THE PORT AUTHORITY

Annual Report 1956

THE PORT OF NEW YORK AUTHORITY

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36th ANNUAL REPORT

THE PORT OF NEW YORK AUTHORITY

RESPECTFULLY SUBMITTED IN ACCORDANCE WITH THE PORT COMPACT OF 1921 TO:

The Honorable Robert B. Meyner, Governor and the Legislature of the State of New Jersey

The Honorable Averell Harriman, Governor and the Legislature of the State of New York

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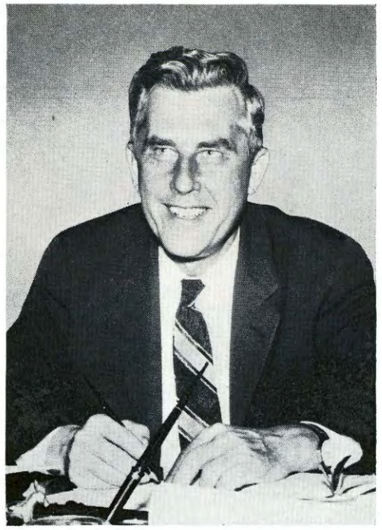
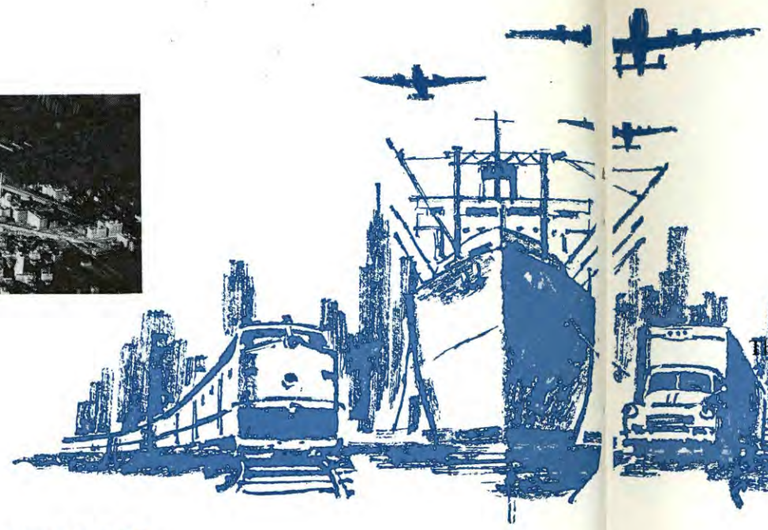


Honorable Robert B. Meyner
Governor of the State of New Jersey

Honorable Averell Harriman
Governor of the State of New York



THE STORY OF THE PORT AUTHORITY

The Port of New York Authority came into being nearly thirty-five years ago when New Jersey and New York entered into a Compact, with the consent of Congress, by which the States solemnly pledged *"each to the other, faithful cooperation in the future planning and development of the port of New York"* and created The Port of New York Authority as their joint and common agency to effectuate such pledge of cooperation.

Port Compact

In their Compact the two States found and determined that:

> *"a better coordination of the terminal, transportation and other facilities of commerce in, about and through the port of New York, will result in great economies, benefiting the nation, as well as the states of New York and New Jersey;"* and that
> *"The future development of such terminal, transportation and other facilities of commerce will require the expenditure of large sums of money and the cordial cooperation of the states of New York and New Jersey in the encouragement of the investment of capital, and in the formulation and execution of the necessary physical plans;"* and that *"Such result can best be accomplished through the cooperation of the two states by and through a joint or common agency."*

The Port Authority consists of twelve Commissioners—six resident voters from the State of New Jersey and six resident voters from the State of New York—appointed by the Governors of their respective States with the advice and consent of the Senates thereof.

Port of New York District

In establishing the Port Authority, the two States created an area to be known as the "Port of New York District," embracing a territory within a radius of approximately twenty-five miles of the Statue of Liberty. Within the Port District, the Port Authority exercises jurisdiction and performs duties relating to the development of the Port derived from the Compact and the Comprehensive Plan (which was adopted in 1922 under and pursuant to the Compact), and from additional legislation adopted by the two States.

According to the Compact:

> *"The port authority shall constitute a body both corporate and politic with full power and authority . . .*
> *". . . to purchase, construct, lease and/or operate any terminal or transportation facility within said [port] district; and to make charges for the use thereof;*
> *". . . and for any of such purposes to own, hold, lease and/or operate real or personal property, to borrow money and secure the same by bonds or by mortgages upon any property held or to be held by it."*

The agency was also authorized to . . .

> *". . . make recommendations to the legislatures of the two states or to the congress of the United States . . . for the better conduct of the commerce passing in and through the port of New York, the increase and improvement of transportation and terminal facilities therein, and the more economical and expeditious handling of such commerce."*

And to . . .

> *". . . petition any interstate commerce commission . . . public utilities commission . . . or any federal, municipal, state or local authority . . . for the adoption and execution of any physical improvement, change in method, rate of transportation, system of handling freight . . . which in the opinion of the port authority, may be designed to improve . . . the handling of commerce in and through said district . . ."*

A Continuing Responsibility

Looking forward to a dynamic, continuing program of port development by their agency, the Port Authority, the two States, in the Compact, provided that:

> *"The port authority shall have such additional powers and duties as may hereafter be delegated to or imposed upon it from time to time by the action of the legislature of either state concurred in by the legislature of the other."*

Thus, as the needs arose to meet new port problems, the two States by additional legislative enactments have expressly charged their agency, the Port Authority, with responsibility for going forward with airport, marine terminal, and inland terminal developments.

A Self-Supporting Agency

Basic to the mandate of the two States for the accomplishment of the planning and development of the Port of New York entrusted to The Port of New York Authority, is the principle that the complex of port facilities be provided on a self-supporting basis. The Compact provides:

> *"The port authority shall not pledge the credit of either state except by and with the authority of the legislature thereof."*

And the Comprehensive Plan vested the Port Authority with:

> *"all necessary and appropriate powers not inconsistent with the Constitution of the United States or of either state, to effectuate the same [the Comprehensive Plan for the development of the Port of New York], except the power to levy taxes or assessments."*

Port Authority Activities

The Comprehensive Plan for the Development of the Port of New York, adopted by the two States under and pursuant to the Compact, directed the Port Authority to proceed with the development of the Port *"as rapidly as may be economically practicable."*

Today, the Port Authority operates nineteen terminal and transportation facilities. These comprise six interstate bridges and tunnels, five air terminals, including a midtown heliport, four marine terminals, two union motor truck terminals, an off-street motor terminal for consolidation of rail freight, and a union bus terminal.

Charged also with the promotion and protection of port commerce, the Port Authority appears before governmental regulatory bodies in the interests of the welfare of the Port of New York. It maintains branch offices in Washington, Cleveland, Chicago, New York, and Rio de Janeiro to help promote the movement of commerce through the Port of New York.

Air Terminals

Some 12,110,000 passengers, 323,-128,400 pounds of cargo and 92,-796,000 pounds of air mail handled at P. A. airports. At N. Y. International Airport, huge "Terminal City" was taking shape. An air cargo center and CAA hangar were opened, and three hangars were being built. At Newark, a hangar, industrial building and improvements to passenger terminal were underway. P. A.-West 30th Street Heliport opened in September.

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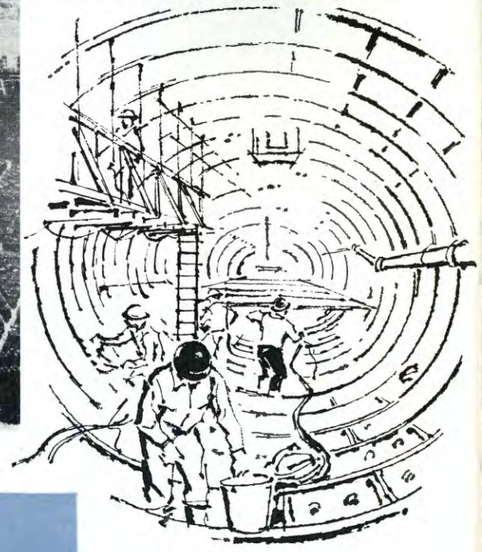
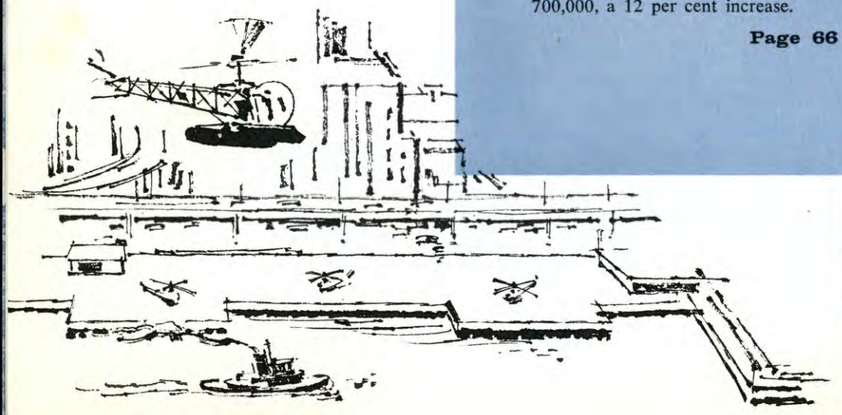


THE YEAR IN BRIEF



Financial

P. A. investments in facilities reach $616,300,000 mark. Gross operating revenues amounted to $76,-700,000, a 12 per cent increase.

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The Staff

Thirteen staff members awarded medals for outstanding deeds and service. Suggestion system awarded plaque for second consecutive year for ranking highest in employee participation among government agencies. A ratio of one out of every eight employees achieved promotions.

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Marine Terminals

Cargo handled at P. A. marine facilities totaled nearly 5,000,000 tons. Three pier projects inaugurated $85,000,000 redevelopment of Brooklyn-Port Authority Piers. Hoboken-Port Authority Piers dedicated November, 1956, on completion of $18,-000,000 construction and rehabilitation program. At Port Newark, four major projects under construction at cost of $18,000,000.

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Tunnels and Bridges

Record traffic at P. A. crossings totaled 86,197,000 vehicles. $100,-000,000 Lincoln Tunnel Third Tube 90 per cent complete. Some 214,000 automobiles used Lincoln Tunnel Parking Lot in first year of operation. Roadway rehabilitation program at Staten Island Bridges nears completion.

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Arterial Facilities

Construction of Narrows Bridge and of lower level for George Washington Bridge approved by New Jersey Legislature and Governor Meyner. If construction gets underway without unusual delays, Narrows Bridge should be opened in 1963, George Washington Bridge lower deck in late 1961 or 1962.

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Terminals

Newark Union Motor Truck Terminal leased to Garden State Truck Terminal Corp. N. Y. Union Motor Truck Terminal maintained high activity, handling sizeable volumes of freight. New high of 44,500,000 passengers and 1,703,000 bus movements accommodated at P. A. Bus Terminal.

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Port Development

P. A. study revealed one of four Port District residents supported by Port-generated income. Federal Government appropriated $9,500,000 for maintenance and improvement of Port's waterways following testimony by representatives of P. A. and other harbor interests. Chairman Donald V. Lowe promoted shipping at Port during trip to Latin America. P. A. participated in twenty-five cases to obtain and keep equitable rates and adequate transportation at Port.

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Administration

Donald V. Lowe and Howard S. Cullman re-elected Chairman and Honorary Chairman of Port of New York Authority. Eugene F. Moran re-elected Vice-Chairman.

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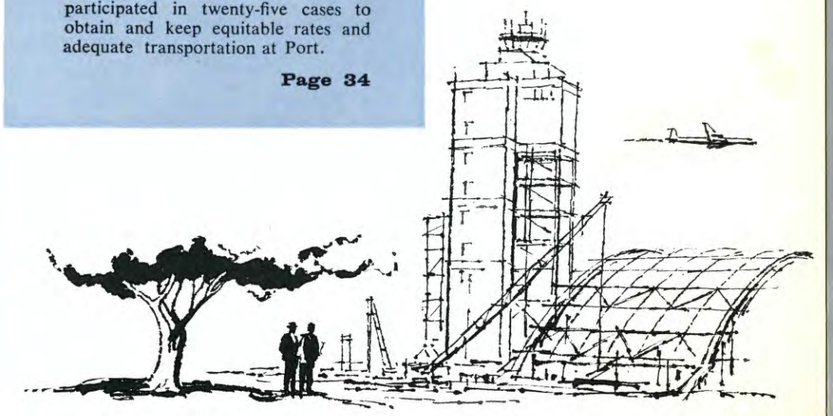
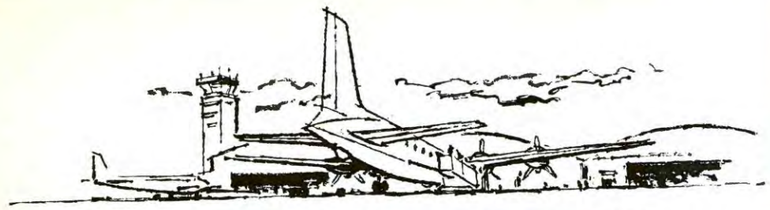
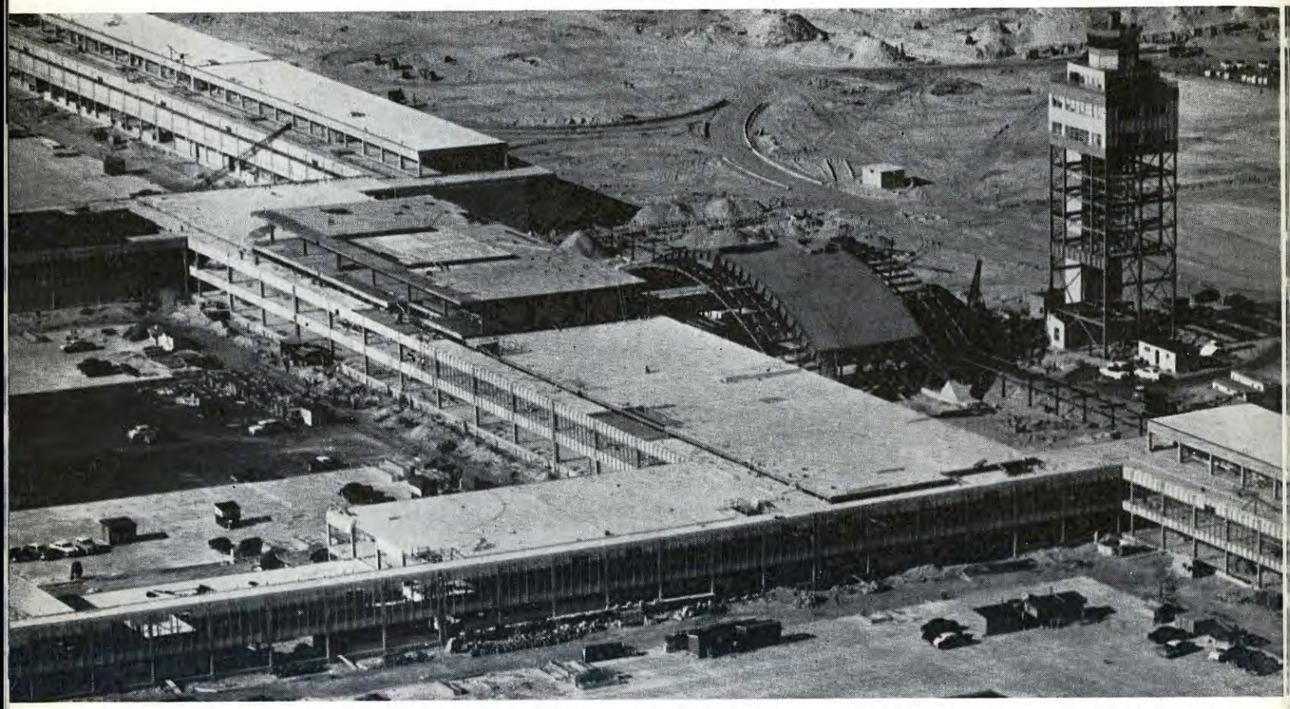
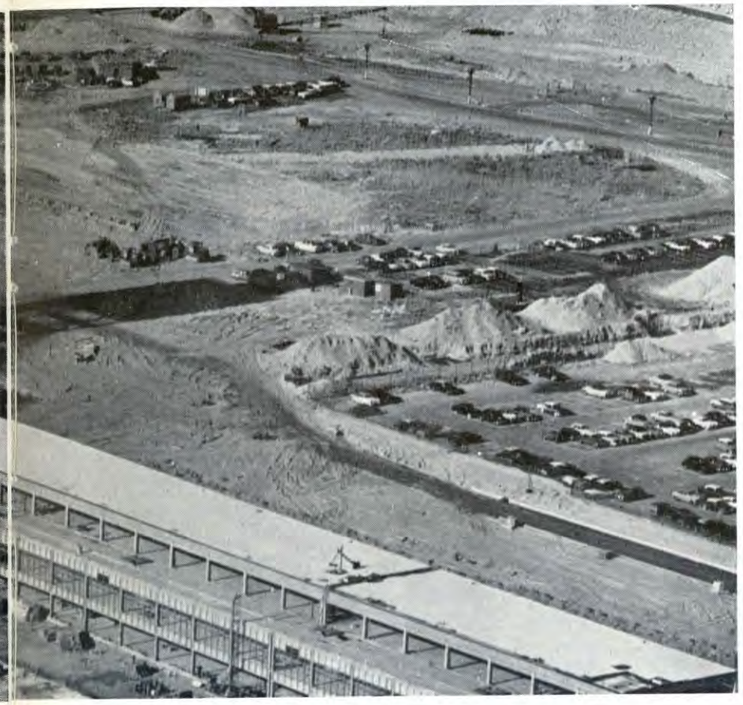
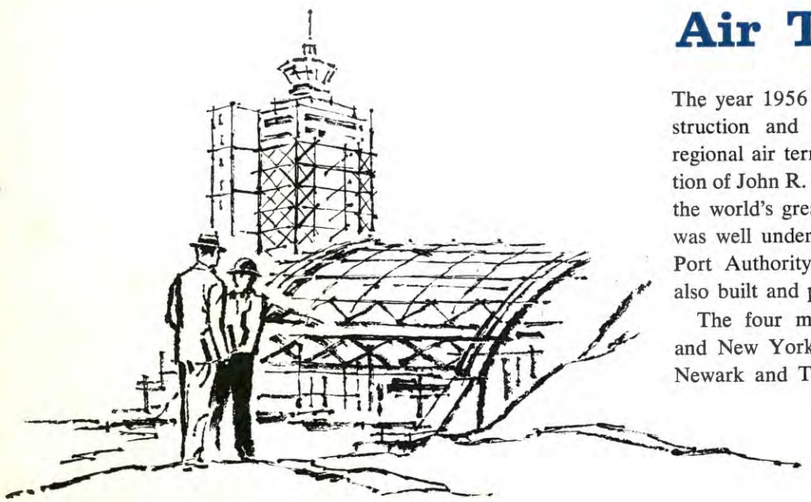








To be completed in June, 1957, the International Arrival and Airline Wing Buildings at N. Y. International Airport will handle all incoming overseas flights and all departing flights on foreign-flag airlines.



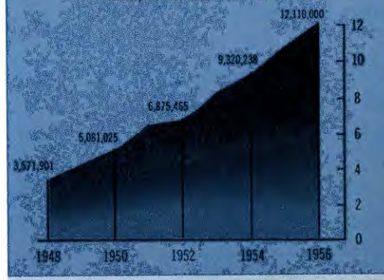
Air Terminals

The year 1956 was one of progress in both construction and service at the Port Authority's regional air terminals, which are under the direction of John R. Wiley. At New York International, the world's greatest airport construction program was well underway. A fifth aviation facility—the Port Authority-West 30th Street Heliport—was also built and put into service.

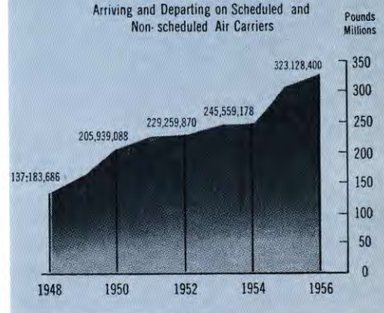
The four metropolitan airports—La Guardia and New York International in New York, and Newark and Teterboro in New Jersey—handled some 12,110,000 passengers, 323,128,400 pounds of air cargo and 92,796,700 pounds of air mail. These figures represent increases over 1955's totals of 11.6, 6.9 and 7.4 per cent respectively.

To accommodate this traffic and provide for the Port District's future air transportation needs, the bi-state agency had invested $153,000,000 in the region's five air terminals by the end of 1956. Of this amount, $33,200,000 was spent during the year. Some $90,900,000 has been budgeted for capital expenditures in 1957. Gross operating revenues for the five air terminals totaled $17,900,000 in 1956.

P. A. AIR TERMINALS
PASSENGERS
Arriving and Departing on Scheduled, Non-scheduled, and Non-commercial Air Carriers

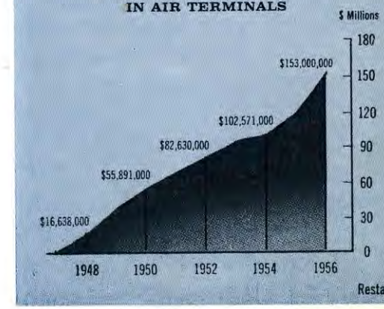


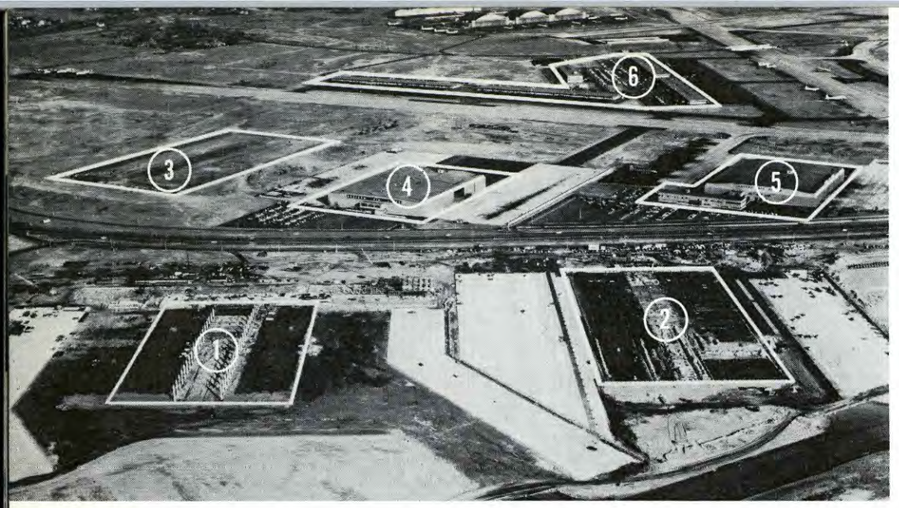
P. A. AIR TERMINALS
CARGO
Arriving and Departing on Scheduled and Non-scheduled Air Carriers



P. A. AIR TERMINALS
PAYROLL
Airline, Consumer Service, Other Tenant and P.A. Employees
Excludes Teterboro

P. A. CUMULATIVE INVESTMENT IN AIR TERMINALS





The southwest area of N. Y. International Airport was the scene of numerous construction projects in 1956. Work progressed on Hangars 14 (1) and 12 (2), the site was prepared for Hangar 10 (3), and a $5,500,000 air cargo center (6) was opened in mid-year. The Eastern and United Air Lines Hangars (4 and 5) were both completed and opened in 1955.

New York International Airport Development Program

During 1956, the Port Authority expended some $28,200,000 of capital funds in the development of New York International Airport, where numerous major construction projects were taking shape. As of the end of the year, the total Port Authority investment in this airport amounted to $104,800,000.

Construction of New York International's "Terminal City" made notable progress during 1956. This development will provide ample, modern passenger terminal facilities within a 655-acre central oval area in the 5,000-acre airport.

