL ACTION SOUGHT -- WITHOUT PROPER TRAFFIC ENGINEERING, ANY HIGHWAY ELEMENT IN THE OVERALL PRESCRIPTION COULD HAVE TRAGIC SIDE-EFFECTS.

NOT TO BE OVERLOOKED IN THIS EFFORT ARE AUXILIARY ELEMENTS WHICH CAN MAKE THE TOTAL MEDICINE FAR MORE PALATABLE. PRIME AMONG THEM ARE PROPER AND CONVENIENT PROVISIONS FOR THE PEDESTRIAN, TOO LONG NEGLECTED IN THE TRANSPORTATION SCHEME OF IMPROVEMENTS. ADEQUATE, WELL-LOCATED SIDEWALKS OR WALKWAYS --- EVEN "BIKE-WAYS" IN STRATEGIC SPOTS -- MUST BE CONSIDERED.

AND VERY HIGH ON THE LIST OF THE DEPARTMENT'S EFFORTS TO COMPOUND A TOTALLY EFFECTIVE PRESCRIPTION IS PUBLIC TRANSPORTATION -- THE COMMUTER RAILROADS, RAPID TRANSIT AND THE TRANSIT BUSES. THESE VITAL AND ACTIVE COMPOUNDS MUST CONTINUE TO BE PRESERVED AS BEST WE CAN WHILE FORMULAE FOR INCREASING THEIR POTENCY AND DURABILITY CAN BE WORKED OUT. ABOVE ALL, THE HIGHWAYS ELEMENTS MUST BE MADE FULLY COMPATIBLE WITH PUBLIC TRANSPORTATION;



THE EXCLUSIVE BUS-LANE PROJECT TO EXPEDITE MOVEMENT OF BUSES ON THE APPROACHES TO THE LINCOLN TUNNEL IS BUT A FIRST STEP.

TRANSPORTATION CENTERS AT STRATEGIC LOCATIONS MUST BE DEVELOPED TO AFFORD EASY INTERCHANGE AMONG TRAVEL MODES AND READY TRANSFER AMONG ROUTES SERVING EVERY AREA OF THE METROPLEX. ACCESS FROM CENTER-CITY NEIGHBORHOODS TO OUTLYING AREAS OF INDUSTRIAL AND COMMERCIAL EMPLOYMENT MUST BE CONVENIENT AND ECONOMICAL; AND TRANSIT ACCESS TO NEWARK AIRPORT FROM NORTH JERSEY AS WELL AS MANHATTAN IS NOT TO BE OMITTED.

LOOKING DOWN THE ROAD SOME YEARS, THE ROLE OF NEW TRANSPORT SYSTEMS MUST BE ASSESSED AND PRESENT COMMITMENTS INCORPORATE ENOUGH FLEXIBILITY THAT READY ADAPTATION OF TECHNOLOGICAL ADVANCES CAN BE ACHIEVED. NOT ONLY DO WE WANT TO CONSIDER ADVANCED TYPES OF SURFACE SYSTEMS, SUCH AS DASHEVEGA, MONOCAB, AND THE AEROTRAIN, BUT ALSO WE WILL TAKE A CLOSE LOOK AT "OVERHEAD" TRANSPORT -- THE STOL AND STOL AIRCRAFT ALONG WITH NEW CONCEPTS IN LANDING-AND-TAKEOFF AREAS WHICH ARE ON THE ATTAINABLE HORIZON.

DURING THE WHOLE PROCESS, WE MOST CERTAINLY EXPECT TO EMPHASIZE THE TOTAL WELFARE OF THE METROPOLITAN PATIENT-- TO KEEP IN MIND THAT WHATEVER WE DO TO TRANSPORT SHOULD CONTRIBUTE CONSTRUCTIVELY TO THE QUALITY OF URBAN LIFE. AS GOVERNOR CAHILL HAS OFTEN PUT THE RHETORICAL QUESTION: "WHAT GOOD IS ANY ANSWER IF WE DON'T REALLY WANT TO LIVE WITH IT?"

IN OTHER WORDS, ENVIRONMENTAL AND ECOLOGICAL AS WELL AS SOCIOLOGICAL CONSIDERATIONS ARE INHERENT IN OUR TRANSPORTATION DEVELOPMENT.

ALMOST NEEDLESS TO SAY, THE DEPARTMENT HAS ITS HANDS FULL. NO COMPLETE PRESCRIPTION CAN BE COMPOUNDED INSTANTLY DESPITE THE URGENCY AND IMPATIENCE OF SUFFERING COMMUNITIES. WE ARE IN THE PROCESS OF REORGANIZING OUR PRESENT TALENTS AND RECRUITING ADDITIONAL AS THE STATE'S RESOURCES



WILL ALLOW -- WE ARE TRANSFORMING SPECIALISTS INTO TRANSPORTATION GENERAL PRACTITIONERS MUCH AS THE MEDICAL PROFESSION IS LIKEWISE ENGAGED. IMPORTANTLY, THOUGH, WE ARE ALSO MOBILIZING OUR SUPPORTING TALENT -- THE TRANSPORTATION "PHARMACISTS," "NURSES," RESEARCHERS AND TECHNICIANS ESSENTIAL TO THE EFFORT.

THE BLUNT TRUTH IS THAT WE JUST DON'T HAVE ALL THE HANDS, INSTRUMENTS AND DRUGS TO ATTEND EVERY TRAFFIC PAIN AND TRANSPORT HEADACHE, TO PRESCRIBE COMPREHENSIVE REMEDIES OR TO PRODUCE THE ESSENTIAL COMPONENTS IMMEDIATELY.

WE ARE, THOUGH, TRYING TO ANSWER AS RAPIDLY AS POSSIBLE EVERY PLEA FOR RELIEF, TO TAKE THE TRAFFIC PULSE TO ANTICIPATE AND AVERT CRISES, AND TO ADMINISTER ASPIRIN AND TRANQUILIZERS TO EASE THE DISCOMFORT UNTIL WE CAN COME UP WITH THE FULL TREATMENT.

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