On April 30, 1956—the thirty-fifth anniversary of the Port Authority—the cornerstone was laid for the centrally-located, three-story, eleven-block-long International Arrival and Wing Buildings, largest structures of Terminal City. Construction of the buildings, hailed by *The New York Times* as a "significant turning point in aviation progress," is scheduled for completion in June, 1957.

The Arrival Building will handle all incoming passenger flights requiring clearance by Federal inspection services, while the Wing Buildings will provide ticket counters, offices, and related operational space for fourteen of the foreign-flag airlines serving New York International. Incoming domestic flights and all departing flights of United States-flag lines will be handled in individual airline terminal buildings.

Plans for Terminal City were expanded during 1956 to meet the revised space requirements of the airport's foreign-flag and United States-flag airlines.

Revised plans for the International Arrival Building call for expanded space. Portions of the steel frame of much of the building were also strengthened to permit extension of the third floor should increased space be required in the future. The length of the Wing Buildings was expanded from 300 feet each to 530 and 600 feet, and the number of floors was increased from two to three.

Another refinement in plans called for the construction of a separate $6,000,000 building to house centralized heating and air-conditioning systems for the International Arrival and Wing Buildings, the individual airline terminals and for the Port Authority Operations Building. This installation was 38 per cent complete at the end of 1956.

By the end of the year, leases for individual terminal sites in the Terminal City development had been signed with American, Eastern, Pan American and United airlines. The unit terminals to be built on these sites will be financed by the Port Authority and constructed by the individual tenant carriers.

The expanded plans for the Arrival and Wing Buildings as well as for the unit terminal buildings have brought the cost of the entire Terminal City development to an estimated $120,000,000.

Another milestone in the airport's development was reached in June when the Port Authority dedicated the International Air Cargo Center.

Adjacent to the central terminal area, this five-building, $5,500,000 cargo center contains every facility needed for the efficient handling, processing and clearance of air cargo shipments. Each of the four airline cargo buildings in the eighty-acre area is 750 feet long and eighty feet wide. Brokerage and bonded warehousing services are provided in a two-story Cargo Service Building which also houses freight forwarders and governmental agencies engaged in customs inspection and plant and animal quarantine. Also located in the cargo area, a $180,000 animal shelter and veterinary center is being constructed by the American Society for the Prevention of Cruelty to Animals on land leased from the Port Authority.

At the end of the year, ten hangars were in operation at New York International Airport, one of which was opened during 1956. Three hangars were also slated for completion in 1957 and early 1958. These thirteen hangars will be capable of accommodating sixty-five four-engined aircraft. The three hangars under construction at a total cost of from $40,000,000 to $45,000,000 are: Hangar 10 for American Airlines; Hangar 12 for Trans-World Airlines; and Hangar 14 for the Atlantic Division of Pan American World Airways.

Opened in January, 1956, the Civil Aeronautics Administration's new $1,500,000 Operations Building (Hangar 11) houses the CAA's most modern and best equipped Air Route Traffic Control Center. This center was moved to New York International from La Guardia Airport in January, 1956. From here, the Federal agency controls the movement of aircraft in this, the world's busiest airspace.

Adjacent to the terminal area, a $436,000 truck parking facility and maintenance garage was completed during the year for Allied New York Services, Inc., the airport's aircraft fueling operator.

Plans were developed and completed during 1956 for construction at New York International of a five-story, 320-room hotel. To be located on airport property near the entrance to the field, the ultra-modern hotel will be completed in 1958 at a cost of approximately $5,000,000. International Hotel, as it will be known, will be operated by the Knott Hotels Corporation, one of the nation's most experienced hotel chains.

The cornerstone of N.Y. International's Arrival and Airline Wing Buildings was laid April 30, 1956, with Governor Robert B. Meyner of New Jersey and P.A. Honorary Chairman Howard S. Cullman doing the spade work. Also participating in ceremony were (from left): P.A. Vice-Chairman Eugene F. Moran, Mrs. Donald V. Lowe, Mrs. Howard S. Cullman, P.A. Chairman Donald V. Lowe, New York City Mayor Robert F. Wagner, and New York State Commissioner of Commerce Edward T. Dickinson.

In 1956, the Civil Aeronautics Administration began installation of an instrument landing system at the northeast end of Instrument Runway 4-22. This installation will make New York International the nation's first commercial airport to be provided with full instrumentation at both ends of its instrument runway.

Plans were also developed during the year for construction by the Port Authority of a $12,000,000 instrument runway to parallel the existing one. With two instrument runways in operation, the airport will be able to handle its rapidly growing traffic with maximum efficiency and safety. The second instrument runway is scheduled to open in 1959.

One of the nation's busiest air terminals, New York International Airport handled 4,490,000 passengers in 1956, a 22.7 per cent increase over 1955's figure. This total represents 28 per cent of the domestic air passengers and almost all overseas traffic handled through the Port District.

Dr. Ernst Altorfer (second left), Director of Public Works and Civil Aviation, Canton of Zurich, Switzerland, inspects a model of New York International's Arrival Building. Accompanying him are Chairman Donald V. Lowe (center), Executive Director Austin J. Tobin, Assistant Executive Director Matthias E. Lukens and (at left) John R. Wiley, Director of our Aviation Department.

Further Improvements And Traffic Gains Highlight Year at Newark Airport

The improvement of Newark Airport, already one of the world's most modern and best equipped air terminals, continued at a rapid pace in 1956. During the year, the Port Authority invested some $1,750,000 in new construction and improvements to existing facilities, bringing the agency's total investment in this facility to $29,200,000.

Traffic and employment at Newark Airport reached all-time highs in 1956, reflecting the growing importance of this air terminal to the New Jersey-New York metropolitan area. Some 2,183,000 passengers and 121,387 aircraft movements were handled at the airport, which provided employment for 3,758 people at a yearly payroll of $22,000,000.

During 1956, the Civil Aeronautics Administration began installation of an instrument approach system at the northeast end of Instrument Runway 4-22. This new landing system will make possible a reduction in the number of take-offs over residential areas when certain weather conditions prevail.

The installation of this approach system got underway in mid-1956 following demolition of the "Calco stack." This 288-foot-high brick structure, which was located just northeast of the airport, would have prevented use of Runway 4-22 for instrument landings from the northeast.

The new instrument landing system will include the most modern approach lights and instrumentation available. Installation of this system will make Newark second only to New York International Airport among the nation's commercial airports to be provided with a bi-directional instrument runway.

To handle this air terminal's growing traffic and increase the effectiveness of runway use, a million dollar program to improve Newark's aircraft parking and taxiway facilities was completed in 1956. A new taxiway constructed parallel to Runway 4-22 has provided better access to this, the airport's instrument runway. This taxiway facilitates use of the runway for take-offs to the north over the Kearny meadows.

This program also covers construction of eighteen additional aircraft parking positions and a run-up area at the west end of Runway 11-29. The run-up area permits aircraft to warm up engines for take-off to the east over Newark Bay without blocking access to the runway.

Newark Airport's three-year-old passenger terminal building handled 2,183,000 passengers, a 20 per cent increase over 1955.

Passenger Terminal Building Improvements are Underway

As of the end of 1956, various improvements to Newark Airport's passenger terminal building were under way.

For the comfort of this airport's passengers and visitors, the Port Authority is installing an air-conditioning system for the passenger concourse and other public areas of the terminal building. This $330,000 project is scheduled for completion in the spring of 1957.

Under a $220,000 construction program, the east and west arcades of the terminal building are being extended to provide covered access to six additional gate positions. When the work is completed in March, 1957, passengers will be able to reach all twenty-two of the terminal's gate positions by means of enclosed walkways.

The arcades will each have a total length of 720 feet and will provide additional operations and office areas. A two-story Port Authority operations office will also be constructed at the end of the extended east arcade.

An airline hangar and an industrial building were also being built by the Port Authority at year's end. The two-bay hangar, which will be leased to United Airlines, is of cantilevered construction. To cost an estimated $2,900,000, this structure is one of the major projects undertaken by the Port Authority at Newark Airport. The industrial building, now under construction at the intersection of U.S. Highways 22 and 1, will accommodate the northern New Jersey operations of the Cummins Diesel Sales Corporation. In addition to the development of revenue from this peripheral area to help make the airport self-supporting, in accordance with an agreement with the City of Newark, this building will provide employment at the airport for an additional 100 persons at an annual payroll of $375,000.

La Guardia Handles Record Traffic Despite Extensive Rehabilitation

La Guardia Airport handled some 5,403,000 passengers and 229,714 aircraft movements in 1956—more than in any previous year.

Since assuming responsibility for La Guardia Airport in 1947, the Port Authority has invested some $9,900,000 on its development and rehabilitation. Of this sum, about $2,500,000 was spent in 1956.

During the year, a $1,000,000 drainage and rehabilitation program, the most extensive to date, was undertaken at the airport. Installation of drains along the length of Runway 13-31 was completed in August. At year's end, work was

AIR TRAFFIC AT PORT AUTHORITY AIRPORTS

NEW YORK INTERNATIONAL AIRPORT
AIR TRAFFIC

	1956	1955	% Change 1956/1955
Passengers			
Domestic	3,001,176	2,412,927	+24.4
Overseas	1,488,874	1,246,172	+19.5
Total	4,490,050	3,659,099	+22.7
Mail (Pounds)			
Domestic	21,648,300	18,253,000	+18.6
Overseas	19,563,400	17,972,300	+ 8.9
Total	41,211,700	36,225,300	+13.8
Cargo (Pounds)			
Domestic	79,171,100	60,921,100	+30.0
Overseas	52,031,500	45,170,300	+15.2
Total	131,202,600	106,091,400	+23.7
Aircraft Movements			
Domestic Air Carrier	92,763	74,159	+25.1
Overseas Air Carrier	44,788	39,414	+13.6
Non-Commercial	12,274	9,866	+24.4
Total	149,825	123,439	+21.4

NEWARK AIRPORT
AIR TRAFFIC

	1956	1955	% Change 1956/1955
Passengers			
Domestic	2,181,293	1,814,749	+ 20.2
Overseas	1,963	5,539	— 64.6
Total	2,183,256	1,820,288	+ 19.9
Mail (Pounds)			
Domestic	11,151,900	8,509,400	+ 31.0
Overseas	—	1,200	—
Total	11,151,900	8,510,600	+ 31.0
Cargo (Pounds)			
Domestic	88,167,800	76,532,900	+ 15.2
Overseas	10,000	1,500	+566.7
Total	88,177,800	76,534,400	+ 15.2
Aircraft Movements			
Domestic Air Carrier	105,145	90,974	+ 15.6
Overseas Air Carrier	50	88	— 43.2
Non-Commercial	16,192	14,582	+ 11.0
Total	121,387	105,644	+ 14.9

LA GUARDIA AIRPORT
AIR TRAFFIC

	1956	1955	% Change 1956/1955
Passengers			
Domestic	5,364,481	5,317,207	+ 0.9
Overseas	38,758	32,840	+18.0
Total	5,403,239	5,350,047	+ 1.0
Mail (Pounds)			
Domestic	40,388,900	41,654,300	— 3.0
Overseas	44,600	36,000	+23.9
Total	40,433,500	41,690,300	— 3.0
Cargo (Pounds)			
Domestic	96,009,400	106,328,000	— 9.7
Overseas	106,200	144,500	—26.5
Total	96,115,600	106,472,500	— 9.7
Aircraft Movements			
Domestic Air Carrier	190,092	185,124	+ 2.7
Overseas Air Carrier	959	931	+ 3.0
Non-Commercial	38,663	36,950	+ 4.6
Total	229,714	223,005	+ 3.0

PORT AUTHORITY AIRPORTS
TOTAL AIR TRAFFIC
(Includes Teterboro)

	1956	1955	% Change 1956/1955
Passengers			
Domestic	10,579,988	9,568,363	+10.6
Overseas	1,529,595	1,284,551	+19.1
Total	12,109,583	10,852,914	+11.6
Mail (Pounds)			
Domestic	73,189,100	68,417,900	+ 7.0
Overseas	19,608,000	18,009,700	+ 8.9
Total	92,797,100	86,427,600	+ 7.4
Cargo (Pounds)			
Domestic	270,980,800	257,046,900	+ 5.4
Overseas	52,147,700	45,316,600	+15.1
Total	323,128,500	302,363,500	+ 6.9
Aircraft Movements			
Domestic Air Carrier	390,957	352,679	+10.9
Overseas Air Carrier	45,797	40,433	+13.3
Non-Commercial	286,359	278,627	+ 2.8
Total	723,113	671,739	+ 7.6

underway on construction of a new system of pump houses and the raising of the airport's perimeter dike to a height of fifteen feet above mean low water. The dike was originally built by the Port Authority in 1948 to prevent flooding of the field during high tides and winds. Because it is subject to settlement, it must be rebuilt periodically to the required height. The last dike-raising project was completed in 1953. Also included in the drainage project, which is scheduled for completion in May, 1957, is the stabilization of sections of the airport. Under this program, La Guardia will eventually be stabilized for continuing and permanent airport operations.

To permit installation of a centerline approach light system for La Guardia's instrument runway, the Port Authority acquired some fifty-two parcels of land in the airport's vicinity. The centerline system, which will replace the instrument runway's present left-hand approach light system, will be installed by the CAA early in 1957.

Substantial progress was made during 1956 in the continuing negotiations with the airlines looking toward agreement on the redevelopment of La Guardia Airport. While, at year's end, no agreement had been entered into with any of the airlines, there had been a meeting of the minds on basic principles. Discussions of details are proceeding in a spirit of mutual resolve to work out agreements which will make it possible for the Port Authority to go forward with a program for the complete redevelopment of the passenger terminal and other facilities at La Guardia Airport.

At the heart of the Port District, La Guardia Airport experienced another record-breaking year in 1956 when some 5,403,000 air travelers and 229,714 plane movements were recorded.

Development of Teterboro Airport Continues

Teterboro Airport, which is the ninth busiest in the country in terms of landings and take-offs, continued to show substantial traffic gains in 1956 when 222,187 aircraft movements were handled, a 1.2 per cent increase over 1955's traffic. On Sunday, January 22, this New Jersey airport set a new record when it registered 1,813 plane movements in a single twenty-four-hour period.

As of the end of 1956, the Port Authority had spent more than $8,600,000 on the development of Teterboro. Since purchasing it in 1949, the Authority has increased the airport's original 500 acres to its present 915 acres, extended its two runways from 4,500 to 5,000 feet, and built an operations-administration building. In 1956, two corporate hangars and an industrial building were added to the airport's facilities.

Rapid, convenient helicopter transportation is now provided between the Port Authority-West 30th Street Heliport and important suburban population centers as well as Port Authority airports. Opened September 26, 1956, the Port District's first commercial heliport is leased to and operated by New York Airways, the metropolitan area's only certificated commercial helicopter carrier.

The first industrial plant to be erected at Teterboro by the Port Authority went into operation on June 19, 1956. Leased to Robinson Aviation, Inc., this combined factory-laboratory-office building was constructed under an industrial development program which, it is believed, will ultimately help put the airport on a self-supporting basis.

A 13,000-square-foot suspended cantilever hangar was constructed by the George M. Brewster Company, Contractors, on land leased from the Port Authority. This hangar provides space for the Brewster Company's DC-3 and one light plane, and includes a one-story area for shop and office activities. A 23,000-square-foot hangar was also completed by the Texas Company during 1956. This structure accommodates three Convair aircraft and provides a single-story area for office and shop space. These two new structures bring the airport's hangar total to eleven.

Port Authority Builds Manhattan's First Commercial Heliport

On September 26, 1956, the Port Authority-West 30th Street Heliport, Manhattan's first commercial heliport, was dedicated. Built by the Port Authority at a cost of $436,000, the new heliport is located on a 70-by-400 foot strip of land at the foot of West Thirtieth Street along the Hudson River bulkhead. The heliport site has been leased from the City of New York for a term of five years.

At dedication ceremonies of this, the Port Authority's nineteenth facility, Mayor Robert F. Wagner of New York City expressed faith in the future of the helicopter and congratulated the Port Authority on "completion of this first commercial heliport and on its progressive planning for a regional network of such facilities."

Port Authority Chairman Donald V. Lowe outlined plans for the future development of the 30th Street site as follows:

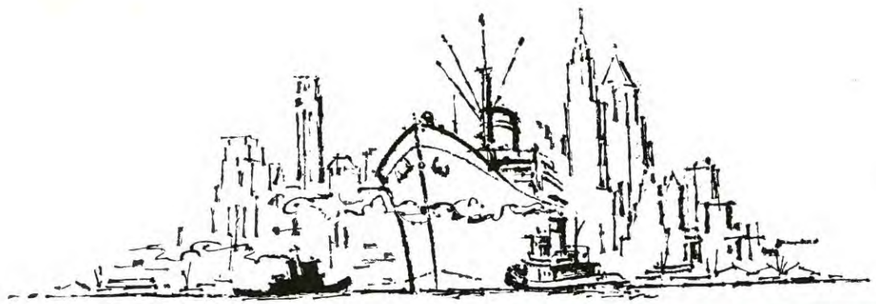
> ". . . We already have the plans for a heliport for this site which would be large enough to handle up to six large helicopters simultaneously. It could be constructed at a cost of about $5,000,000 and the Port Authority will be ready to go ahead with it as soon as the traffic warrants such a project."

Opened in 1956, Teterboro Airport's first industrial building is used for manufacture of airplane shock absorbers by Robinson Aviation, Inc. The new plant provides employment for about 250.

The present heliport includes two touchdown pads, each eighty by eighty feet, projecting forty feet out from the bulkhead. These landing pads are built of reinforced concrete, with the portions beyond the bulkhead supported on steel H-piles. A helicopter parking area is provided between the pads, and two additional tie-down areas and a passenger facility are furnished.

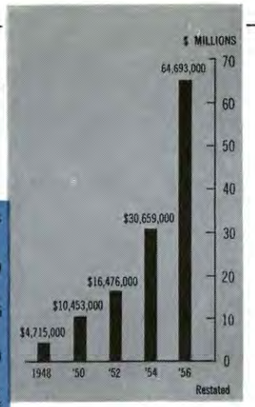
New York Airways has contracted to operate the new heliport for the Port Authority. This helicopter airline uses the heliport as its regular midtown Manhattan pick-up and delivery point. Under terms of the agreement, New York Airways is also responsible for the operation of the heliport as a public aircraft facility.

When the heliport opened in September, operations were temporarily restricted to mail and cargo service between the new facility and the three major airports. With the necessary operational experience acquired, New York Airways added passenger service between the heliport and the airports on December 5. Scheduled service to other points in the area New York Airways is authorized to serve, will be inaugurated in 1957. That area is bounded by Asbury Park and Trenton, New Jersey, on the south; Dover, New Jersey, on the west; Peekskill, New York, on the north; and Bridgeport, Connecticut, and Farmingdale, Long Island, on the east.



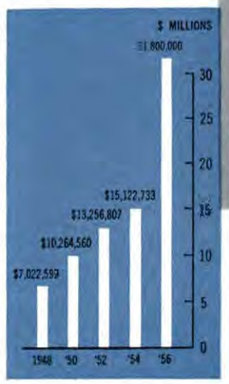
Completed four years ahead of schedule, the Port Authority's $18,000,000 Hoboken-Port Authority Pier program provided two new efficient piers of the most modern design. Also included in this extensive waterfront redevelopment program, was renovation of an existing double-deck pier and complete modernization of a deteriorated headhouse.

CUMULATIVE PORT AUTHORITY INVESTMENT IN MARINE TERMINALS



P. A. MARINE TERMINALS ANNUAL PAYROLL

Longshoremen, Clerks, Checkers, Port Authority Employees, etc.

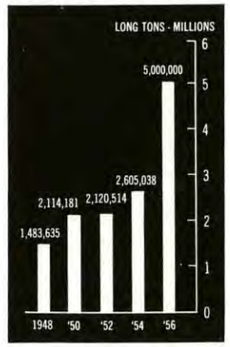


NOTE :

P.A. operation of Hoboken-Port Authority Piers began October, 1952; of Brooklyn-Port Authority Piers, March, 1956.

P. A. MARINE TERMINALS TONNAGES

Exclusive of Military Cargoes



Marine Terminals

Continued modernization of the waterfront is essential if the New Jersey-New York Harbor is to remain the United States' foremost port. In recognition of this fact, the Port Authority has, since 1945, expended some $64,600,000 on waterfront modernization, rehabilitation and new construction. This figure comprises some 50 per cent of total postwar expenditures on development of the Port of New York's waterfront by all port interests, both public and private.

The four marine terminals operated by the Port Authority provide some 20 per cent of the Port's usable deep-water channel cargo berths. These facilities comprise the Brooklyn-Port Authority Piers, Port Newark, the Hoboken-Port Authority Piers and the Port Authority Grain Terminal. These harbor facilities are administered by Marine Terminals Director A. Lyle King.

The Port Authority invested some $26,250,000 in its marine terminals during 1956. Budgeted expenditures for marine terminal construction and improvement in 1957 are estimated at about $33,500,000. During 1956, these four self-supporting harbor terminals earned gross revenues of $8,179,475.

The Authority's marine facilities handled nearly

5,000,000 tons of cargo, valued at nearly $1.3 billion in 1956.

These harbor facilities handled some 55 per cent of the lumber, 43 per cent of the scrap metal, 45 per cent of the cork, 44 per cent of the wood-pulp and 34 per cent of the export grain that moved through the Port of New York.

General cargo accounted for some 67 per cent of total cargoes accommodated at the Port Authority's harbor terminals. This is of economic significance to the Port District in that general cargo produces considerably more waterfront employment than does bulk cargo, which is generally handled through mechanically operated facilities.

The four marine terminals provided employment for 7,300 workers during the year, with a total payroll of about $31,800,000.

Brooklyn-Port Authority Pier Construction Program Launched

On March 1, 1956, the Port Authority assumed responsibility for the operation of two miles of Brooklyn waterfront property formerly owned by the New York Dock Company. The purchase of this strategic section of the Port was the first step in a seven-year, self-supporting program, which represents the greatest marine terminal development project ever undertaken in the Port of New York.

Located at the shipping crossroads of the world's greatest harbor, the Brooklyn-Port Authority Piers stretch southward along the East River from a point south of the Brooklyn Bridge to and including Atlantic Basin. They lie opposite lower Manhattan and Governor's Island.

To be completed in 1963, the new program calls for the replacement of twenty-five of the original twenty-six obsolete piers with ten wide, single-story, steel and concrete structures. One existing pier in Atlantic Basin will be completely rehabilitated. The new marine terminal will furnish some 2,000,000 square feet of shedded pier area or about one-third more than was originally available. Twenty-five efficient vessel berths will replace the forty-four inadequate berths originally furnished. To expedite docking and departure of vessels, an average of some 300 feet of slip space will be provided between piers, or 100 feet more than was originally furnished.

Some fifty acres of the facility's upland area, previously occupied in part by Civil War era warehouses, will be improved to provide a paved area for trucks and cargo.

The program got underway in 1956 with construction of $8,000,000 Pier 11, a three-berth quay in the Atlantic Basin area. Scheduled for completion by April 1, 1958, Pier 11 will provide 2,100 feet of marginal berthing space and will be New York City's longest waterfront facility. Its size will be exceeded in the Harbor only by the 2,400-foot-long, four-berth Norton, Lilly terminal now being constructed by the Port Authority at Port Newark.

Pier 11 will be provided with a twenty-five-foot-wide apron and single-story cargo building, 1,800 feet long and 150 feet wide. The land side of this building will have a twenty-foot-wide truck-loading platform capable of accommodating 144 trucks at one time. Five acres of truck-loading space, in addition to a two-acre upland area, will serve the rear platform.

By the end of 1956, some 20 per cent of the Pier 11 construction project had been completed, including demolition of two old piers, dredging and placing of fill.

When completed, Pier 11 will be leased to the Maersk Line. The ten-year lease, which has a five-year renewal option, will provide a rental in the neighborhood of $600,000 a year.

The Maersk Line, which is now using Piers 22 and 23 at the Brooklyn-Port Authority Piers, has operated from the Brooklyn waterfront since 1928. The line maintains twenty-two modern cargo liners at the Port of New York out of its fleet of sixty-two vessels.

During the year, plans were also developed for construction of Pier 2, the second new installation at the Brooklyn-Port Authority Piers. Estimated to cost some $5,100,000, the new finger pier will provide two berths and a 210,000-square-foot pier area. The pier will be furnished with a loading

In March, 1956, when the Port Authority assumed operation of the Brooklyn-Port Authority Piers, this marine facility consisted of twenty-six obsolete piers and an upland area crowded with old warehouses.

The Port Authority's modernization program at the Brooklyn-Port Authority Piers got off to a rapid start in 1956. During the year, construction got underway on new Pier 11 (sketched at lower right corner), and plans were completed for L-shaped Pier 1 and its adjacent Pier 2 (at the upper left).

This rendering shows the Brooklyn-Port Authority Piers as they will appear on completion of the Authority's $85,000,000 improvement program. Ten new spacious piers and a modernized existing pier, coupled with ample areas for truck operations, will streamline cargo handling and expedite shipping.

platform on its shore side capable of accommodating seventeen trucks, and a 133,000-square-foot paved upland area for cargo handling and truck servicing.

Construction of Pier 2 will require removal of existing Piers 8, 9, 9½ and 10, and the relocation back from the bulkhead of 1,000 feet of track belonging to the New York Dock Company Railway. Demolition of the old piers will get underway in 1957, and completion of the pier is scheduled for late 1958.

Pier 2 will be leased to the Meyer Line of Oslo, Norway, at an annual rental of $420,000. This shipping concern, which operates six vessels between the Port of New York and Germany, Holland and Belgium, now leases Piers 17 and 18 at the Brooklyn-Port Authority Piers.

During 1956, plans for construction of the third of the ten new piers to be built at the Brooklyn-Port Authority Piers were developed. This new pier, a three-berth, L-shaped structure, to be known as Pier 1, will be located just south of the Brooklyn Bridge at the northern end of the Port Authority property. To cost an estimated $7,350,000, Pier 1 will be provided with thirty-foot-wide aprons, 256,500 square feet of shed space, a twenty-foot-wide loading platform capable of handling eighty trucks, and a 360,000-square-foot paved upland area.

Construction of this new pier requires demolition of existing Piers 3, 4, 5 and 6. Some 1,200 feet of track belonging to the New York Dock Railway will also be moved 1,000 feet back from the bulkhead as part of the Pier 1 construction project.

Demolition of the seventy-five Civil War era warehouses and other structures to be razed as part of the terminal redevelopment project was about 20 per cent complete by the end of 1956. Thirteen of these buildings in the Fulton Terminal section in back of the site of new Pier 2 had been completely demolished by year's end. In the Atlantic Basin area, six large tanks formerly used for storing molasses and sugar syrups had been removed, and fourteen old warehouses and industrial buildings were being demolished.

While the Port Authority redevelopment program proceeded at an accelerated pace, a steady program of repair and maintenance improved the operating condition and increased the safety of the old installations. This program placed strong emphasis on the improvement of fire-prevention techniques and equipment at these antiquated wooden structures.

Employment and payrolls at the Brooklyn-Port Authority Piers remained fairly constant despite the heavy construction program which required demolition of two piers. In the ten months during 1956 that the facility was operated by the Port Authority, some 2,700 workers earned $10,725,000.

Hoboken-Port Authority Piers Construction Program Completed

On November 30, a ceremony heralded the completion of the Port Authority's $18,000,000 Hoboken-Port Authority Piers program. This ceremony was attended by more than 1,000 public officials and Port District business and community leaders.

In his address at the dedication ceremony, Governor Robert B. Meyner of New Jersey declared that the Port Authority improvement program "completely reversed the destructive trend on the Hoboken waterfront in effect for more than thirty years," and that "it assured that progress would take the place of retrogression, that prosperity would return once more to this vital sector of the port."

Anthony B. Akers, Regional Director of the New York State Department of Commerce, who represented Governor Averell Harriman of New York, hailed the new Hoboken piers as "proof in steel and concrete that the two States can recognize their common interest and act together toward their common benefit and prosperity."

Completion of the extensive Hoboken-Port Authority Piers program enabled the American Export Lines to consolidate the major portion of its New Jersey-New York Port operations at Hoboken. The shipping company had leased the

Governor Robert B. Meyner of New Jersey unveils plaque at dedication ceremony marking completion of $18,000,000 construction and rehabilitation program at Hoboken-Port Authority Piers. Witnessing the ceremony are (from left) Anthony B. Akers, Regional Director of the New York State Department of Commerce, Port Authority Chairman Donald V. Lowe, Mayor John J. Grogan of Hoboken, Clarence G. Morse, Chairman of the Federal Maritime Administration, and John E. Slater, President of the American Export Lines, Inc., which has leased the facility.

entire facility for fifteen years in July, 1954. The lease became effective on March 1, 1955, when American Export moved part of its operations to Hoboken on completion of the first new general cargo pier, formerly called Pier C, but now designated as Pier A.

The Port Authority undertook operation of the Hoboken Piers on October 1, 1952, under a fifty-year lease agreement with the City of Hoboken and the Federal Maritime Administration. The Port Authority at that time anticipated spending at least $15,000,000 by 1960 on the Hoboken development program. The Authority's $18,000,000 program actually has thus been completed four years earlier than the original goal. Moreover, in 1956, the City of Hoboken accepted the Port Authority's offer to continue the advance payments to the municipality in the amount of $75,000 against the city's ultimate participation in the net revenues of the development.

In its four years as operator of the Hoboken-Port Authority Piers, the Authority has constructed two wide general-cargo finger piers of the most modern design; has completely rehabilitated an existing double-deck, cargo-passenger pier; and has completely renovated the facility's headhouse.

Some 331,015 tons of cargo were handled at the Hoboken-Port Authority Piers during 1956. This represents a 74.2 per cent increase over tonnages handled in 1954, the last full year of operation at the three older piers. Pier A, the only installation active throughout the entire year accounted for some 311,002 tons. This wide, efficient pier handled a monthly average of some 26,000 tons as compared to a monthly average of 22,000 tons during its ten months of operation in 1955. American Export has announced that use of Pier A has improved the efficiency of ship loading and unloading by at least 25 per cent.

Improvement of Port Newark Continues

December 31, 1956, brought to a close a year of unparalleled construction activity at Port Newark as the Port Authority's investment in the Seaport rose to $26,600,000. Four major construction projects involving total estimated expenditures of over $18,000,000 were underway during the year.

Largest of these, the $10,000,000 Norton, Lilly terminal was about 20 per cent finished by year's end. Scheduled for completion in early 1958, the new terminal, which will provide four berths along its 2,400-foot-long wharf, will be the longest ship-berthing facility in the New Jersey-New York Port. The Norton, Lilly Company, which will berth 250 ships annually at its terminal, will bring to Port Newark the first regularly scheduled around-the-world steamship service ever provided at the Seaport.

On the south side of Port Newark's channel, construction of a $1,200,000 bulk wine terminal for occupancy by United Vintners, Inc., was beginning as 1956 ended. This concern is the producer and wholesaler of "Petri," "Italian Swiss Colony" and "Mission Bell" wines. To be the first bulk wine terminal on the New Jersey-New York waterfront, the new structure will be served by four 800-foot-long pipelines, which will extend to tankers docking at Berth 14. This specially equipped facility is scheduled for completion on September 1, 1957.

In the summer of 1956, a $6,100,000 three-berth terminal began taking shape in the former

Army Base area on the north side of Port Newark's channel. This development entails construction of three new cargo terminal buildings, each containing 91,000 square feet of storage area; installation of a 250,000-square-foot paved upland area; and reconstruction of 1,860 feet of wharf. Each of the three buildings will be equipped with a twenty-foot-wide truck and rail platform at the rear and with double railroad tracks, with crossovers, at both front and rear. The entire project is scheduled for completion in April, 1958.

The three-berth terminal represents the first step by the Port Authority in the improvement of the Army Base area, originally developed in 1918. Reconstruction of this area was made possible during 1956 by an amendment to Public Law 730 of the 74th Congress. This 1936 law, under which the City of Newark repurchased the 137-acre tract from the United States Government, gave the Federal Government the right to re-enter the property in case of war or national emergency as declared by Congress, on payment of a small fixed rental fee. Before the Port Authority could make the required investments for redevelopment of this major segment of Port Newark, an adjustment of the rental formula was required.

The necessary amendment, which was signed by the President of the United States in February, 1956, provides an equitable formula for Federal reimbursement to the Port Authority should the area be recaptured. As a result, the Port Authority is now able to invest in much-needed improvements, such as the three-berth terminal presently under construction in the area, with assurance that these will be self-supporting.

U.S. Senators H. Alexander Smith and Clifford P. Case, Representatives Peter W. Rodino, Hugh J. Addonizio, Robert Winthrop Kean, Frank C. Osmers and Frank Thompson, Jr., all of New Jersey, were most helpful in supporting the passage of this constructive legislation, as were New Jersey Governor Robert B. Meyner and Mayor Leo P. Carlin of Newark, in recommending its favorable consideration.

Port Newark's fourth major construction project comprises a $1,600,000 cargo terminal building on the south side of the Seaport's channel. The new building, which will provide about 88,000 square feet of covered cargo space, is scheduled for completion in September, 1957. Like the three-berth terminal under construction in the Army Base area, this cargo terminal is being

Modern waiting rooms in headhouse of double-deck Pier B provide comfortable accommodations for passengers and guests at the Hoboken-Port Authority Piers.

developed in advance of actual leasing. The Port Authority is expediting these facilities to assure their availability in light of the growing demand for marine accommodations at Port Newark.

To provide improved water distribution and additional fire protection for the rapidly developing Seaport, new water mains, pumping facilities and sewers are being installed on both sides of the channel at a cost of over $1,000,000. Two major rehabilitation projects were also completed during 1956. These comprise the rebuilding of the Navy pier, badly damaged by fire on Good Friday, 1955, and the stabilization and repair of the wharf and bulkhead of Berth 2, which had been settling.

Port Newark's Tonnages, Employment and Payrolls Continue to Rise

In 1956, Port Newark once again exceeded all previous tonnage, employment and payroll records. The 2,658,984 tons handled across the Seaport's wharves during the year exceeded 1955's record by 9.4 per cent. Some 3,400 workers earned their livelihoods at the Port Authority's Newark waterfront facility, a gain of 4.5 per cent. Wages paid to Port Newark's workers also reached an all-time high of $13,700,000.

Retaining its position as the leading lumber port

Construction projects under way or planned at Port Newark in 1956 are drawn on this photograph. New structures comprise Norton, Lilly terminal (foreground), new cargo terminal building and a unique bulk wine terminal (on channel's southern shore). On north bank, a three-berth cargo terminal was also under construction.

Container ship operations, which were inaugurated at Port Newark in 1956, accounted for some 63,257 tons of general cargo. Through this unique mode of transportation, cargo is carried in sealed containers, which are transported by trucks and ships.

on the East Coast, Port Newark handled some 234,051,431 board feet of lumber. Packaged general cargo amounted to 782,694 long tons, a 24.2 per cent gain over 1955.

Container Ship Operations

Some 63,257 long tons of general cargo were handled by the new container ships employed in the coastal trade by the Pan-Atlantic Steamship Corporation. This steamship line, like its affiliate, the Waterman Steamship Corporation, is controlled by McLean Industries, Inc. A new concept of cargo handling, container ship operations coordinate truck and water cargo transportation in a unique manner.

Cargo is loaded at shippers' plants into sealed, dust- and moisture-proof containers the size of a truck trailer. These containers are mounted on truck chassis and are transported to Port Newark as tractor-trailer combinations. At the Seaport, they are loaded by gantry cranes onto T-2 tankers equipped with specially installed spar decks. Transported by water to Houston, Texas, these containers are once again loaded onto truck chassis and are driven to point of destination.

The new shipping method, inaugurated April 26, 1956, at the Waterman wharf, has proved so successful that the line has already put two additional ships into operation, bringing the total number of container ships to four.

Port Authority Grain Terminal And Columbia Street Pier Have Busiest Year

The Port Authority Grain Terminal and its adjacent Columbia Street Pier experienced a record year in 1956. The 555,712 tons of grain, lumber and general cargo handled at this facility represent a 40.6 per cent increase over 1955's tonnages.

The 1,800,000-bushel grain elevator received 10,670,827 bushels of grain, a 100 per cent gain over 1955. This elevator, which is one of two installations in the Harbor capable of loading directly into deep-sea vessels, loaded some 11,045,370 bushels of export grain into seventy-seven ships. Some 61 per cent of this was commercial grain, while the remaining bushels consisted of government farm-loan grain.

The five-acre public lumber terminal adjacent to the Port Authority Grain Terminal experienced a tonnage drop during 1956, due chiefly to a slackening in Long Island home building. Lumber tonnages in 1956 totaled 79,759 tons, or 59,553,489 board feet. This compares to 97,169 tons, or 72,550,626 board feet in 1955.

The Columbia Street Pier handled some 179,730 tons of general cargo during 1956, a gain of 13.5 per cent over 1955. This pier is occupied by the Chilean Line, which provides service to South American ports; and by the Fern Line which serves United States Gulf, Japanese and Philippine ports.

The Grain Terminal and Columbia Street Pier, which were originally constructed in 1922 by the State of New York as part of the New York State Barge Canal System, were transferred by the State to the Authority on May 1, 1944. Since then the Port Authority has spent some $3,400,000 in improving this terminal. Now self-supporting, this facility is an important asset to the Port.

Elizabeth-Port Authority Marine Terminal

On January 12, 1956, the Board of Commissioners of the Port Authority approved a general plan for the development of a new marine terminal facility to be located south of Bound Creek in the City of Elizabeth, and authorized the acquisition of the necessary land. A mile-long channel is ultimately planned for the new marine facility. This channel will also open up and add nine new ship berths to the landlocked southerly areas of Port Newark.

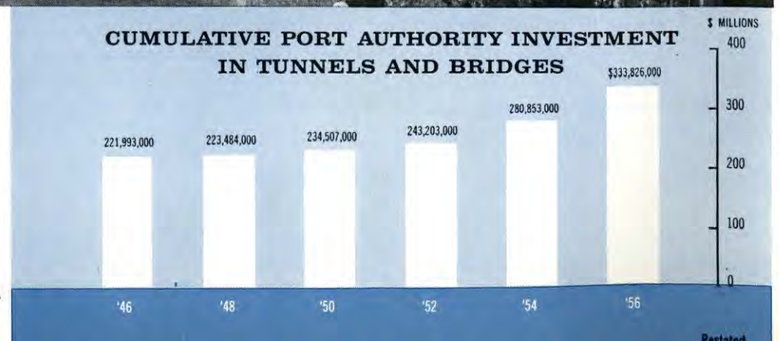
The general plan for the Elizabeth-Port Authority marine terminal was developed from a study by the Port Authority, which had been requested by Governor Robert B. Meyner, of the need for additional marine terminal facilities in the Newark Bay area of the Port of New York. Upon announcement of the Elizabeth waterfront development program, Governor Meyner declared ". . . we are going to turn this unused marshland into one of the most important port areas in the world. . . . Its economic benefits to the people of our own State and the entire Port District will grow as time goes on. I am sure that it will attract new industries that will be eager to use its efficient, convenient services."

Early in the year, discussions were initiated with officials of the City of Elizabeth to explore matters relating to municipal facilities, services and other interests that might be involved in the development of these port facilities. These discussions were brought to a halt on April 10, 1956, when the City of Elizabeth brought a civil action in the Superior Court of New Jersey, Chancery Division, Union County, which sought to enjoin the Port Authority from condemning the land in Elizabeth necessary for this development without the consent of the City of Elizabeth. On June 9, 1956, after Governor Meyner had expressed his concern about the progress of the project, the City of Elizabeth withdrew the suit, and discussions with the City were again initiated concerning such matters as the extension of streets and utilities in the area, maintenance of port area, and safety and protection of the area. At year's end progress was being made toward an agreement with the City of Elizabeth on all essential matters relating to this marine development. Acquisition of the property required for the development is expected early in 1957.

TRAFFIC	G. WASHINGTON BRIDGE		
	1954	1955	1956
AUTOMOBILES	29,992,413	32,584,442	32,402,365
BUSES	672,607	671,547	640,046
TRUCKS	2,296,911	2,518,719	2,481,174
TOTAL VEHICLES	32,961,931	35,774,708	35,523,585

LINCOLN TUNNEL			HOLLAND TUNNEL			STATEN ISLAND BRIDGES			ALL CROSSINGS		
1954	1955	1956	1954	1955	1956	1954	1955	1956	1954	1955	1956
16,102,517	16,367,512	16,654,298	14,962,574	14,972,463	15,472,865	6,984,066	7,362,694	7,327,770	68,041,570	71,287,111	71,857,298
1,990,764	1,997,435	2,060,535	141,143	128,816	137,362	78,697	67,259	51,236	2,883,211	2,865,057	2,889,179
2,904,522	2,976,195	2,904,013	4,810,722	5,136,254	5,237,445	804,201	850,494	827,858	10,816,356	11,481,662	11,450,490
20,997,803	21,341,142	21,618,846	19,914,439	20,237,533	20,847,672	7,866,964	8,280,447	8,206,864	81,741,137	85,633,830	86,196,967

The Third Tube of the Lincoln Tunnel (entrance to right of existing tubes) neared completion in 1956, as tunnel traffic rose to a high of 21,618,800.



Tunnels and Bridges

Some 86,197,000 vehicles traveled between New Jersey and New York during 1956 by means of the Port Authority's six tunnels and bridges. These crossings, which achieved gross revenues of $44,144,524, registered a 0.8 per cent gain over 1955.

The Port Authority's crossings comprise the Holland and Lincoln Tunnels and George Washington Bridge spanning the Hudson River; and the Goethals and Bayonne Bridges and Outerbridge Crossing which link Staten Island with New Jersey. The operation of these facilities is under the supervision of the Director of Tunnels & Bridges, Charles H. Taylor.

At the end of 1956, the Port Authority's investment in vehicular interstate crossings amounted to $333,826,000. Of this figure, some $23,950,000 was expended during the year on construction and other capital improvements. Preliminary engineering costs for both the Narrows Bridge and the second level of the George Washington Bridge are included in the 1957 capital budget which allows an estimated $19,600,000 for capital expenditures on vehicular crossings. These future arterial facilities, which will help meet the ever-increasing demands of traffic in the Port District, are discussed on pages 26 to 29.

The 21,618,800 vehicles using the Lincoln Tunnel and the 20,847,600 recorded at the Holland Tunnel indicated increases of 1.3 per cent and 3 per cent over 1955's totals. The 8,206,800 vehicles that traveled over the three Staten Island Bridges indicated a 0.9 per cent decrease, due chiefly to traffic diversions to the Newark Bay Bridge of the New Jersey Turnpike.

Traffic at the George Washington Bridge totaled 35,523,500, slightly below 1955's peak of 35,774,700. This 0.7 per cent reduction was, for the most part, due to the opening of the New York State Thruway Authority's Tappan Zee Bridge at Tarrytown. It is estimated that, by 1958, the normal long-range growth trend at the George Washington Bridge will have more than offset all traffic diversions to the Thruway crossing.

Lincoln Tunnel Third Tube Nears Completion

By the end of 1956, the $100,000,000 Third Tube of the Lincoln Tunnel was about 90 per cent complete. Scheduled to open in 1957, this new vehicular link between New Jersey and New York will increase the Lincoln Tunnel's traffic capacity by 50 per cent.

The completion of the compressed-air phase of this five-year construction project was celebrated

On June 28, 1956, Governor Robert B. Meyner of New Jersey, left, and Governor Averell Harriman of New York tightened the final bolt of Lincoln Tunnel Third Tube's cast iron and steel outer shell, marking completion of compressed-air tunneling operations. Chairman Donald V. Lowe and Chief Engineer John Kyle (far left) watch ceremony at which new bi-state link was heralded.

on June 28, when Governor Averell Harriman of New York and Governor Robert B. Meyner of New Jersey tightened the final bolt of the tunnel's cast iron and steel outer shell. Also participating in the symbolic "holing-through" ceremony were the Port Authority's Chief Engineer, John M. Kyle, and the Chief Engineer for the contractors, Mason-Johnson-MacLean, Mr. Howard King. Many of the sand hogs and Port Authority personnel who had helped construct the tunnel were special guests at this historic event.

Governor Meyner depicted the Third Tube as "a symbol of unity between the great states of New York and New Jersey." He declared that "it would take its place beside its predecessor Hudson River crossings to aid in handling the demands of vehicular traffic that have contributed so much to maintain the New Jersey-New York Port as the first harbor . . . in our country."

Governor Harriman stated that "the manner in which the Port Authority and the Commissioners have gone forward in so many magnificent achievements is symbolized by this third tube of the Lincoln Tunnel." He said he felt that the tightening of the final bolt "symbolizes the tightening . . . of the bonds of friendship between our two great states—New Jersey and New York."

To complete the Third Tube's underwater section, a 240-ton tunneling apparatus, known as a "shield," was forced by powerful hydraulic jacks for 5,486 feet through the mud and silt that lies beneath the Hudson River. During this twenty-month journey, the outer shell of the river section of the Third Tube, consisting of 2,032 cast iron and steel rings, was formed behind the shield by 265 sand hogs working around the clock under compressed air. When the tunnel reached the Manhattan side of the river, its alignment was only three-quarters of an inch from the pre-established point. Such a variation for a 5,400-foot distance is considered in engineering parlance to be accuracy in the order of one in one hundred thousand.

At the end of 1956, the Third Tube's interior was taking shape within its iron and steel outer shell. The concrete tunnel lining and the roadway and ceiling slabs had been poured, and tiling of walls and ceiling was underway. Paving of the roadway was scheduled to begin early in 1957. Lighting equipment, traffic signal and communications systems, catwalk railings, police booths, exhaust ports and similar items also remained to be installed.

New Approach Roads

On both sides of the Hudson, construction and improvement of approach roads that will serve the Third Tube were nearing completion. During 1956, a new westbound lane was added to the helix-shaped ramp, which carries traffic to and from the tunnel's portals. Under the same project, work progressed on construction of two additional lanes for the North Bergen Viaduct.

The completion of these traffic lanes—one eastbound and one westbound—is scheduled for April, 1957. This project will provide four eastbound and four westbound traffic lanes for the North Bergen Viaduct. In addition, a new approach to the Lincoln Tunnel's New Jersey plaza from local streets was completed.

In Manhattan, construction of a new 3,300-foot-long approach road was virtually finished as the year ended. This express connection, to be called the "Lincoln Tunnel Expressway," will serve both the tunnel's New York entrance plaza and its present exit plaza. The latter is the site of the Third Tube's New York portal.

New ventilation buildings in New York and New Jersey were completed during 1956. By year's end, the huge exhaust and blower fans, which will be capable of changing the air in the new tube every minute and a half, had been installed.

Preparations Made for Three-Tube Operation

The opening of the Lincoln Tunnel's Third Tube will inaugurate the only three-tube tunnel operation in existence. Considerable attention was devoted during 1956 to development of plans and devices that will assure smooth three-tube traffic flow. When the Third Tube is completed, the direction of traffic flow in the two lanes of the center tube (presently the South Tube) will be reversed as traffic conditions require. Consequently, in 1956, attention centered on development of traffic control devices and operating procedures to change vehicular flow patterns swiftly and efficiently.

An experimental traffic observation post was established atop the thirty-four story McGraw-Hill Building at 42nd Street between Eighth and Ninth Avenues. This post, which was manned on Friday afternoons during the summer and fall by a Police Officer using field glasses, provides an excellent view of many of the roadways serving the Lincoln Tunnel in Manhattan. From this post, the officer telephoned pertinent traffic information to police personnel at the traffic command post on the tunnel plaza. This procedure proved so helpful during two-tube operation that the post will be operated on a weekday basis during peak hours after opening of the Third Tube.

Development of a complex indicating panel for three-tube operation was nearly complete at the end of 1956. The panel will register all traffic signals within the Lincoln Tunnel's three tubes and all important changeable signs and signals on the New Jersey and New York approaches. It will be located in the traffic control room in the New Jersey plaza building, which will serve as the nerve center of the entire three-tube operation. Traffic information will be relayed to the traffic control room by observers in the McGraw-Hill Building post and on the New Jersey and New York approaches, and by officers within the three tubes. This information will be evaluated in light of the indications on the panel. If a change in center tube or approach road operation is called for, the officer in charge at the traffic control room will so instruct personnel in the supervisory control room, where the main indicating panel and master switches for all signs, traffic signals and ventilating fans are located.

Health and Safety Programs Produce Excellent Record

The completion of the tunnel's outer shell marked the end of the compressed-air phase of construction. For the first time in the history of tunneling jobs of this magnitude, this hazardous phase was completed without a single death or incidence of paralysis.

During compressed-air work, there was a total of over 170,000 decompressions. The forty-two cases of the "bends" that occurred during Third Tube construction amounted to the phenomenally low ratio of .02 per cent. A better-than-average incidence of "bends" to number of compressions for work of this nature is 5 per cent.

As the Lincoln Tunnel Parking Lot completed its first year of operation, a weekday average of 980 automobiles was using the area, thus providing traffic relief for the heavily burdened tunnel.

The majestic George Washington Bridge celebrated twenty-five years of service to the Port District in 1956. With a planned lower deck, this facility will have an annual capacity of 56,000,000.

The pioneer medical and accident-prevention programs conducted throughout construction of the Third Tube have been a major contribution to establishment of this record. These programs are carried out by the Port Authority with the cooperation of the tunnel workmen, the labor unions and the contractors.

Lincoln Tunnel Parking Lot Completes Successful First Year

The $500,000, 1,100-car parking lot located on the main New Jersey approach to the Lincoln Tunnel completed its first year of operation under a lease with Public Service Coordinated Transport. Opened November 1, 1955, this parking area was developed by the Port Authority to relieve congestion in the tunnel. Motorists who park their cars in this lot are furnished regular express bus service to and from the Port Authority Bus Terminal in Manhattan via the tunnel. During 1956, some 214,000 automobiles, carrying 384,000 persons, used the parking area, a notable percentage of which would normally have added to the Lincoln Tunnel's heavy traffic.

George Washington Bridge Celebrates Silver Anniversary

October 25, 1956, marked the twenty-fifth anniversary of the George Washington Bridge. Celebrated in a workaday mood, the event received wide radio, television and press notice.

The New York *Journal-American* declared:

"Over the years, the bridge has come to symbolize New York's power, progress and pride."

Devoting an entire section to the bridge's birthday, the *Bergen Record* stated:

"The construction of the bridge widened the horizons of communication, transportation, trade and commerce. . . . In the quarter-century since the George Washington Bridge opened, it has contributed greatly to the welfare and progress of the area it serves—the Northern New Jersey-New York greater metropolitan area."

New Holland Tunnel Facilities Streamline Administration

During the year, two new buildings were completed at the Holland Tunnel's New Jersey plaza, and extensive portions of the existing New Jersey administration building were rehabilitated.

Under a $986,000 project, a new service building was constructed and the second and third floors of the administration building were completely renovated and modernized. This expansion and improvement of space permitted the consolidation of all administrative and most operational activities at the tunnel's New Jersey side.

The Holland Tunnel's managerial and medical staff moved during 1956 to the renovated floors of the New Jersey administration building. All police administration functions were centralized in the service building, which also provides an employee cafeteria, locker rooms, and garage and shop areas.

The second new building completed at the New Jersey side of the tunnel provides an area from which all police activities on that plaza can be supervised. In addition, there is an employee lounge area in the structure and a room where shipping papers may be photostated in connection with hazardous cargo regulations.

Holland Tunnel–New Jersey Turnpike Interchange

The New Jersey Turnpike's Newark Bay-Hudson County Extension, which was completed September 15, 1956, terminates at the Holland Tunnel plaza. That portion of the Turnpike's traffic which is headed north adds to the burden at the already overcrowded plaza. The relief of this congested condition is of paramount importance not only to the Port Authority in connection with operation of the Holland Tunnel, but also to the New Jersey Turnpike Authority and the New Jersey State Highway Department. During 1956, the three agencies worked jointly on plans looking toward the most effective solution to this traffic problem.

Staten Island Bridges Improvement Programs

In 1956, the extensive, two-year roadway rehabilitation program at the three Staten Island Bridges was virtually completed. Inaugurated in 1955, this program included repaving the bridge roadways and extensive portions of the approach roadways of the Bayonne Bridge and Outerbridge Crossing. Concrete fender walls and steel guard rails were also installed on the Goethals Bridge and Outerbridge Crossing. The only phase of the program that remained to be completed as of the end of 1956 is the resurfacing of the main span of the Bayonne Bridge.

The Bayonne Bridge, like the George Washington Bridge, marked its twenty-fifth anniversary of service in 1956. During the year, the cyclic painting of this crossing got underway. By year's end, about 35 per cent of the $210,000 project was completed.

During 1956, the Port Authority and the City of Bayonne cooperated in the development of a half-acre municipal playground located partly under the New Jersey approach viaduct to the Bayonne Bridge on property made available by the Port Authority. The Authority graded, paved and fenced the area. The City of Bayonne, which will maintain the playground, provided a wading pool, handball and basketball courts, all playground equipment and utilities.

The 20,847,600 vehicles recorded at the Holland Tunnel in 1956 represent a 3 per cent gain over traffic of the previous year.

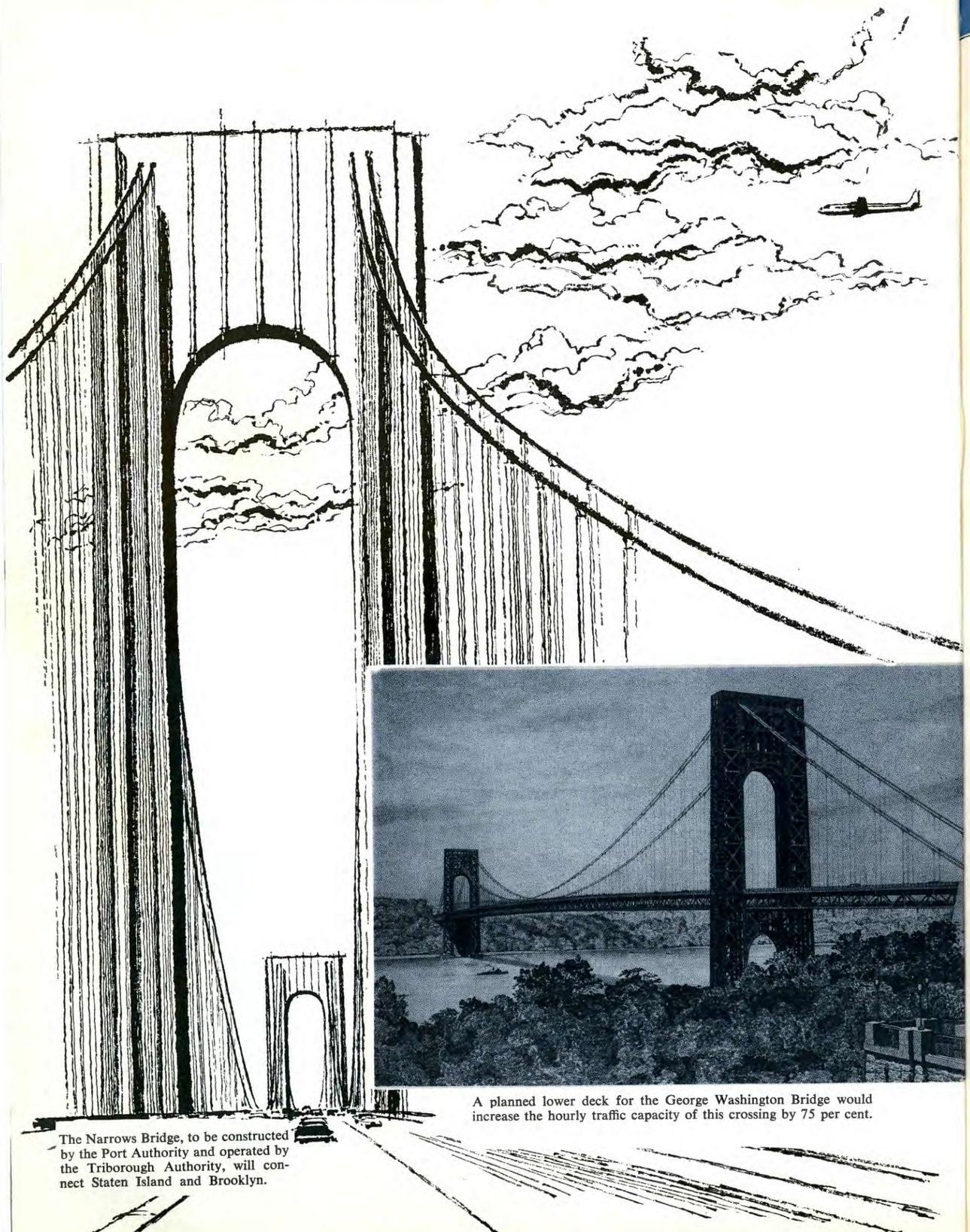
New Origin and Destination Survey

To obtain data essential to the planning of future arterial facilities, the Port Authority, in October, 1956, conducted an extensive survey of the origin and destination of traffic at the agency's tunnels and bridges. The Port Authority study was part of a comprehensive area-wide traffic survey in which numerous other public agencies and governmental departments participated. This cooperative study replaced the independent surveys previously conducted.

Data obtained in the Port Authority survey will bring up to date the traffic information obtained in this agency's origin and destination study of 1953, the results of which provided the data on which were based the recommendations for construction of the Narrows Bridge and the George Washington Bridge's lower level.

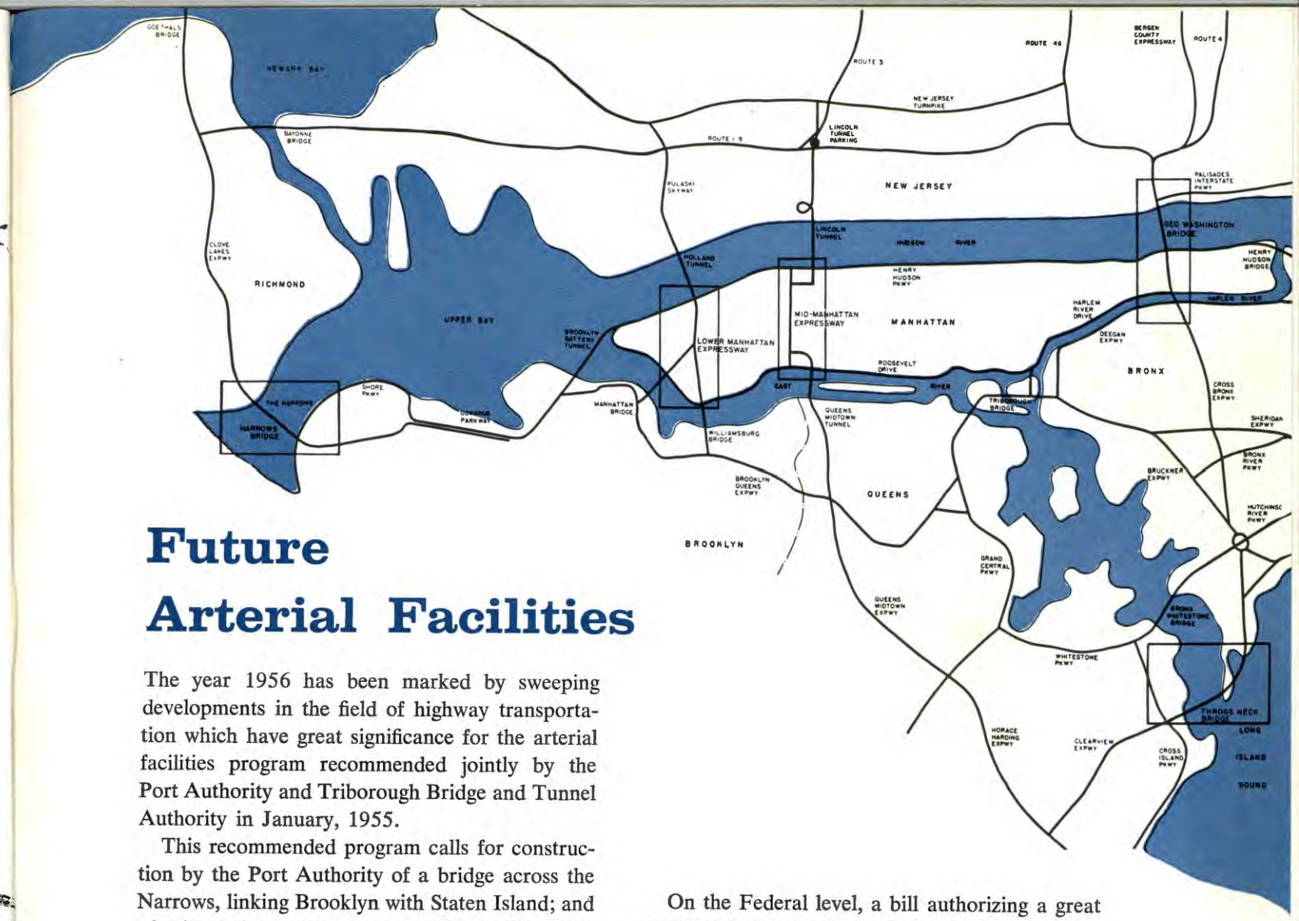
In the two weeks during which the survey was conducted, Port Authority interviewers obtained data from some 140,000 motorists at the trans-Hudson crossings, representing 22.3 per cent of all traffic handled at the facilities on survey days. At the Staten Island Bridges, some 36,500 motorists were interviewed.

This playground was constructed in 1956 by the Port Authority and the City of Bayonne on land made available by the Port Authority near the New Jersey approach to the Bayonne Bridge.



The Narrows Bridge, to be constructed by the Port Authority and operated by the Triborough Authority, will connect Staten Island and Brooklyn.

A planned lower deck for the George Washington Bridge would increase the hourly traffic capacity of this crossing by 75 per cent.



Future Arterial Facilities

The year 1956 has been marked by sweeping developments in the field of highway transportation which have great significance for the arterial facilities program recommended jointly by the Port Authority and Triborough Bridge and Tunnel Authority in January, 1955.

This recommended program calls for construction by the Port Authority of a bridge across the Narrows, linking Brooklyn with Staten Island; and of a lower level addition to the George Washington Bridge. Also included is construction by the Triborough Authority of a new bridge linking The Bronx and Queens between Throgs Neck and Cryder's Point.

New arterial connecting highways to these three bridge projects were also recommended by the two Authorities. These highways, which will carry both bridge and local traffic, will be financed primarily by Federal and State funds and will be constructed by the States of New York and New Jersey. Completion of the recommended program will provide facilities to enable through traffic to bypass Manhattan's congested areas.

During 1956, plans were developed, appropriations obtained and action taken by all levels of government throughout the nation toward the beginning of construction of the greatest highway program ever to be undertaken in the United States.

On the Federal level, a bill authorizing a great new Federal Highway Aid Program was passed by Congress in June, 1956, and signed by the President. The key feature of this program calls for construction within the next thirteen years of a $27 billion, 41,000-mile system of interstate and defense highways for which the Federal Government will contribute 90 per cent of the cost, with the States providing the remaining 10 per cent. The toll-free expressways connecting with the major bridge projects recommended in the Port Authority-Triborough Authority study are included in this system.

In November, 1956, the voters of New York State approved a proposition authorizing the State Legislature to issue $500,000,000 in highway bonds. These bond proceeds will provide the State with funds for its share of the cost of Federal Aid highways, including the expressways in the State recommended in the joint Port Authority-Triborough Authority program.

In April, 1956, Governor Robert B. Meyner signed New Jersey legislation needed for Narrows Bridge financing and construction. Looking on are (seated): Port Authority Chairman Donald V. Lowe and Triborough Chairman Robert Moses. Standing from left are: Port Authority Commissioner Thorn Lord, Commissioner Dwight Palmer of New Jersey State Highway Department, Port Authority Executive Director Austin J. Tobin and Arthur S. Hodgkiss, Assistant General Manager, Triborough Authority.

In New Jersey, the Legislature and the Governor have reviewed means by which the necessary matching funds could be obtained to enable the State to go forward with the balance of its highway program under the Federal Highway Act of 1956.

Approvals and Agreements Help Clear Way for Narrows Bridge Construction

In April, 1956, Governor Robert B. Meyner of New Jersey signed legislation authorizing the Port Authority to proceed, by agreement with the Triborough Authority, to finance and construct the Narrows Bridge. The New York State Legislature had passed identical legislation in 1955.

The agreement between the two Authorities calls for the Port Authority to finance and construct the bridge and to lease the completed structure to the Triborough Authority. Under terms of the agreement, Triborough would pay a rental sufficient to meet all expenditures incurred by the Port Authority, including debt service. Triborough would take title to the bridge not later than 1969, with a payment sufficient to reimburse the Port Authority for its expenditures on the structure.

It is now estimated the cost of the Narrows Bridge, including both the upper and lower levels and the Brooklyn and Staten Island approaches, will be about $300,000,000. In addition, the connecting expressways, to be financed largely by Federal and State highway funds, will cost about $39,000,000 in Brooklyn and $35,000,000 in Staten Island.

During the year, negotiations progressed on an agreement between the United States Army and the two Authorities concerning use of portions of Fort Hamilton and Fort Wadsworth for anchorages and approaches to the Narrows Bridge.

Use of portions of these military reservations will reduce to a minimum the amount of private property required for the bridge and its approaches. The agreement would call for the Authorities to replace within the remaining limits of the forts, and on certain off-base locations, those facilities displaced by the bridge and its approaches. Before work on the Narrows Bridge can commence, final approval must also be granted by the New York City Board of Estimate of the plans for the connecting expressways in Staten Island and Brooklyn and of those portions of the agreement between the two Authorities relating to Port Authority acquisition of real property.

The passage of the Federal Highway Program and the approval by New York State voters of the $500,000,000 State Bond Issue have enabled the New York State Department of Public Works to start design on the expressways serving the Narrows Bridge in both Boroughs. The chief Staten Island artery will be the seven and one-half mile Cloves Lake Expressway, which will carry traffic between the Narrows Bridge and the Goethals Bridge to New Jersey as well as substantial volumes of local traffic on Staten Island. In Brooklyn, the proposed Gowanus Expressway will provide a northerly route from the Narrows Bridge, with direct connections to the Brooklyn-Battery Tunnel as well as to the Brooklyn-Queens Expressway leading to the Triborough and Bronx-Whitestone Bridges and to the proposed Throgs Neck Bridge.

Preliminary Designs Undertaken During Year

To help expedite the overall completion of the Narrows Bridge project, preliminary design of the foundations for the bridge towers and anchorages was undertaken in 1956. This design was based on data obtained from sub-surface borings and soil tests made during the year at the tower and anchorage locations.

The completed bridge would comprise a twelve-lane, double-deck structure. From anchorage to anchorage it would measure about 6,700 feet, and would have a center span of 4,260 feet—the world's longest. Under present plans, the entire bridge would be built initially, but only the lower deck would be operated at the outset. When required by traffic, the upper deck would be made operative by completion of the necessary ramps and approaches. According to present indications, the Narrows Bridge, together with its connecting expressways, should be placed in operation in 1963.

George Washington Bridge– Lower Level

In November, 1956, the New Jersey Legislature passed, and Governor Robert B. Meyner signed the bill authorizing the Port Authority to proceed with construction of a six-lane lower level addition to the George Washington Bridge span, including expanded approaches in both States. This legislation was introduced by State Senator Walter H. Jones. Identical legislation had been passed in New York State in 1955.

The New Jersey legislation had been delayed until the New Jersey State Highway Department, working closely with Senator Jones as well as with County and municipal officials in Bergen County, developed a satisfactory alignment for a new east-west interstate artery through Bergen County. The Bergen County Expressway will carry traffic to and from the expanded George Washington Bridge and will help handle northern New Jersey's increasing local traffic.

The bill authorizing the George Washington Bridge's lower level also authorizes the Port Authority to enter into an agreement with the New Jersey State Highway Department to contribute the State's share of the Bergen County portion of the total cost of this new Federal Aid expressway, up to $24,000,000. In the probable event that the State's share of the cost of the Expressway is less than $24,000,000, the Port Authority has agreed with the State Highway Department to consider applying the balance of the funds to the improvement of existing arterial routes in Bergen County which the Port Authority's Commissioners approve as contributing significantly to the flow of traffic to and from the George Washington Bridge.

Throughout 1956, the Port Authority refined plans for approaches to the George Washington Bridge in both Manhattan and Fort Lee. Emphasis was placed not only on improving the operational aspects of the plans themselves but also on minimizing the amount of private property required in both localities. Modified and improved plans for the approaches, including the proposed interstate bus passenger facility at the Manhattan plaza of the bridge, were developed in 1956.

The Port Authority is presently reviewing these detailed approach plans with various State and municipal officials and civic groups. In accordance with present expectations, these plans should be satisfactorily worked out in 1957, thus clearing the way for the commencement of the construction of the George Washington Bridge's lower level. If construction is launched in 1957, this essential improvement, and the approaches on both sides of the river, can be completed and opened to traffic in late 1961 or 1962.

Ideally located in mid-Manhattan with direct connections to the Lincoln Tunnel, the Port Authority Bus Terminal in 1956 handled a total of 1,703,000 bus movements.

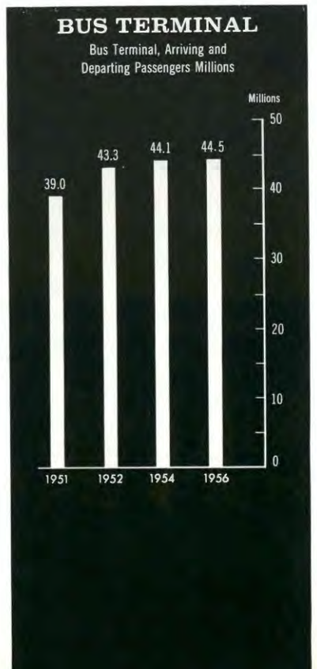
Terminals

The Port Authority's inland terminals, which furnish economical off-street facilities for the metropolitan area's truck, rail and bus industries, continued to provide a basic service for New York and New Jersey communities during 1956. These terminals comprise the Port Authority Bus Terminal, the Union Inland Freight Station in the Port Authority Building, and the Newark and New York Union Motor Truck Terminals. They are operated under the direction of Henry Davison, Director of Terminals.

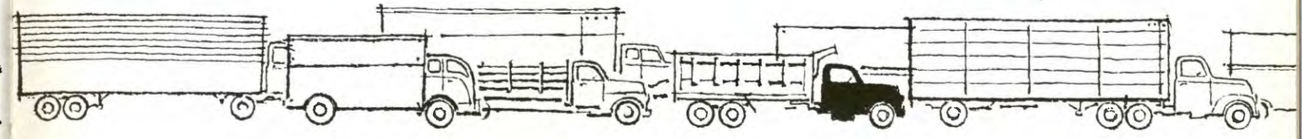
The Port Authority's inland terminals earned gross revenues of $6,437,000 in 1956, a 6.6 per cent gain over 1955's gross. As of the end of 1956, the Authority's investment in these facilities amounted to $64,700,000.

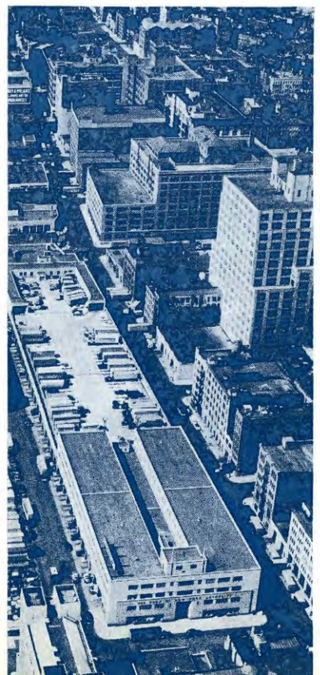
Newark and New York Truck Terminals Provide Consolidated Trucking Operations

The Newark Motor Truck Terminal, the world's largest union station for consolidating



The world's largest truck freight terminal, the Newark Union Motor Truck Terminal, can accommodate 160 trucks at one time.





and distributing over-the-road less-than-truckload freight, was leased on March 1, 1956, to the Garden State Truck Terminal Corp. This organization is a joint operating company formed by seven major motor freight carriers serving the Newark, New Jersey, area.

Members of the Garden State Corporation are: St. Johnsbury Trucking Company, Inc.; Mid States Freight Lines, Inc.; Middle Atlantic Transportation Company, Inc.; R.-C. Motor Lines, Inc.; Super Service Motor Freight Co., Inc.; Hall's Motor Transit Company; and Fowler & Williams, Inc.

In addition to the economic advantages offered to shippers, consignees and trucking concerns, the Newark Truck Terminal helps relieve traffic congestion on the streets of Newark and bordering communities. Huge over-the-road trucks enter the terminal directly over main highway arteries from the south and west without adding to city traffic. Wasteful duplication of pick-up and delivery trips is also eliminated by a consolidated service provided by the Terminal Cartage Cor-

The Port Authority Building, at 15th Street and 8th Avenue in Manhattan, houses the bi-state agency's offices. Its street floor provides off-street truck terminal facilities for consolidating freight shipped on one or more of seven railroads, while its basement is the Railway Express Agency's lower Manhattan base station.

poration. This company is jointly owned and directly controlled by the participants in the terminal operating group.

Activity at the Newark facility reached an average daily volume of 471 tons by November, 1956. A high level of activity was achieved despite an area-wide strike in New Jersey which closed the terminal for five weeks during the fall.

Second only to the Newark Truck Terminal in size, the New York Union Motor Truck Terminal, located in downtown Manhattan, operated throughout 1956 as a consolidated distribution center for a sizeable volume of over-the-road, less-than-truckload freight.

The New York Truck Terminal, like the Newark facility, is leased to a trucking group comprised of several over-the-road carriers. This organization, known as the Empire State Truck Terminal Company, is comprised of eleven carriers. These include the basic operating group, now composed of seven carriers, plus four tenant carriers. Nationwide service is provided by these carriers directly or through interline arrangements. A consolidated pick-up and delivery service is provided for each of New York's five boroughs.

Bus Terminal Traffic Achieves New High

More passengers arrived at and departed from the Port Authority Bus Terminal in 1956 than in any year since its opening six years ago. During 1956, some 44,500,000 passengers used the long-distance and surburban facilities of this, the world's largest bus terminal; and over 1,703,000 bus movements originated or terminated at the facility. Ideally located in midtown Manhattan, just one block from Times Square, the Bus Terminal handled about 84 per cent of all weekday long-haul and commuter bus movements into and out of midtown New York. Of these, about 90 per cent used direct ramp connections to the Lincoln Tunnel without adding to the city's traffic.

As one of the main gateways between New York and New Jersey, the Bus Terminal served more than 125,000 commuters each weekday. Suburban bus movements, consisting of 4,800 daily arrivals and departures, topped all previous records. This total reversed a previous downward trend caused by the increased use of buses with larger seating capacities. The introduction in November, 1955, of "Park-Ride" service between the Bus Terminal and the Port Authority-built parking lot near the New Jersey entrance of the Lincoln Tunnel (see page 24) was primarily responsible for the new commuter records. In all, thirteen suburban bus lines used the Bus Terminal as the hub of their operations.

Long-Distance Activity

Arrivals and departures of long-distance buses gained steadily as the year went on. This growth erased a decline in long-distance bus activity registered during the year's first six months as a result of the closing of Camp Kilmer in New Jersey. As the year ended, the total long-distance movements stood at 91,000. An additional long-distance bus line joined the other carriers operating from the terminal, thus further increasing the scope of its services.

The bus terminal, however, has more than adequate areas for the further expansion of long-haul traffic. A survey made by Ford, Bacon and Davis for the Port Authority at the request of the Greyhound Corporation was reassuring on this point.

Providing useful services for the Bus Terminal's patrons and visitors are the numerous privately operated retail shops and other consumer services located on the terminal's various levels. These stores and services reported gross sales of $12,625,000 during 1956, a 5.6 per cent gain over 1955's gross. The privately operated car parking area on the roof of the Bus Terminal accommodated 312,200 vehicles during 1956.

Newest addition to the Bus Terminal's consumer services is a bank, which was nearing completion in 1956. Located off the waiting room on the main concourse, this bank will provide a valuable service for many of the Bus Terminal's patrons and neighbors.

Port Authority Building Serves Multiple Purpose

Third largest building in the world in terms of cubic content, the Port Authority Building, which occupies the entire block between 15th and 16th Streets and Eighth and Ninth Avenues in Manhattan, plays a significant role in the commerce and industry of the Port District. Home of the Port Authority's main offices, this building provides off-street, less-than-carload terminal facilities for the region's railroads and is the station for the lower Manhattan operations of the Railway Express Agency.

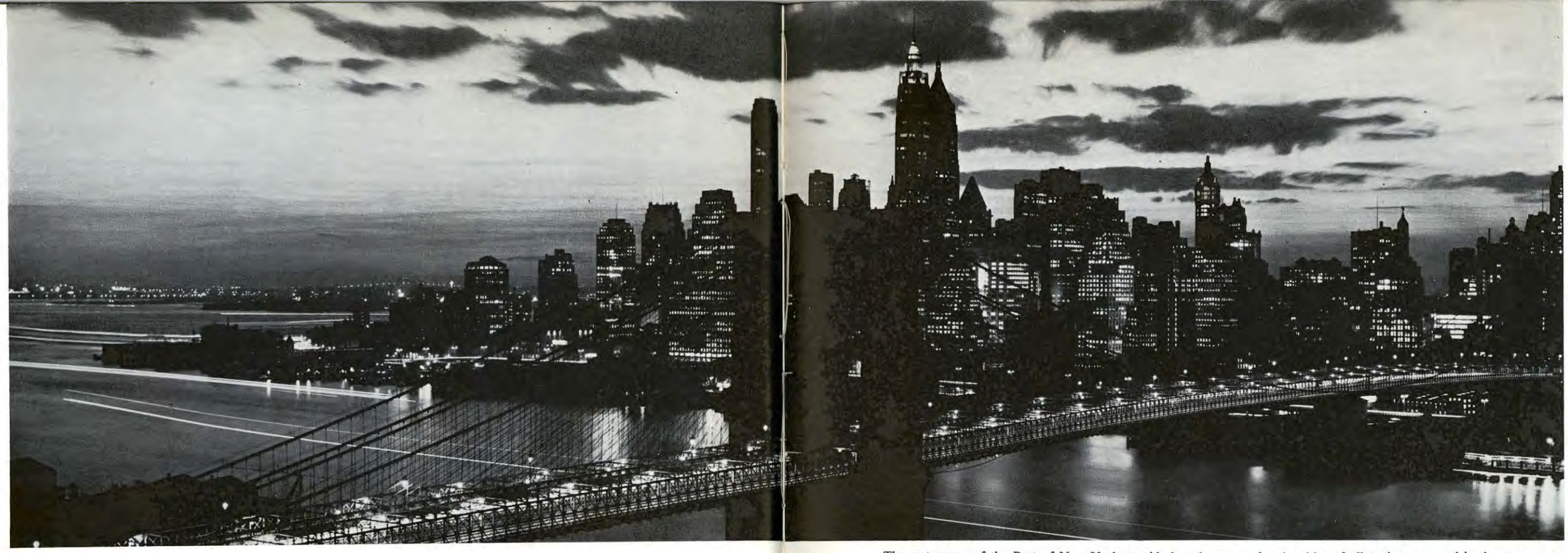
The basement of the Port Authority Building, where facilities are available for the loading and unloading of as many as 100 trucks, is leased to the Railway Express Agency. Here, freight is received from the agency's pick-up fleet and consolidated for over-the-road shipments. Similarly, over-the-road freight received from outlying or distant terminals is sorted for local delivery. In 1956, the Railway Express Agency handled over 234,396,000 pounds of freight through this station.

The ground floor of the Port Authority Building contains the Union Inland Freight Station which offers shippers and consignees a one-stop terminal where less-than-carload freight carried by one or more of seven railroads can be delivered or picked up. Freight volumes at the Union Inland Freight Station totaled over 50,000,000 pounds in 1956.

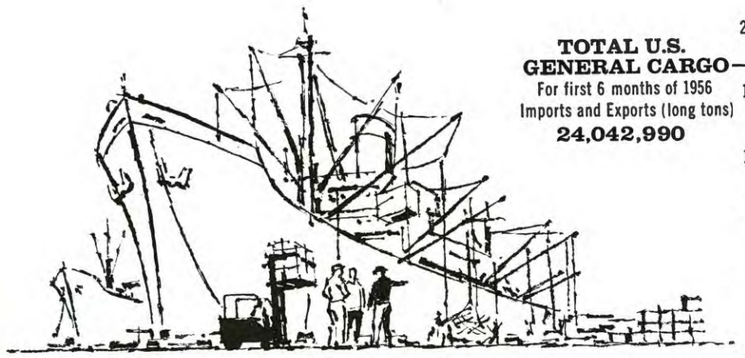
The remaining fourteen floors of the Port Authority Building contain the Port Authority's main offices and provide warehousing facilities and offices for over fifty commercial tenants. Tenants of the building benefit from the services of eleven freight elevators which furnish direct connections between each floor and the ground floor truck platforms. Four elevators are also available for lifting fully loaded trucks from the street level directly to tenant premises. Each of these truck elevators has a capacity of twenty tons and is capable of handling a truck up to thirty-two and one-half feet long.

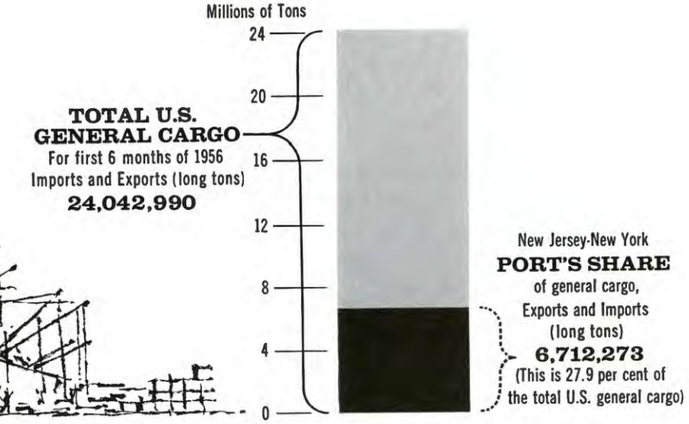
The extensive modernization and rehabilitation program was nearing completion at the end of 1956.

On behalf of the Garden State Truck Terminal Corporation, its Treasurer, Mr. Milton Zaborsky, signs an agreement with the Port Authority for lease of the huge Newark Union Motor Truck Terminal in presence of Governor Robert B. Meyner of New Jersey, left, and Port Authority Executive Director Austin J. Tobin. Looking on from left are Cecil Vernon of Mid-States Freight Lines (obscured) and P. A. Commissioner Thorn Lord.



The waterways of the Port of New York provide broad avenues for the ships of all nations engaged in the commerce that is the economic backbone of the Port District. The East River, spanned by the Brooklyn Bridge, is shown here.





FOUR BASIC REQUIREMENTS FOR OUR PORT'S PROSPERITY

MODERN FACILITIES | EQUAL RATE STRUCTURES | EFFECTIVE PROMOTION | WATERFRONT LABOR STABILITY

Port Development

Like the spokes of a giant wheel, the world's shipping and air lanes, and the nation's railroad lines and truck routes converge on the Port of New Jersey-New York. The Port itself, whose rivers and bays provide broad avenues for waterborne commerce, has traditionally been the economic wellspring of the great New Jersey-New York metropolitan area. This area, which originally grew up around the Port's magnificent 650-mile waterfront, now extends deep into the surrounding lands and is populated by nearly 13,000,000 inhabitants.

A number of agencies, public and private, are concerned with maintaining and improving the facilities and natural advantages that have made this port area the greatest transportation center in the world. Among these is the Port Authority, which is authorized, under the 1921 Compact between the States of New York and New Jersey, to carry out a regional program of planning for the Port and of promoting and protecting the Port District's commerce. In 1956, the Commissioners of the Port Authority authorized the expenditure of more than $1,120,000 for this port development program which is carried out primarily by the Port Development Department under the direction of Roger H. Gilman.

This program aids in fulfilling three of the basic requirements on which continued prosperity of the Port depends. These are: provision of modern and efficient facilities for the handling of passengers and cargo; promotion of the movement of commerce through the Port of New York; and protection against handicaps detrimental to the Port District's commerce, such as transportation rate structures and practices which favor competing ports.

The Port Authority's port development program, as well as all other efforts designed to encourage and facilitate the flow of the Port of New York's commerce, is especially significant in light of increasing competition of other ports and of the great importance of the Port's commerce to the economy of the Port District.

It is encouraging that the New Jersey-New York Port's share of the country's export-import general cargo is over twice that of the second-ranking general cargo port and that the Port experienced an increase of 5.1 per cent in general cargo during the first half of 1956 as compared with the corresponding period for 1955. Yet, that competitive ports are making inroads is indicated by the trend in foreign trade handled by the Port of New York. In the immediate post-war period, this Harbor's share of total United States general cargo foreign trade averaged 36.7 per cent. This compares with 27.9 per cent in the first six months of 1956, and with 29.3 per cent for the same period in 1955.

Commissioner Horace K. Corbin points out important waterways to members of Port District real estate boards on harbor tour.

That the Port is the economic foundation of the bi-state Port District was emphasized in a Port Authority report published in 1956. Entitled "The Port and the Community," this report revealed that the Port's handling of 140,000,000 tons of waterborne commerce in an average year produces more than one-quarter of the total wages earned in the Port District and supports one out of every four persons who live in the area.

The report pointed out that more than 430,000 people in the bi-state metropolitan area are directly engaged in port commerce. These 430,000 individuals earn $2,100,000,000 a year from jobs directly related to port activities. In accordance with standards of statistical analysis used by the Federal Government, every dollar of income earned by these port workers generates or creates two dollars of additional income. As a result, port-generated income totals more than $6 billion annually, or more than one-fourth of the estimated $23 billion paid to all Port District wage-earners.

To express it another way, each of these 430,000 jobs creates an economic condition equivalent to two additional jobs, or a total of 1,300,000 jobs. On the basis of 2.4 dependents for each job (the worker plus average family dependents of 1.4 persons), a total of 3,120,000 Port District residents of a total population of almost 13,000,000 are found to be economically dependent upon the Port's waterborne commerce.

Planning for a Greater Port

The foundation of the Port Authority's program for developing and improving the Port District's transportation facilities lies in an extensive planning program. Through this program, research and studies are conducted on the Port's physical commerce-handling facilities and its natural advantages, such as the harbor and its channels. When the need is indicated, plans are developed for specific improvement programs.

The Port Authority is also conducting broad studies of the fundamental background of the Port District's transportation needs and of the interrelationships of various modes of transportation. Such studies are carried out by the Port Development Department, augmented by outside experts in the various fields of urban development and transportation.

The metropolitan interstate rapid transit survey, which the Port Authority is financing on behalf of the Metropolitan Rapid Transit Commission, is scheduled for completion in the spring of 1957. The intensive studies included in this $800,000 survey are being carried out by four nationally known consulting firms and by the Regional Plan Association of New York under the direction of Project Director Arthur W. Page. These survey groups have been assigned the task of studying various phases of the transit problem and developing a sound and feasible program for maintaining and improving rapid transit facilities between New Jersey and New York.

Throughout the United States, mass rail commuter transit is generally operating at substantial deficits. As a result, nearly every metropolitan area which is trying today to provide adequate mass transit between the rapidly expanding suburban regions and the central business districts of the nation's large metropolitan areas has had to consider some form of financial aid from tax-supported sources to insure adequate funds to supplement user revenues.

On completion of the transit studies, the Project Director will make his recommendations, based on the consultants' findings, to the Metropolitan Rapid Transit Commission. In recognition of the difficult problem of financing rail transit improvements, the recommendations to be made by the Project Director will include proposed means of meeting deficits and debt charges if such deficits appear to be inevitable.

The Metropolitan Rapid Transit Commission has indicated its intention of holding public hearings on the results of the survey, following public release of the Project Director's report. The Metropolitan Rapid Transit Commission has the responsibility for transmitting its recommendations to the two Governors and the State Legislatures.

Port Channels Program Moves Forward

In 1956, some 25,000 ocean-going vessels, ranging from the smallest freighters to the largest and most luxurious trans-Atlantic superliners, entered and left the Port of New York, an average of a ship every twenty minutes around the clock. In addition, large numbers of lighters, carfloats, barges, tugs and other harbor craft ply the waters of the Port. This ceaseless vessel movement is possible because of the Harbor's unparalleled system of natural waterways which have been deepened and otherwise improved by man.

At National Foreign Trade Convention, Commissioner Chas. H. Sells (center) is photographed in a discussion with United States Army Colonel D. F. Munster (right) and Walter P. Hedden.

In the year just past, the Port Authority, acting in cooperation with other port interests, took a leading part in efforts to assure the improvement and maintenance of the Port of New York's channels and waterways. These efforts met with great success in 1956, during which the Federal Government, which has overall responsibility for channel development and maintenance, appropriated some $9,500,000 for

the maintenance or improvement of channels and waterways at the Port of New York.

The continuance of an important Arthur Kill improvement program, which the U. S. Army Engineers are presently conducting on this, the Port's busiest industrial waterway has been assured by funds appropriated during the 1956 session of Congress.

The major project in this program concerns the deepening of the six and one-half mile center stretch of the Arthur Kill from thirty to thirty-five feet. When this work is completed, the entire Arthur Kill will be deep enough for most ocean-going ships, and will serve as an alternate deep-water entry for the entire New Jersey-New York Harbor.

Following presentation by the Port Authority and other maritime interests of the need for continuing the Arthur Kill deepening project, Congress increased the funds recommended for this work in the Executive Budget from $3,500,000 to $4,000,000. This appropriation brings the funds allocated for this project to $10,000,000. The project's entire cost is estimated at $24,000,000.

The second aspect of the present Arthur Kill improvement program comprises construction of a new vertical-lift bridge to replace the existing sixty-eight-year-old B&O Railroad swing bridge, which presents a serious navigational hazard to Arthur Kill shipping. A Congressional appropriation of $1,800,000 in the current fiscal year has permitted work to continue on this project, which is scheduled for completion in 1959.

New York–New Jersey Channels To Be Studied

Also during 1956, the Public Works Committee of the House of Representatives authorized the Army Engineers to undertake a review study of the adequacy of the dimensions of the New York-New Jersey Channels system. This channel system extends from Raritan Bay through the Arthur Kill and Kill Van Kull to Upper New York Bay. Authorization of the Army Engineers' study was prompted by the findings of a preliminary Port Authority survey. Undertaken in 1955, the Port Authority's survey indicated that, in view of the increasing use of super-tankers and large cargo ships, a review study by the U. S. Army Engineers of the adequacy of this channel system would be advisable. The Port Authority's findings were presented to Congress by the three United States Representatives whose districts border on the Arthur Kill, with the result that the recommended U. S. Army Engineers' review study was authorized.

Also in 1956, the Port Authority, through its Director of Port Development, took an active part in a program conducted by the American Association of Port Authorities to obtain adequate Federal funds for maintenance of channels and navigational structures throughout the country. A great backlog of this maintenance work has accumulated in recent years for lack of necessary Federal appropriations.

Bogota, Colombia, was first major stop on a promotional tour of Latin America made in 1956 by P.A. Chairman Donald V. Lowe (at center of group) and Director of Port Development Roger H. Gilman (left). Numerous transportation representatives were on hand to greet the "goodwill ambassadors" from the Port of New York as was Joseph Marcal (second left), Manager of the Port Authority's Latin-American Trade Development Office of Rio de Janeiro, Brazil.

This campaign was culminated by the inclusion of an extra $10,000,000 in the current fiscal Federal appropriation for this deferred maintenance work. The authorization of these extra funds has enabled the channel of the Passaic River in the Port of New York to be restored to its authorized depth.

Toward the possible further improvement of this important industrial waterway, the Port Authority is cooperating with the Newark Chamber of Commerce in determining whether an increase in the authorized depth of the Passaic River channel is required.

Another 1956 Congressional appropriation will permit the Army Engineers to initiate a study of a serious siltation problem in the Hudson River. The accumulation of silt in this major waterway, particularly along the Edgewater, New Jersey, waterfront, has necessitated extensive and costly maintenance dredging by private owners as well as the Federal Government.

The Port Authority has taken the lead in organizing support and testimony by Port District officials and industrial representatives before Congress to demonstrate the importance of studying this problem. A review study was authorized by Congress in 1955. In 1956, an appropriation of $100,000 was added to the Federal Budget for this study following testimony in its favor before various Congressional Committees by Port Authority representatives and other port interests.

This study will aim toward determining causes of the excessive siltation and toward recommending proposed methods of relieving the situation. The study got underway in November, 1956, when the New York District Engineer held the

In Caracas, Venezuela, the Chairman and Mr. Gilman presented a brochure on the numerous facilities and services available at the New Jersey-New York Harbor to Dr. Pedro Guzman, Minister of Finance.

In Rio de Janeiro, Chairman Lowe presents to Lucio Meira, Brazilian Minister of Transportation, a copy of report on arterial facilities published jointly by Port Authority and Triborough Authority.

first hearing on the subject. At this hearing, the Port Authority, as well as many public officials and port interests, presented statements and supporting data on the effects of siltation on waterfront costs and property usage.

Commerce Promotion Program Stimulates Port District Business

The Port Authority, in 1956, continued its commerce promotion program to encourage shippers to route their goods through the Port District. By means of this program, the Port Authority assists shippers with their problems and informs them through personal contact and various communication media of the advantages of shipping via Port of New York.

A unique feature and a highlight of the Port Authority's 1956 commerce solicitation activities was the intensive promotional campaign conducted in Brazil, Venezuela and Colombia by Port Authority Chairman Donald V. Lowe, who was accompanied on a three-weeks', 12,000-mile trip by Port Development Director Roger H. Gilman. They were joined in Bogota, Colombia, by Joseph Marcal, Jr., Manager of the Port Authority's Latin-American Trade Development Office, which is located in Rio de Janeiro, Brazil.

The Chairman, who speaks some Spanish, participated in twenty-five trade development meetings with more than 1,000 government officials, businessmen, and civic and trade association executives in South America. The Spanish-language version of the Port Authority's color promotional film, "Via Port of New York," was shown at several of these meetings.

During the trip, Chairman Lowe stressed the close ties between the South American countries and the New York-New Jersey Port District. He also emphasized the mutual benefits to be derived by government and business in South America through their utilization of the unparalleled transportation facilities and services available in this district.

The Chairman's trip occurred shortly after the program of the Port Authority's Latin-American Trade Development Office was extended to include Colombia and Venezuela, two important trading nations of South America. Prior to that time, the Port Authority's Latin-American trade development efforts had been concentrated in Brazil, Uruguay and Argentina.

At the regional level of the Authority's commerce promotion program are the agency's Trade Development Offices in Chicago, Cleveland, Washington, D. C., Rio de Janeiro, and downtown Manhattan.

The Port Authority's branch offices in the United States continued a program of personal contact work, the Authority's most important method of encouraging shippers to route cargoes through the Port of New York. In 1956, our United States representatives called on over 7,000 persons located in twenty-eight eastern and midwestern states. Close liaison is maintained among all of these offices to assure maximum service to individual shippers, large and small. The Port Authority's Eastern Trade Development Office at 32 Broadway is located in the heart of lower Manhattan's foreign trade area, and thus is particularly well situated for handling problems brought to its attention either directly by shippers in this area or by our out-of-town offices.

To better serve shippers located in the midwestern centers of industrial and agricultural production, the Port Authority's Cleveland Trade Development Office was relocated in September, 1956, to larger and more modern quarters in the Cleveland Terminal Tower Building, located in the heart of that city's business district. The Chicago office will also relocate early in 1957, when it moves to the new Prudential Building on Michigan Boulevard, a few steps from Chicago's central business district.

In a thirty-day visit to the United States in May, 1956, the Manager of our Latin-American Trade Development Office, Joseph Marcal, Jr., assisted American shipping interests through his first-hand knowledge of Latin-American business problems and practices.

This visit also gave Mr. Marcal the opportunity to discuss specific facts related to Latin-American trade with numerous steamship, railroad and other transportation officials.

Other Materials Aid Port Promotion Program

Supplementing the personal contact work of these Trade Development Offices are publications of various types, including maps, films and exhibits. These are designed to carry the message of the Port's advantages throughout the United States and to other nations of the world. The Port Authority also embarked last year on a selective program of advertising the Port's advantages in domestic and overseas shipping and transportation publications.

An important feature of the Authority's promotional program is the monthly commerce magazine, *Via Port of New York,* which in 1956 won a certificate of merit of the International Council of Industrial Editors. This magazine is mailed to some 13,000 shippers, and trade and transportation officials in both the United States and abroad. It is designed to keep shipping interests aware of the advantages available at the Port of New York and enable them to keep abreast of new transportation services and facilities provided here. During the year, a special issue of the magazine, with editions in both Spanish and English, was devoted to Venezuela and Colombia.

Air Commerce Promotion Stresses Port District as Air Shipping Center

The continued rise in domestic and overseas air cargo volumes through the four Port Authority airports has focused attention on the growing importance of this type of air traffic to the New York-New Jersey Port District. To keep pace with the recent increase in air cargo activity, and to meet the growing demand for information on the practices and regulations governing the movement of cargo by air, the Aviation Department has stepped-up its air commerce promotional program.

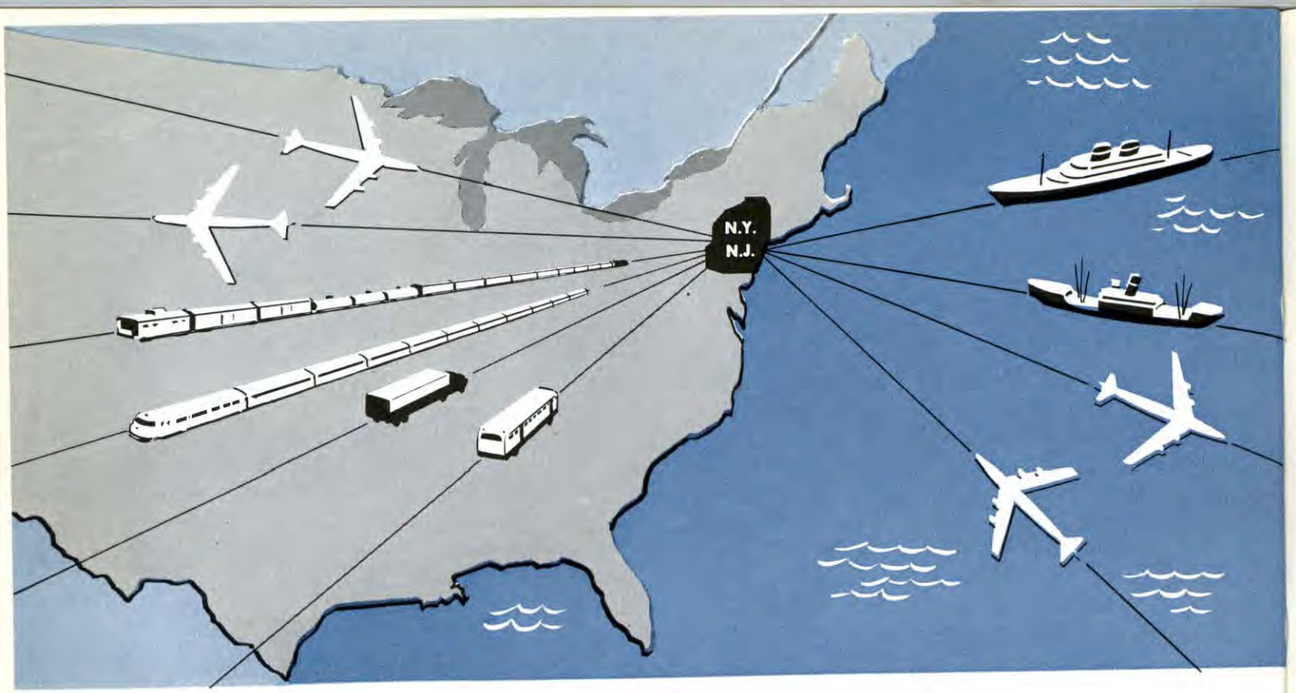
This program is carried out through personal contact with shipping and aviation interests, and through various promotional brochures. The most important of these publications is the *Guide to Air Shipping Via the Port of New York,* with a total distribution of 6,500. In addition, the air commerce promotion program provides an advisory service to assist the overseas air shipper in the clearance, routing, and expeditious handling of his shipments through New York.

The Cleveland Trade Promotion Office, which moved to new and larger quarters in September, 1956, encourages shippers in a five-state area to route cargoes via the Port of New York. Here, Manager Howard F. Lemmon (seated) reviews a report on accomplishments during year with Assistant Manager Jack Sterling.

Port Protection Program Makes Marked Strides

A vigorous program of port protection, such as is carried out by the Port Authority in accordance with the authorization of the Port Compact, is essential to the improvement of the Port's competitive position. During 1956, the Authority's staff participated in a number of proceedings before the Interstate Commerce Commission, the Civil Aeronautics Board and other governmental regulatory agencies to obtain and keep competitive transportation rates and services at the Port District. In most of these proceedings, the Authority was joined by other port interests.

The year 1956 was marked by a number of regulatory decisions and developments which will have a far-reaching effect on the future prosperity of the Port District. A detailed summary of the Authority's port protection activities is to be found on the following pages.



WATER TRANSPORT

Shipping center of the world, the Port of New York handles an average of one ship movement every twenty minutes around the clock throughout the year.

AIR TRAVEL

Hub of world air commerce, the Port District is the focal point for the international and domestic commercial air fleets which serve the principal trade routes of the world and the nation.

RAIL TRANSPORT

Twelve great railroads converge on the Port District, carrying more freight and more passengers than are brought to any other ocean port in the nation.

HIGHWAY TRAFFIC

A major center of truck transportation, the Port District is served daily by 8,000 to 10,000 long-haul trucks.

GOVERNMENT REGULATORY CASES AFFECTING PORT DISTRICT

The Rail Differential Problem

The Port of New York-New Jersey annually loses many thousands of tons of cargo to other ports because railroad charges for moving much export-import freight to and from the Port District are higher than those assessed via most competing ports. For instance, exporters and importers moving shipments to and from the Midwest must pay 3 cents more per hundred pounds to route via New York and Boston than via Baltimore, and 2 cents more per hundred pounds than via Philadelphia.

The origin of this discriminatory rate practice, which so severely penalizes the Port of New York, is found in the early history of the railroads. In the Nineteenth Century, before the development of any governmental regulation of the railroads' activities, the rail carriers conducted many bitter rate wars. To end this destructive competition, the rail carriers established the present differential arrangement by mutual agreement. Because New York and Boston were favored with generally lower steamship rates to European points, railroads serving these ports established inland rates on export-import goods higher than rates set at other ports. Today, the ocean rate advantage has long since disappeared. Despite this fact, the Ports of New York and Boston are still burdened with higher rail rates than those in effect at competing ports.

If these railroad rate handicaps were abolished, the Port of New York's position in competing for trade would be equalized with the positions of competing ports. As a result, the Port Authority gives active encouragement and support to all moves by Port District railroads toward reduction or elimination of the differential. The Port Authority also keeps a sharp watch on the general rail rate structure in order to prevent or eliminate conditions which tend to widen the differential at the New Jersey-New York Harbor. Three cases in which the Port Authority is now participating before the Interstate Commerce Commission are of crucial importance to obtaining the objective of inland rate equality on export-import shipments for the Port of New York. A resumé of these cases follows:

Equalization of Rates at North Atlantic Ports. In this ICC case, the Port Authority is supporting the attempt of most of the Port of New York's railroads to equalize their import-export rates to and from the Port District with the lower rates prevailing to and from Baltimore. The Authority has been joined in this effort by the City of New York, the New York and the Newark Chambers of Commerce, the New York Board of Trade, the Maritime Association of the Port of New York, the Commerce and Industry Association of New York, the New York Shipping Association, the Shippers' Conference of Greater New York and other major port interests. The first hearing in this proceeding, which is so vital to the continued prosperity of the Port of New York, is scheduled for May, 1957. (I&S 6615)

Iron Ore—Eastern Ports to Midwest Points. In this proceeding, the Port Authority is backing an attempt by two New York railroads to equalize their rates on imported iron ore with the rates in effect on this commodity via the Ports of Philadelphia and Baltimore. The action of these New York rail carriers followed publication by the Pennsylvania Railroad of rates aimed at placing the Port of Philadelphia on a par with Baltimore for movement of iron ore to western Pennsylvania, Ohio and West Virginia. The removal of the rate inequity on this important commodity could well mean the development of a flourishing import iron ore business at the Port of New York. Because of the present rate handicap, this Harbor handles only about 300 tons of iron ore annually as compared to Baltimore's more than 9,000,000 tons and Philadelphia's 6,000,000 tons and over.

In 1956, after four years of proceedings, the ICC granted New York equalized rates on import iron ore moving to the Youngstown, Ohio, area.

However, the matter is now before the Federal courts as a result of an appeal by Baltimore rail and port interests, filed with the U. S. District Court of Maryland. This appeal resulted in a postponement of the effective date of the ICC order. Port interests of Philadelphia and Boston are also participating in the court battle to protect or improve the rate situation at their respective harbors. As of the end of 1956, the decision of the District Court was awaited. (I&S 6074)

Increased Freight Rates — 1956. Twice during 1956, the nation's railroads petitioned the ICC for permission to make general increases in all rates and charges. The Port Authority participated in both proceedings to prevent further distortion of the existing port differentials.

As a result of the first proceeding, the railroads were granted a 6 per cent general increase on most commodities with a resultant widening of the differential on many commodities. However, a number of Port District railroads voluntarily adjusted their tariffs on some commodities in order that the normal differential would be maintained. Thus, the Port Authority's efforts to prevent a further distortion of the differential were partially successful.

Under the second proceeding, the railroads serving eastern and western United States petitioned the ICC for a 15 per cent freight rate increase and for an additional 7 per cent emergency increase. The Port Authority is also participating in this case solely to prevent a further distortion of the rail rate inequities at the Port of New York. This in no way indicates a diminution in its efforts to remove the rail differential entirely. As of this writing, the ICC is conducting a general investigation into the adequacy of all rail freight rates. (Ex Parte 196, Ex Parte 206)

Other Rate Proceedings

A basic objective of the Port Authority's overall port protection program is the elimination or adjustment of rates applying solely at the Port of New York which constitute a handicap in this Harbor's attempts to compete with other ports.

Typical of these handicaps are extra charges which have been imposed by various railroads for the un-

loading of fresh fruits and vegetables at Manhattan piers. Other handicaps, which the Port Authority has fought vigorously for many years, are imposed by the trucking industry. These usually take the form of "area" or "zone arbitraries." The area arbitraries comprise extra trucking charges over and above the regular line-haul rates for shipments to the Port District. Zone arbitraries are imposed in addition to both the line-haul rates and area arbitraries and apply to truck deliveries and pick-ups at Port of New York piers.

Unloading Charges, Fresh Fruits and Vegetables. Since 1947, the Port Authority, in cooperation with numerous other interests including the City of New York, the United States Department of Agriculture and local produce receivers and shippers, has been engaged in a protracted legal struggle to remove an additional railroad charge imposed for the unloading of fresh fruits and vegetables from lighters to Manhattan pier stations. In 1952, these charges were reduced by the ICC, but the principle of assessing an extra charge for the unloading of this cargo at pier stations was permitted to remain. Following this, the Port Authority and others appealed to the Federal Courts. In 1954, the United States Supreme Court remanded the case to the ICC. In July, 1956, the ICC ordered complete cancellation of the unloading charges, and appeals for reconsideration of this decision were rejected by the ICC. (I&S 5500)

Class Rates Between Points in Middle Atlantic Territory. In this case, the Port Authority has opposed, apparently successfully, two detrimental extra charges imposed on shippers using truck transportation to and from the Port District. These surcharges, which were published by the Middle Atlantic States Motor Carrier Conference in 1954, comprise: 1) area arbitraries imposed over and above the regular line-haul rates on freight moved to or from the Port District as a whole; and 2) zone arbitraries imposed over and above the area arbitraries for pick-ups and deliveries at Port of New York piers. In a far-reaching decision, Division III of the Interstate Commerce Commission ordered elimination of these arbitrary surcharges. Although the Middle Atlantic Conference has requested a postponement of the Commission's order, the existing decision of the Commission establishes a strong and valuable precedent for the elimination of these and other unjustifiable arbitraries presently in effect at the Port District. (MCC-1646)

Minimum Charges — Middle Atlantic Conference. On two separate occasions in 1956, the Middle Atlantic Conference filed tariffs which increased the minimum charge per shipment on freight moving to and from the New Jersey-New York Port area and to and from steamship piers in the Port District in particular. The Authority opposed the increased minimum charges only because the zone and pier arbitraries imposed by this conference were still in effect (See Docket MCC-1646). The trucking group withdrew the increases proposed in its first attempt following petitions by the Port Authority and others to the ICC for suspension and investigation of the charges. (I&S M 8643)

The trucking group was successful in effecting increased minimum charges at the Port of New York in its second attempt, when the ICC rejected the protests of the Authority and other parties. However, the trucking group has since given a commitment that it will not attempt to reinstate zone and pier arbitraries at the Port of New York if and when the ICC's order to abolish these penalty charges becomes effective.

Port of New York Arbitraries — 1955. This case concerns the Port Authority's opposition to a revised schedule of rates detrimental to the Port District, published by the Eastern Central Motor Carriers Conference. This schedule includes detrimental area and zone arbitraries much the same as those imposed by the Middle Atlantic Conference. (See Docket MCC-1646.) Hearings on this case are still pending. (MCC-1794)

Delivery Charges at Port of New York Piers. In this proceeding, the Port Authority supported the attempt of a group of motor carriers within the Eastern Central Motor Carriers Conference to eliminate the zone arbitraries discussed in the preceding case, by which a surcharge is imposed on deliveries of truckload shipments to piers in the port area. This case was concluded favorably for the Port of New York in November, 1956. At that time, the ICC ruled that the individual motor carriers within the Conference could eliminate the detrimental pier surcharge despite the opposition of the Association itself and other individual Association members. (I&S M 7945)

New England Motor Rate Increases. In this case, the Port Authority successfully prevented an increase in the extra charges imposed by the New England Motor Rate Bureau for truck pick-up and delivery at Port of New York piers. This Bureau represents the majority of the trucking concerns located in New England.

The increase would have resulted from an across-

the-board approval by the ICC of a 6 per cent general rate increase proposed by the Bureau in 1955. Because of testimony by the Port Authority and other port interests, the ICC stipulated that increased pick-up and delivery charges should not be included in the Bureau's new rate schedule. (MCC-1864)

Increased Pier Arbitraries — Eastern Central Motor Carriers Association. In June, 1956, the Eastern Central Motor Carriers Association filed tariffs calling for a sharp increase in pick-up and delivery charges on freight moving to and from steamship piers in the Port District. The Port Authority intervened to request suspension and investigation of the proposed increases because of their discriminatory nature. As a result, the ICC suspended the proposed increases and assigned the matter for investigation. Inasmuch as the Eastern Central Motor Carriers Association made no effort to justify the increased charges, the ICC discontinued the proceeding in August, 1956. The suspended rates were then cancelled by the Association. (I&S M 8668)

Inside Pickup and Delivery. In this proceeding, the ICC, in January, 1956, reaffirmed its prior ruling prohibiting truckmen from assessing extra charges on freight delivered within buildings equipped with truck elevators. The origins of this case go back to 1951, when motor carriers serving the East proposed to levy an extra charge on freight delivered to consignees within all buildings. The Port Authority objected to imposing such additional charges when delivery was made within buildings equipped with truck elevators. A decision handed down by the ICC in 1954 prohibited truckmen from assessing additional charges for pick-ups and deliveries in such buildings. The case had been reopened in 1955 following a petition for clarification of the ICC ruling. (I&S 3509)

General Investigation — New York Motor Carrier Rates. In May, 1952, the Port Authority participated in a proceeding instituted by the Public Service Commission of New York State involving the establishment of a new motor carrier rate structure for the State. The Port Authority's intervention was authorized to protect the Port District's competitive position. A committee of Public Service Commission officials and motor carrier and shipping representatives was formed to review the effects of the proposed rate structure. Further hearings in this proceeding were held before the Public Service Commission in December, 1956. (PSC-NY 12877)

Movement of Demountable Truck Bodies — Baltimore to Chicago and St. Louis. The Port Authority participated in this proceeding to assure equitable rates for the Port of New York in the movement by rail of cargo loaded into demountable truck bodies. In 1956, the Baltimore & Ohio Railroad issued a tariff covering this relatively new method of transportation. This tariff, which applied on movements between Baltimore and Chicago and St. Louis, reflected a departure in rate-making in that the rate would have been determined by the net weight of the freight in the truck body regardless of the nature of the cargo. This proposed tariff would have made it possible to transport many commodities from Baltimore to Chicago at rates considerably lower than those in effect from New York to Chicago. Had the new rate to and from Baltimore been applied to export-import freight, the gap between Baltimore's and New York's rates would be greater than that provided in the prevailing port differential. In December, however, the railroad withdrew the proposed tariff and the case has been dismissed. (I&S 6658)

Improvement of the Port's Transportation Services

Another important Port Authority function is the encouragement of the improvement of transportation services available at the Port District. In line with this responsibility, the Port Authority participated in the following active cases during 1956:

McLean Industries, Pan-Atlantic Steamship Corp. — Control S. C. Loveland. In the interest of improving domestic coastwise shipping, the Port Authority is supporting the application of the Pan-Atlantic Steamship Company and its parent concern, McLean Industries, to the ICC for authority to purchase the operating rights and routes of the S. C. Loveland Company, Inc. The Loveland concern, an inoperative water common carrier, has the authority to berth at all ports and places along the Atlantic Coast, while Pan-Atlantic's existing coastwise rights are somewhat limited. The services provided by the Pan-Atlantic Steamship Company would thus be rounded out through purchase of Loveland's rights. Pan-Atlantic has advised the Authority that it plans to inaugurate container ship service between the Port District and Wilmington, North Carolina. This service would be similar to that which it already provides between Port Newark and Houston, Texas, (as reported on page 18). (MC-F-5647, MC-F-6167)

Pan-Atlantic Steamship Corporation Extension — Intercoastal. The Port Authority is also supporting the Pan-Atlantic Steamship Company in its application to the ICC for permanent authority to provide intercoastal general cargo service between Pacific and Atlantic Coast ports. In December, the ICC Examiner recommended that this authority be granted. Final action by the Commission is awaited. (W-376, SUB 13)

Filing of Rate Schedules by Inbound Water Carriers. During the year, the Port Authority filed a statement with the Federal Maritime Board in support of a proposed FMB ruling which would require inbound water carriers to file their rate schedules with the Board. Although outbound water carriers are now obligated to file their rate schedules, the Board has heretofore not required inbound carriers to do so. Lack of a central point of information concerning inbound rates makes it difficult for the Port Authority and other port agencies to determine whether such rates are reasonable and non-discriminatory. The matter is still pending before the FMB.

Teterboro Airport Limousine Case. In this Interstate Commerce Commission proceeding, the Port Authority supported the continued authorization of limousine service between Teterboro Airport and New York City. The Examiner concluded that this operation is exempt from the Interstate Commerce Act and, therefore, recommended to the Commission that the service be permitted to continue. In October, the Commission accepted the Examiner's recommendation. (MC-115750)

Airport City Limousine Case. Contending that limousine service is a necessary adjunct to the ground transportation available at airports, the Port Authority supported the need for limousine-hiring services between our three major airports and all points within 100 miles of New York City. This ICC case arose when the services of a limousine operator at Port Authority airports expanded to an extent requiring an ICC certificate. In May, the Examiner in the proceeding recommended that the limousine operator be authorized to continue this service and, in October, the Commission accepted the Examiner's recommendation. (MC-115183)

Air Service Proceedings Before the Civil Aeronautics Board

Air Freight Renewal Case. In this proceeding, the Port Authority supported the renewal of all-cargo air carrier authorization between the Port District and virtually all major traffic points in the United States. The case was divided into North-South and East-West phases. In November, 1955, the Civil Aeronautics Board authorized the continuation of North-South all-cargo carrier service to and from the Port District and in March, 1956, the Board concluded the proceeding by also approving the continuation of the East-West service. (4770 et al)

New York-Florida Proceeding. In this proceeding, the Port Authority supported the authorization of (a) a third air carrier between the Port District and Florida, (b) National Airlines as the third carrier providing turn-around service between the Port District and Washington, (c) Eastern Air Lines as the third air carrier providing turn-around service between the Port District and Boston, (d) National Airlines to serve Washington on its flights between the Port District and Norfolk, and (e) United Air Lines and Trans World Airlines to serve Boston, Philadelphia, Baltimore and/or Washington on their east-west flights to and from the Port District. In September, the Board granted all of the additional air services supported by the Port Authority. (3051 et al)

New York-Nassau Non-Stop Case. The Port Authority here supported the need for U.S.-flag non-stop air service between the Port District and Nassau to compete with the foreign-flag non-stop service in this market. In December, the CAB concluded that there is a need for U.S.-flag non-stop air service in this market and authorized Pan American to provide this service. (7002 et al)

Eastern Air Lines Route Consolidation Case. Here, the Port Authority supported the need for competitive non-stop air service between the Port District and St. Louis. Prior to this case, the Port District-St. Louis air market was served by three carriers (American, Eastern and TWA), but only TWA was authorized to provide non-stop service. Early in 1957, the Board announced that both Eastern and American would be authorized to provide non-stop service in competition with TWA. (3292 et al)

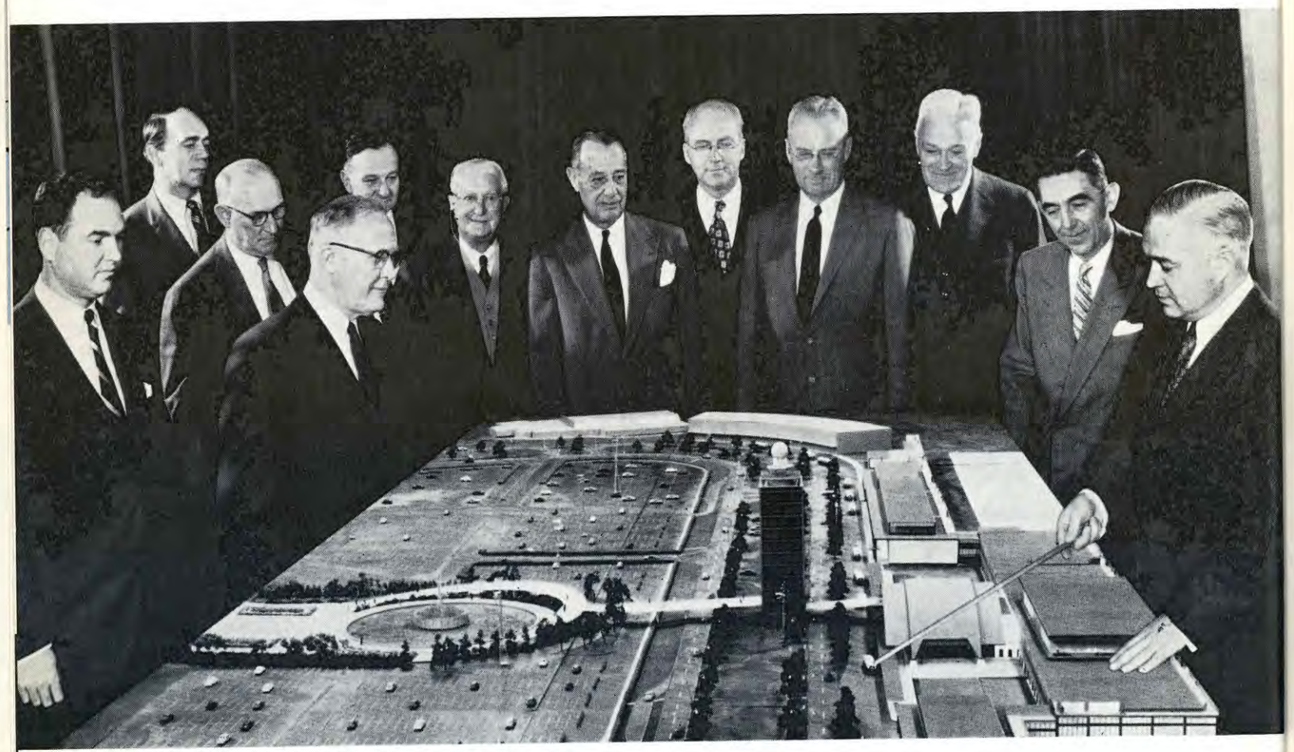
Service to Puerto Rico. In this proceeding, the Port Authority is supporting the continuation of competitive combination-carrier service between the Port District and Puerto Rico as well as the continuation of all-cargo carrier service in this important air carrier market. The hearings on this case have been completed, and an Examiner's decision is being awaited. (7375 et al)

New York-Syracuse Case. Here, the Port Authority supported the authorization of competitive non-stop service between the Port District and Syracuse. In October, the Examiner concluded that the market merited a second non-stop carrier and selected Mohawk Airlines to compete with American Airlines. We are awaiting a final Board decision. (6179 et al)

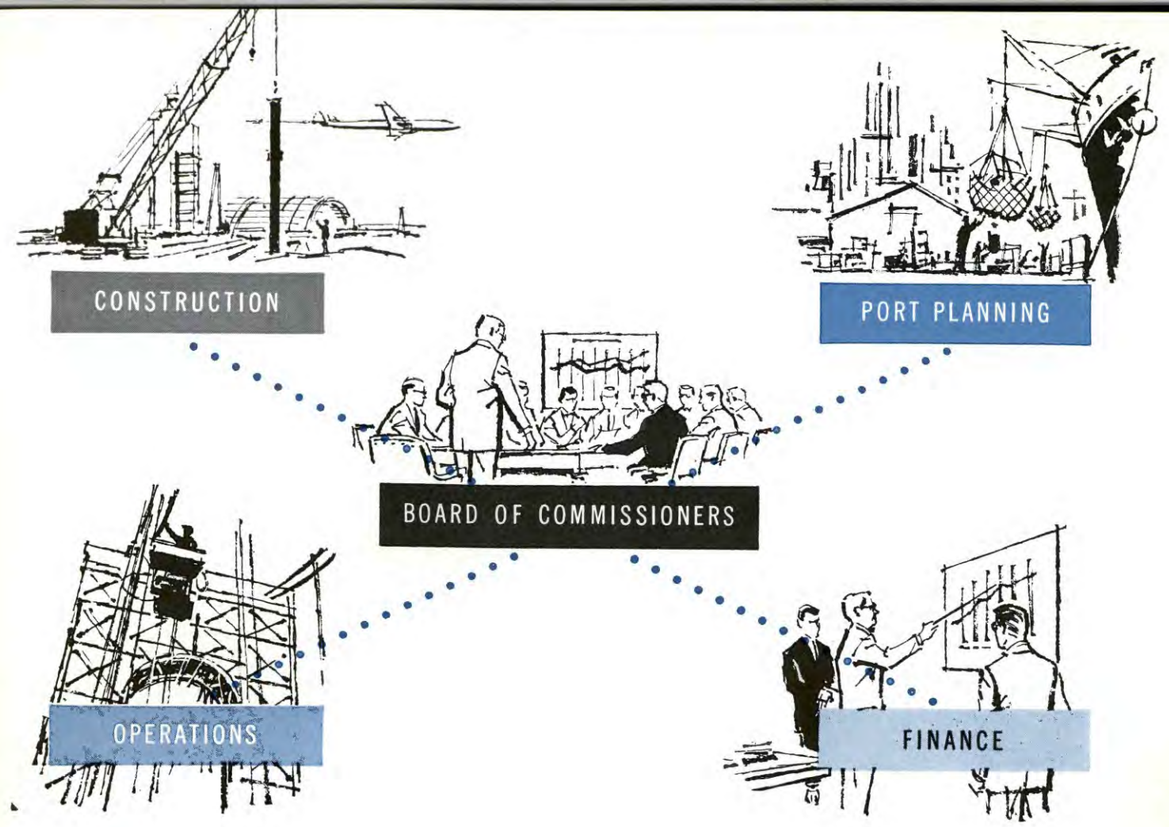
New York-Mexico City Non-Stop Case. The Port Authority has urged authorization of U.S.-flag non-stop air service between the Port District and Mexico City. An Examiner's initial decision is awaited. (2909 et al)

To accommodate expanding air cargo movements, the Port Authority in 1956 took an active part in a CAB case which renewed all-cargo air carrier service between the Port District and the country's major air traffic centers.

Many of the Port District's railroads, with the vigorous support of the Port Authority, are seeking to revise their antiquated rate structures, which provide higher tariffs on export-import freight than are charged via other ports.



The Port Authority Board of Commissioners receives a report from Executive Director Austin J. Tobin (at far right) on status of N. Y. International's "Terminal City" construction program. Commissioners (from left) are: James C. Kellogg, III, Thorn Lord, Chas. H. Sells, Chairman Donald V. Lowe, Dow H. Drukker, Jr., Vice-Chairman Eugene F. Moran, Honorary Chairman Howard S. Cullman, Charles S. Hamilton, Jr., S. Sloan Colt, Horace K. Corbin, and Jess Harrison Davis.



Administration

The Compact between the States of New York and New Jersey which established The Port of New York Authority states: "The Port Authority shall consist of twelve Commissioners." The responsibility for shaping the Authority's overall program is vested in these public officers who are appointed by the Governors—six by the Governor of New Jersey and six by the Governor of New York. The Commissioners serve without compensation for overlapping terms of six years.

In accordance with the Compact, the Board of Commissioners has adopted suitable by-laws for its management. Under these by-laws, four working Committees of the Board have been established. These are: the Committee on Port Planning; the Committee on Finance; the Committee on Construction; and the Committee on Operations.

In 1956, at the annual meeting of the Board, his fellow Commissioners re-elected Donald V. Lowe of Tenafly, New Jersey, Chairman of the Board of Commissioners.

At the same time, Howard S. Cullman was re-elected to the post of Honorary Chairman.

Chairman Lowe, who had originally been elected to his present post in 1955, served as Vice-Chairman of the Authority from 1953 to 1955. He was appointed a Port Authority Commissioner by former Governor Walter E. Edge in 1945. Long active in New Jersey civic affairs, Chairman Lowe is President of the Lowe Paper Company of Ridgefield, New Jersey. He is also an officer and director of many other businesses and associations.

Honorary Chairman Howard S. Cullman of New York City has served the Port Authority for nearly thirty years. He was originally appointed to the Board by the late Governor Alfred

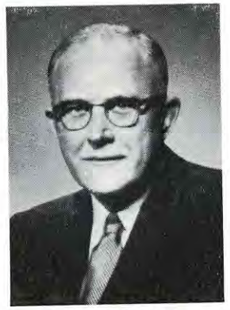
COMMISSIONERS

New Jersey

HORACE K. CORBIN

of West Orange, New Jersey, is one of New Jersey's prominent bankers and business men. He is the chairman of the board of the Fidelity Union Trust Company of Newark and director of the Public Service Electric and Gas Company of New Jersey, the Prudential Insurance Company and other business, insurance and manufacturing firms. Commissioner Corbin is greatly interested in civic and philanthropic affairs, and is a charter trustee of Princeton University. He was appointed to the Port Authority by former Governor Alfred E. Driscoll in May, 1948, and reappointed in June, 1953.

HORACE K. CORBIN



DONALD V. LOWE

DONALD V. LOWE

of Tenafly, New Jersey, president of the Lowe Paper Company, is an officer and director of many businesses and associations. He is a trustee of the New Jersey Manufacturers Association and a director of its associated insurance companies. He is president of the Ridgefield Manufacturers Association, and a director of the New Jersey Bell Telephone Company. He is also active in school, civic, and church affairs. Commissioner Lowe was appointed to the Port Authority by former Governor Walter E. Edge in January, 1945, and reappointed by former Governor Alfred E. Driscoll. He was elected Vice-Chairman of the Authority in 1953 and Chairman in 1955, to which post he was re-elected in 1956.

DOW H. DRUKKER, JR.

of Montclair, New Jersey, is director and president of the Union Building and Construction Corporation in Passaic, and is an officer in a number of other companies in the building and construction field. He was formerly publisher of the Passaic, New Jersey, *Herald-News* and a member of the Associated Press. Commissioner Drukker was appointed to the Port Authority Board on May 26, 1953, by former Governor Alfred E. Driscoll.

DOW H. DRUKKER, JR.

JESS HARRISON DAVIS

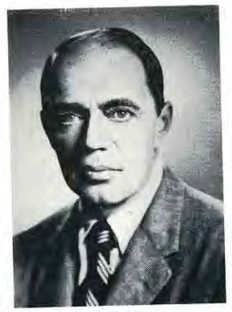
JESS HARRISON DAVIS

of Hoboken, New Jersey, has been president of Stevens Institute of Technology in Hoboken since 1951. Prior to that time, he was president of Clarkson College of Technology. A leader in the movement to emphasize the scientific, analytical approach in the teaching of engineering, Dr. Davis also has had broad experience as a practicing engineer. Formerly an engineering consultant, he has served industry further as a director of several corporations. He is currently a member of the board of directors of Philip Morris, Inc., and the Prudential Insurance Company, as well as the First National Bank of Jersey City and the Hoboken Bank for Savings. Dr. Davis was appointed a Port Authority Commissioner by former Governor Alfred E. Driscoll in 1952.

JAMES C. KELLOGG, III

of Elizabeth, New Jersey, has been a member of the New York Stock Exchange since 1936. Then twenty-one years old, he was the youngest member of the Exchange. He is now Chairman of the Board of Governors of the Exchange and is a partner in the firm of Spear, Leeds & Kellogg and president of the J. C. Kellogg Foundation for infantile paralysis. He is also director of the City Federal Savings and Loan Association, the Central Home Trust Company, and of numerous other businesses and associations. Commissioner Kellogg was appointed to the Port Authority Board in 1955, by Governor Robert B. Meyner.

JAMES C. KELLOGG, III



THORN LORD

THORN LORD

of Princeton, New Jersey, is an attorney who has practiced law in New Jersey since 1933. From 1943 to 1945 he served as United States Attorney for New Jersey. He was appointed to the Port Authority Board on July 1, 1955, by Governor Robert B. Meyner.

COMMISSIONERS

New York

HOWARD S. CULLMAN

is president of Cullman Bros., Inc., and an officer and director in many business and banking enterprises. He is noted for his investments in the theater and his activities in civic, philanthropic and medical circles. In 1956, President Eisenhower appointed him United States Commissioner General for the Brussels World Fair of 1958. Commissioner Cullman was appointed to the Port Authority by former Governor Alfred E. Smith in March, 1927, and reappointed by Governor Herbert H. Lehman and Governor Thomas E. Dewey. He was first elected Vice-Chairman in September, 1934, and served as Chairman from February, 1945, to May, 1955. He was then elected by his colleagues to the newly created post of Honorary Chairman, to which he was re-elected in 1956.

HOWARD S. CULLMAN

EUGENE F. MORAN

EUGENE F. MORAN

of New York City is chairman of the board of the world-famed Moran Towing and Transportation Company, Inc. For forty-eight years, he has been a member and chairman of the Maritime Association of the Port of New York's Committee on Rivers, Harbors and Piers. He has authored many articles on the Port of New York and served with distinction in the Navy in World War I. Commissioner Moran was first appointed to the Port Authority Board by former Governor Herbert H. Lehman in February, 1942, and reappointed by former Governor Thomas E. Dewey in 1948 and 1954. He was elected Vice-Chairman of the Authority in September, 1955, and re-elected to that position in 1956.

S. SLOAN COLT

of New York City is chairman of the board and director of the Bankers Trust Company. He is also president of the New York Clearing House Association, and has served as president of the New York State Bankers Association. He is active in financial, business, civic and philanthropic circles, and served on the President's Advisory Committee on a National Highway Program. Commissioner Colt was appointed to the Port Authority by former Governor Thomas E. Dewey in April, 1946, and reappointed in February, 1950.

S. SLOAN COLT

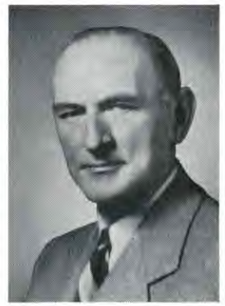
CHARLES S. HAMILTON, JR.

CHARLES S. HAMILTON, JR.

of Pleasantville, New York, is a member of the law firm of Sullivan & Cromwell. He is also a member of the Westchester Park Commission. Commissioner Hamilton was appointed to the Port Authority in June, 1947, and reappointed in 1954 by former Governor Thomas E. Dewey.

CHAS. H. SELLS

of Cross River, New York, is a consulting engineer with offices in New York. He has served as Superintendent of Public Works for the State of New York and was also Westchester County Engineer as well as the county's first Commissioner of Public Works. During World War II, he supervised the building of supply lines in Iran and Iraq under the Lend-Lease agreements. Commissioner Sells was appointed to the Port Authority in January, 1949, and reappointed in March, 1953, by former Governor Thomas E. Dewey.



CHAS. H. SELLS

N. BAXTER JACKSON

N. BAXTER JACKSON

of New York City is chairman of the executive committee and director of the Chemical Corn Exchange Bank. He also holds directorships with many other financial institutions and manufacturing corporations. Noted in the civic and philanthropic worlds, he serves as director and treasurer of Beekman-Downtown Hospital and as a trustee of Roosevelt Hospital. He was appointed to the Port Authority Board of Commissioners in June, 1955, by Governor Averell Harriman.

President Dwight D. Eisenhower in 1956 appointed Port Authority Honorary Chairman Howard S. Cullman United States Commissioner General for the Brussels Exposition.

E. Smith of New York. Prior to his election as Honorary Chairman, he served ten years as Chairman of the Port Authority Board, and from 1934 to 1944 as Vice-Chairman. The Honorary Chairman, who is an officer and director of many business and banking enterprises, has also achieved distinction in the philanthropic and theatrical worlds. In 1956, he was appointed by President Eisenhower as United States Commissioner General for the Universal and International Exhibition of Brussels.

Commissioner Eugene F. Moran of New York City was re-elected Vice-Chairman of the Authority in 1956. Vice-Chairman Moran was originally appointed a Port Authority Commissioner in 1942 by former Governor Herbert H. Lehman of New York. A noted authority on the Port of New York and many other world ports, he is chairman of the Moran Towing and Transportation Company. For forty-eight years, he has been a member and chairman of the Maritime Association of the Port of New York's Committee on Rivers, Harbors and Piers.

Austin J. Tobin Re-Elected Executive Director

Reporting directly to the Board of Commissioners is the Port Authority's Executive Director who is elected by the Commissioners on an annual basis. In 1956, Austin J. Tobin was re-elected to this top staff post for his fourteenth successive year. Charged with the administration of all of the Port Authority's activities, the Executive Director is responsible for planning and carrying out the organization's overall program within the authorizations of the Commissioners. He is assisted by Assistant Executive Director Matthias E. Lukens.

Joseph G. Carty serves as Secretary of the Board and is responsible for keeping and preparing the official minutes of the meetings of the Commissioners. He also keeps the official records of the Port Authority.

Departmental Organization

To best achieve its immediate and long-range goals, the Port Authority is organized into "line" and "staff" departments. The line departments are responsible for the development, operation and day-to-day maintenance of our terminal and transportation facilities. They include the Aviation Department, directed by John R. Wiley; the Tunnels & Bridges Department, directed by Charles H. Taylor; the Marine Terminals Department, directed by A. Lyle King; and the Terminals Department, directed by Henry Davison. The work of these departments, and of our Port Development Department, which is headed by Roger H. Gilman, is discussed in preceding chapters of this report.

The staff departments provide specialists and specialized advice and services to the Executive Director and to line departments. A review of the activities of these staff departments follows.

Law Department

The General Counsel of the Port Authority, Sidney Goldstein, serves as legal advisor to the Board of Commissioners and directs the activities of the Law Department. General Counsel is assisted in his duties of furnishing legal opinions and advice to the Port Authority and in representing the Port Authority in legal proceedings by a staff of career lawyers. The Law Department also functions as a staff service department, providing advice and counsel to the staff on the day-to-day work of the Port Authority in order to solve legal problems as they arise and to prevent legal problems from developing.

Comptroller's and Treasury Departments Carry Out Financial Functions

Under the direction of Comptroller James J. Doyle, the Comptroller's Department carries out a number of centralized financial responsibilities. These comprise such functions as the development and maintenance of accounting policy and procedures and the reporting of accounting and financial matters. This department, assisted by the Treasury Department, is also responsible for annual and long-range financial planning. Other important responsibilities of the Comptroller's Department include internal, lessee and contract auditing; administration of the Authority's insurance program; electronic data-processing research and application; and reviewing the economic aspects of all new projects concerned with constructing, purchasing and leasing facilities.

The continuing application and refinement of the annual activity budget, with performance standards for each working unit of the Port Authority, made its value felt during 1956. This budget proved an increasingly valuable aid to management in the development of detailed operating plans, in addition to providing the usual budgetary control over revenues and expenditures.

The independent internal auditing staff, maintained by this department, examines not only the internal operations of the Authority but also the operations of its agents, contractors and lessees. This procedure has produced increased revenues and decreased expenditures. The auditing staff has also proved to be a valuable tool to management through its reports on the operations of the many units of the Port Authority and on this agency's relationships with outside organizations.

The proper management of our insurance program dictates continuing study, including the investigations of new markets, the examination of protective measures and the determination of new areas of coverage. This program has produced substantial savings to the Authority over the past five years.

In October, 1956, after a number of years of research and investigation by the Comptroller's Department, an electronic computer was installed in the Port Authority. This computer, which is rented from International Business Machines, was used primarily on general accounting problems

At Lincoln Tunnel Third Tube bolting ceremony, New York Governor Averell Harriman (left) is photographed with Honorary Chairman Howard S. Cullman (second right), Commissioner S. Sloan Colt and Director of Administration Daniel L. Kurshan.

After inspecting nearly completed Pier A at the Hoboken-Port Authority Piers, New Jersey Legislators board the ship on which they will continue their seventh annual tour of the New Jersey-New York Port and the Authority's transportation facilities.

during its two months of operation in 1956. As the system is developed over the next few years, the Port Authority expects to use the computer to solve many engineering, operational and scientific problems.

The Treasury Department, under the direction of Treasurer Eugene A. Mintkeski, is responsible for the administration of the Port Authority's debt and for the planning of a financial program designed to meet the Authority's present and long-range capital requirements. Entrusted with the custody of the Authority's liquid assets, the Treasury Department handles the investment of the agency's capital, operating and reserve funds. This department also adminsters the credit and collection policies of the Port Authority.

Public Relations Means Public Service and Public Understanding

The Public Relations Department, directed by Mrs. Lee K. Jaffe, participates in the formulation of Port Authority policies to assure that consideration is given to the public relations aspects of those policies. The Public Relations Department also answers questions about the Port Authority and works with the press, radio and television to provide information to the public regarding our activities and to seek advice and encourage support.

The public relations policy of the Port Authority, as developed by the Public Relations Department, is that good public relations are dependent first upon service that people think well of and second upon full information to the public on that service.

For the year 1955-1956, the Government Public Relations Association made its award of achievement in the field of government public relations to the Port Authority for "pace-setting in government public relations; integration of policy to the public relations climate in which the Port Authority operates; handling of difficult problems involving the Port Authority and the people its serves; excellence of published materials for the public and for special publics; exemplary relationships with the media; leadership of Lee Jaffe in the public relations field."

Five Staff Units Headed By Director of Administration

To maintain and improve administrative management in the organization, responsibility for staff activities essential to effective administrative management is centered in the Director of Administration, Daniel L. Kurshan. He also has the general responsibility for the following units—the Personnel, Medical, Community Relations and Purchase & Administrative Services Departments and the Organization & Procedures Office.

Personnel and Medical Programs Benefit Staff

It is the responsibility of the Personnel Department, under the direction of John D. Foster, to attract and assist in the maintenance of a staff in which every man or woman is well fitted, in abilities and attitudes, to make his or her particular contribution to the Port Authority's program for the Port District and its citizens.

Three procedures are followed to accomplish this objective. These are: the precise definition of all skills, training and work habits required by each of the 645 kinds of jobs to be filled; the attraction and selection of the best-qualified person for each job; and the development and maintenance of an overall career environment which will continue to provide the maximum benefits and satisfaction to both the Port Authority and its personnel. In carrying out this three-part program, the Port Authority has developed policies and practices based on the best from both public and industrial personnel administration.

The Authority's salary policy assures that our staff members receive salaries comparing favorably with those paid elsewhere in the community for similar work; vacation and sick leave allowances and retirement benefits also compare favorably with those provided by other organizations; and ample life and health insurance programs are available to all personnel.

Appointments and promotions to all Port Authority positions are based solely on the merits of candidates, with proper recognition given to seniority. Assistance in preparing for career advancement, as well as in improving current job performance, is provided through the various facets of the training program. An understanding of the Port Authority's aims, policies and operations is developed through the communications program, which also offers an opportunity for staff members to receive recognition for their own personal and work accomplishments.

All of these activities enable Port Authority men and women to share in the organization's goals and achievements, and to derive pride and satisfaction from contributing their individual energies and enthusiasm toward these ends. Some of their activities and accomplishments are illustrated in the chapter entitled "The Staff."

The administration of a complete industrial medical program is the responsibility of the Port Authority's Medical Director, Dr. S. I. Kooperstein.

The maintenance of a healthy, alert and efficient staff is the primary aim of this department. The attainment of this goal starts with the selection of men and women who are physically capable of carrying out their responsibilities. Toward this end, the Medical Department gives a thorough physical examination to each applicant for Port Authority employment who has been judged by the Personnel Department to be equipped through experience, training, skills and intelligence for a specific position. During 1956, the department conducted 1,700 such pre-placement examinations.

To help assure the staff's continued good health, the department also re-examines every employee annually. Employees who have been absent due to illness are also given medical examinations; and health counseling is available for staff members and their families.

In 1956, the facilities of the Medical Department were considerably expanded. At the Holland and Lincoln Tunnels, the medical clinics were moved to improved space in new or renovated buildings; and laboratory, X-Ray and physiotherapy services were made available for the first time at these branch offices. The main medical office in the Port Authority Building was also moved to expanded space in that structure.

Community Relations Program Helps Develop Local Awareness Of Role of Port

The Community Relations Department, under the direction of Edwin B. Wilson, conducts an active program which seeks to maintain and encourage a local awareness of the stake of the hundreds of Port District communities in the con-

On September 28, New York Legislators inspected Port Authority facilities during their seventh annual tour of New York Harbor. Here, a group views a scale model of New York International Airport's $120,000,000 "Terminal City" development.

Commissioner Charles S. Hamilton (left) exchanges greetings with Assemblyman Harry J. Tifft and Senator Harry K. Morton of New York Legislature during tour of Port Authority facilities.

tinued development of the area's commerce.

As part of this program, the Port Authority has supplied information to residents of Port District communities through local weekly newspapers, radio broadcasts and a speaking program before local organizations.

The Port Authority also reports regularly on its plans and accomplishments to groups of citizens interested in the continued development of the Port within many of the Port District's communities. During 1956, meetings were held with many of these groups to report on the progress and problems of the Port of New York.

The Community Relations Department also is responsible for gathering the material for and preparing the format of the Annual Report. For the second year in a row, the Annual Report won a Bronze Oscar of Industry from the *Financial World* and a Special Merit Award from *The Score*.

Necessary Services Centralized in Purchase and Administrative Services Department

The equipment, materials and most contract services which enable the Port Authority to carry out its program are purchased through the agency's Purchase & Administrative Services Department, in which are also centralized numerous essential office and specialized services. The Director of this department is James Clark McGuire.

During 1956, this department purchased approximately $7,000,000 worth of equipment, materials and services for the maintenance and operation of Port Authority facilities and offices. The entire system of supplying the facility forces was streamlined by the opening, in April, of a Central Stockroom and Records Unit, which provides a direct supply service to twelve facilities. This new central unit also increased the effectiveness of the five field stockrooms which supply the three major airports, the Holland and Lincoln Tunnels and Port Newark.

The department also provided a wide variety of technical services to the operating and staff units. These included the taking of more than 7,000 photographs and the processing of more than 85,000 photographic prints for engineering, operating, promotional, legal and other purposes; the reproduction by ozalid of 2,155,000 square feet of plans and other papers required by construction; the duplication by multilith and other methods of numerous reports, speeches, forms, and other administrative records; and development of a number of scale models for planning and design use, and of various types of displays for informational and promotional purposes.

Also under the jurisdiction of this department are the employee cafeterias at the Port Authority Building and the Holland and Lincoln Tunnels, which, in 1956, served over 550,000 staff meals.

Organization & Procedures Office Provides Management Consulting Services

Under the management of Harvey Sherman, the Organization and Procedures Office provides a continuing management consulting service to all units of the Port Authority. It develops organizational improvements to meet changing requirements and to insure a clear cut and effective allocation of responsibilities among the various units of the Port Authority. This office also assists the departments in the development and installation of efficient and economical administrative procedures and work practices, and develops methods for appraising the results of Port Authority activities.

During 1956, this office worked with various departments to develop, refine or extend improved ways of carrying out the activities which make up the Authority's program. A new system for scheduling and controlling maintenance work, which had been installed at the airports in 1955, was extended to all line departments. A simplified and more economical system of timekeeping and time reporting for police was developed and is being installed, and a series of improvements in the procedures for recruiting and inducting new personnel was developed.

The office also participated in the development and installation of a streamlined inventory control system; helped clarify planning responsibilities of the line departments in relation to central planning activities; prepared detailed instructions governing the change to a decentralized files system with central policies and controls; and developed a new work simplification program aimed at improving the management skills of Port Authority supervisors.

Engineering Experiences Record Construction Year

The year 1956 was one of unprecedented construction activity for the Port Authority. Contracts actually awarded during the year involved a total estimated expenditure of $77,600,000.

The preparation of plans for this construction and the supervision of all contractors' work is handled by the Engineering Department, headed by John M. Kyle. This department has 270 professional engineers and skilled technicians engaged in all phases of engineering, who, in 1956, worked on over 115 separate projects. These included such diverse engineering projects as the huge "Terminal City" development at New York International, the sizeable Norton, Lilly marine terminal at Port Newark and the unique Port Authority-30th Street Heliport. The construction value of individual design projects prepared by members of this department ranged from $1,574 to $16,350,000.

Alert to improved engineering concepts, our engineering staff continues to develop new ideas and new applications of existing techniques. These include an underwater tie-rod system for the support of bulkheads, an unusual design for lighting towers, and a new hangar design for future construction.

The Authority's materials inspection group has achieved national recognition for its accomplishments and its high standards. During the year just passed, members of this group inspected and tested about 321,000 barrels of cement, 185,000 cubic yards of concrete, 35,000 gallons of paint, 430,000 linear feet of piling, 13,000,000 linear feet of wire and cable, 13,000 tons of structural

On tour of Teterboro Airport's first industrial building, Commissioner Dow H. Drukker, Jr., Chairman Donald V. Lowe, and Colonel R. L. Johnson, United States Air Force, are guided by C. S. Robinson, President of Robinson Aviation Company.

steel and large quantities of many construction materials.

Operations Services and Real Estate Departments

The Operations Services Department, directed by Daniel N. Mandell, provides centralized services and technical assistance in the fields of facility maintenance and operation, traffic engineering, and safety. The training, placement, discipline, and inspection of the Port Authority's 1,112-man Police Force is also centralized in this department.

The department is also responsible for formalized reviews, inspections, and observation programs which help assure that the operation and maintenance of our facilities are in accord with Port Authority standards and policies.

During 1956, the engineers and technical experts of the Operations Services Department conducted numerous studies, developed new devices and techniques, carried out varied programs and made recommendations to aid the line departments maintain and develop the Port Authority's facilities. Some 335 heavy maintenance projects were also carried out either by outside contractors under departmental supervision or by Central Maintenance Services personnel.

During 1956, the staff of the Real Estate Department, under the direction of Robert S. Curtiss, continued to carry out its responsibility of aiding the Port Authority's facilities achieve self-support through the development of collateral revenues.

Particular emphasis was placed during the year on the improvement of service to the traveling public through the provision of adequately planned retail stores, restaurants and other services. Such facilities are not only a necessity and convenience to travelers but are an important source of revenue in the Authority's effort to provide modern and efficient terminals in the metropolitan area.

In addition to the management of existing consumer services, this department helped formulate plans for the development at New York International of International Hotel and of consumer services in the International Arrival and Wing Buildings in "Terminal City." Plans for improved facilities at Port Newark, the Port Authority Building and Teterboro Airport were also under development.

The Real Estate Department also acquires and disposes of property in connection with facility development programs, and manages such properties until the programs get underway.

For its third consecutive year, the Port Authority won National Safety Council's Award of Honor. Executive Director Austin J. Tobin (right, center) receives award from National Safety Council President Ned Dearborn in presence of (from left) Assistant Executive Director Matthias E. Lukens, Safety Supervisor Herbert Kaul, Chief of Safety & Inspection Division Vincent Larkin and Director of Operations Services Daniel N. Mandell.

The Port Authority medical program, which was expanded during 1956, aims toward maintenance of a healthy staff. Here, Police Officer James McCaffery is X-Rayed by Nurse Catherine Sullivan at Lincoln Tunnel Medical Center. X-Ray machine is among new equipment at the Authority's medical field offices.

Professional Attainments

During 1956, various key members of the Port Authority staff were honored through election as officers of professional organizations or through awards made by outside organizations.

Assistant Executive Director Matthias E. Lukens was elected president of the American Society for Public Administration, the professional organization for public administrators.

Mr. Robert S. Curtiss, Director of Real Estate, was elected president of the Real Estate Board of New York, Inc.

Director of Marine Terminals A. Lyle King was elected head of the American Association of Port Authorities, an organization in which all of the major American ports are represented.

The National Institute of Municipal Law in 1956 gave an "Award of Distinguished Public Service" to Mr. Sidney Goldstein, General Counsel of the Port Authority.

From top of N. Y. International's control tower, Commissioners Thorn Lord (left) and James C. Kellogg, III, view "Terminal City" construction progress during cornerstone-laying ceremony for International Arrival and adjacent Airline Wing Buildings.

THE PORT OF NEW YORK AUTHORITY
BOARD OF COMMISSIONERS

OFFICE OF THE EXECUTIVE DIRECTOR

A. J. TOBIN — EX. DIR.
M. E. LUKENS — ASST. EX. DIR.

J. G. CARTY — SECY. TO BD.
P. HUNTER — ASST.

COMPTROLLER'S DEPARTMENT

J. J. DOYLE — COMPT.
R. G. JACOB — DEPUTY

- **ACCOUNTING DIV.** — C. H. CARLSON — CH. ACCT.
- **BUDGET DIV.** — R. BLACK — BUD. OFF.
- **INSURANCE DIV.** — W. D. MC GUINNESS — MGR.
- **AUDIT DIV.** — A. J. VIGELAND — GEN'L. AUD.
- **ELECTRONICS RESEARCH & APPLICATION DIV.** — S. L. NOSCHESE — MGR.

TREASURY DEPARTMENT

E. A. MINTKESKI — TREAS.
C. R. WELCH — ASST.

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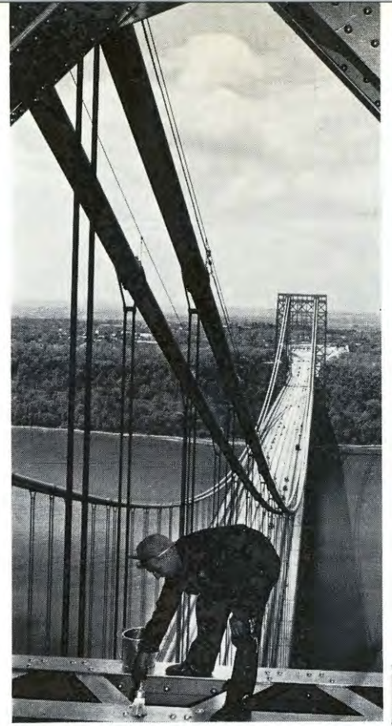
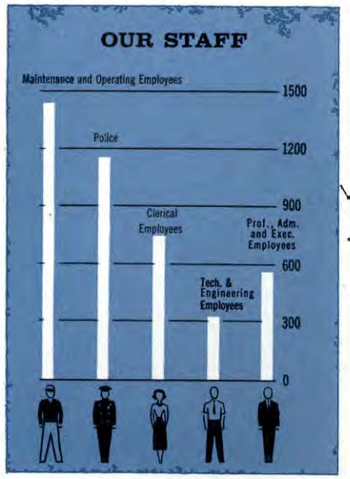
- **LINCOLN TUNNEL** — R. C. CRUTHERS — MGR.
- **G. WASHINGTON BRIDGE** — G. A. COLE — MGR.
- **STATEN ISLAND BRIDGES** — A.P. TATE — MGR.

AS OF JANUARY 1, 1957





The Staff

Each one of the more than 4,240 men and women who made up the staff of the Port Authority in 1956 — including the 701 new members who joined the staff during the year—made his individual contribution to the work of the organization.

Many of them gave a greater share of their time and talents than was demanded by the job alone. Thirteen such employees, who had brought credit to themselves and the organization through exceptionally meritorious deeds or service, were honored at the Authority's medal-award ceremony in November.

These included six recipients of the Distinguished Service Medal, which is awarded for "unusually efficient or distinguished service involving outstanding judgment, conduct or initiative over a period of years." Project Engineer Paul Blume, newly-retired Police Officer Joseph Jarvis, Traffic Manager Edward Laux, Engineer of Electrical Maintenance Edward Mehm, Assistant to Chief, Forecast and Analysis Division, John Rahlff, and Engineer of Structural Maintenance Alvin Ruefer were thus honored.

The Commendation Medal, which is given for "unusually effective service involving good judgment as it applies to a particular event or occasion," was presented to seven members of the Authority's staff. Lieutenants Gustave Albrecht and Thomas Coffey, Electrician Edward Kraus, Officer George McCarthy, Sergeant John McIntyre, Bridge Painter Edward Miller and Officer John Shea all performed acts of bravery, which were recognized by this medal.

During 1956, thirty people became eligible to join the Port Service Club, an organization composed of employees who have served the Authority for a quarter of a century or more. The present active membership of this group amounts to 153, representing a total of over 4,800 years of public service.

For their initiative, leadership and dedication to their work, Executive Director Austin J. Tobin presented Distinguished Service Medals to Joseph Jarvie, Paul Blume, Edward Mehme, Alvin Ruefer, John Rahlff and Edward Laux.

Over 830 staff members contributed to the improvement of Port Authority operations and services through the employees' suggestion system. Some 22 per cent of eligible employees participated in the system during 1956, contributing 2,294 ideas, of which 383 were accepted for cash awards totaling $8,213. Several of these ideas will produce measurable savings—estimated at $5,000 for their first full year in operation. A number of 1956's suggesters submitted several award-winning ideas. By year's end, sixty-eight men and women had contributed five or more accepted ideas during the system's four-and-a-half-year history.

For the second consecutive year, the Port Authority's suggestion system was honored by the National Association of Suggestion Systems. Awarded a gold plaque for its high employee participation rate, our suggestion system ranked highest among government agencies in 1955. During that year, 625 suggestions were received for every 1,000 eligible employees.

Opportunities to better their on-the-job performance and advance on the basis of merit are open to all Port Authority men and women. During 1956, staff members took part in nearly 200 competitive promotion examinations, each involving from one to three separate tests. As a result, 955 people achieved a place on the lists of those eligible to fill specific positions. In 1956, a ratio of one out of every eight persons in the entire Port Authority advanced in the ranks of the organization.

An increasing number of Port Authority men and women participated in the various career development activities encompassed by the organization's training program. During the year, thirty-three job-related courses in clerical, mechanical, technical, supervisory and management subjects were offered. These courses attracted an enrollment of 1,391.

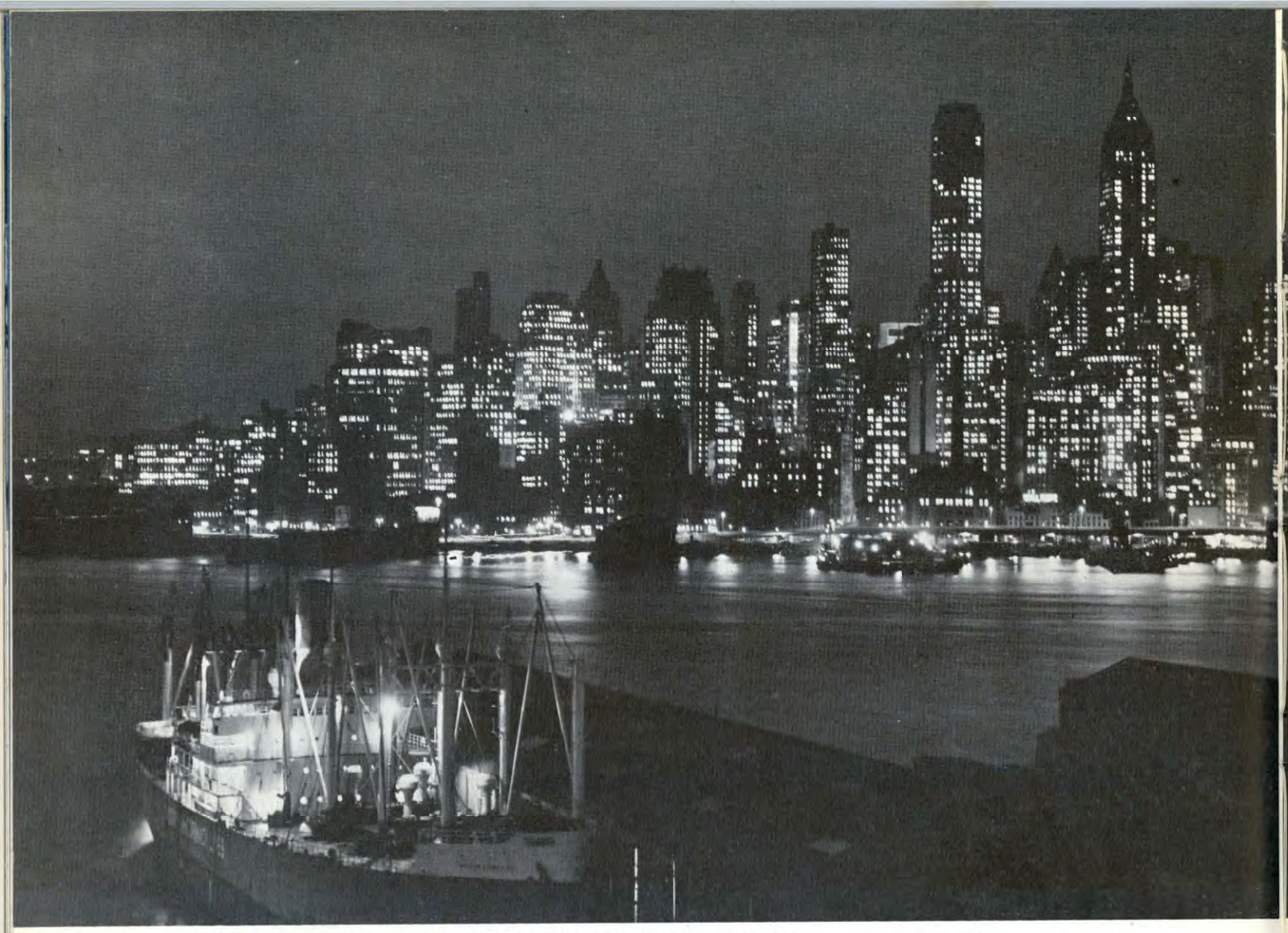
Staff members are also encouraged to gain additional training through the Education Refund Plan, which reimburses the full tuition cost of successfully completed courses at approved correspondence, trade and business schools or universities. In 1956, 383 Port Authority people were enrolled in over 1,300 courses under this program. Several college extension courses were also arranged and offered on Port Authority premises. These included such subjects as public speaking, effective writing and economics.

Management Development Program

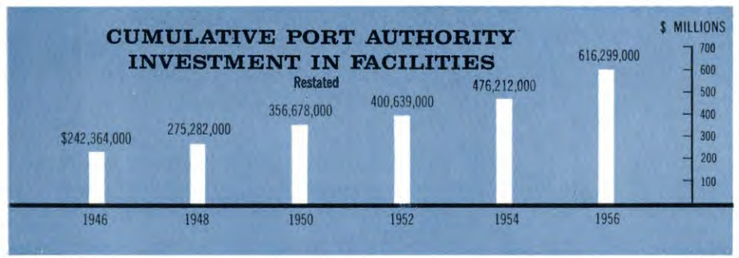
The Port Authority also places strong emphasis on its management development program. Through this program, all levels of supervision are kept alert to the most progressive techniques of fulfilling their management responsibilities. From the initial orientation of new supervisors, to the seminars for key executive personnel, emphasis is placed on the identification of common goals and the solution of common problems. Special courses are also conducted to develop specific supervisory skills, such as effective writing, speed reading, and conference leadership.

To maintain Port Authority salaries at a level which compares favorably with those paid elsewhere in the Port District for similar work, wage trends and policies within the area are analyzed and evaluated in an annual Salary Survey. Some forty-seven private companies and three state and municipal agencies were studied during the 1956 survey. More than 68,000 rates, covering thirty-four carefully selected job classifications, were compiled, along with comparative data on holiday and vacation allowances and other wage-related factors. As a result of this survey, the salaries of most Port Authority staff members earning less than $12,012 annually were increased by 5 per cent. This increase affected over 95 per cent of the Port Authority's staff.

The Port Authority's seven commendation medal-winners are shown with Executive Director Austin J. Tobin (left) and Chairman Donald V. Lowe (right). From left: Edward Miller, Lt. Gustave Albrecht, Edward Kraus, Lt. Thomas Coffey, Sgt. John McIntyre, Officer George McCarthy and Officer John Shea. This medal recognizes deeds requiring quick thinking.



Downtown Manhattan, as seen from the Brooklyn shore, rises vertically from the waterways that have made it the world's greatest commercial and financial center. This concentrated area is the primary market where Port Authority bonds are sold.



Financial

During 1956, the Port Authority invested some $84,600,000 in capital improvements at its facilities. At year's end, the agency's facility investment amounted to nearly $616,300,000, or about 16 per cent more than the $531,700,000 invested at the end of 1955.* The increase was attributable mainly to $28,200,000 invested at New York International Airport, $5,500,000 invested at Port Newark, $22,400,000 expended for the Lincoln Tunnel's Third Tube and $15,100,000 invested at the Brooklyn-Port Authority Piers.

Funded Debt at the end of 1956 was $324,800,000 as compared to the 1955 total of $279,900,000. The net increase resulted from the sale of $105,000,000 of Consolidated Bonds and Notes, less retirements of $60,100,000. During 1956, the Port Authority was able, through purchase on the open market, to retire $2,700,000 par value of long-term bonds at a cost of $117,000 under their call value.

The Port Authority's facilities produced gross revenues of $76,700,000 during the year, an increase of 12 per cent over 1955's revenues of $68,600,000. This gain indicates the value of the increasing services provided by the agency's nineteen terminal and transportation facilities.

Operating expenses totaled $37,000,000 for the year, up 22 per cent over 1955's totals. Net revenues of $38,700,000, after including interest income and allowing for valuation adjustment of securities held in operating and reserve funds, were available for debt service payments and for transfer to reserves as required by statutes and agreements with bondholders. Debt service for 1956 totaled $34,100,000 of which principal payments amounted to $29,000,000 and interest totaled $5,100,000. The net revenues remaining after the deductions for debt service totaled $4,600,000 and were transferred to reserve funds as required.

The Authority's Reserve Funds, which are required by statutes and agreements with bondholders, contained $37,100,000 at the end of the year. This amount is sufficient to satisfy the Port Authority's long-standing policy of having reserves at year end in excess of the next two years' debt service.

The net revenues from all present facilities are required, by these statutes and agreements, to be applied to meet commitments to present bondholders, and then to maintain the General Reserve Fund up to its statutory amount of 10 per cent of outstanding bonds. This fund contained $32,-

* *Restated. See Note B on page 72.*

A Ten Year Comparison (IN THOUSANDS)

	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947
REVENUES AND RESERVES										
Operating Funds—(Note A)										
Gross Operating Revenues	$ 76,712	$ 68,615	$ 64,111	$ 59,241	$ 53,823	$ 50,270	$ 42,198	$ 37,524	$ 31,930	$ 28,566
Operating Expenses	37,094	30,496	29,893	26,823	24,430	21,064	16,390	15,113	11,968	8,141
Net Operating Revenues	39,617	38,118	34,218	32,417	29,393	29,205	25,807	22,410	19,962	20,425
Other Income—Net	113	252	394	319	352	294	360	255	259	276
Net Revenues	39,731	38,370	34,612	32,737	29,745	29,499	26,168	22,666	20,221	20,701
Debt Service (Note B)	31,753	31,634	29,638	28,350	10,520	11,345	11,243	8,486	7,500	7,161
Transfers to Reserves	7,977	6,736	4,974	4,386	19,224	18,153	14,925	14,179	12,721	13,540
Reserve Funds										
Income from Investments	956	786	760	765	631	438	1,693	479	365	506
Security Valuation Adjustment	(1,978)	(1,065)	408	375	(68)	(761)	—	—	—	—
	6,955	6,458	6,143	5,527	19,788	17,830	16,618	14,659	13,086	14,047
Deductions from Reserves										
General Reserve Debt Service	1,014	2,045	4,088	2,097	9,155	4,625	9,090	1,741	3,806	2,931
Debt Retirement Acceleration	1,355	2,798	403	5,089	12,592	11,675	17,113	7,197	9,469	2,598
Others—(Note C)	—	—	—	—	—	—	749	(2,569)	(1,185)	—
Total Deductions	2,370	4,844	4,491	7,186	21,748	16,300	26,952	6,369	12,089	5,529
Net Change in Reserves	4,585	1,613	1,651	(1,659)	(1,960)	1,530	(10,333)	8,290	997	8,517
Reserve Balances—Beginning of Year	32,602	30,988	29,337	30,996	32,956	31,426	41,759	33,469	32,472	23,955
Reserve Balances—End of Year	37,187	32,602	30,988	29,337	30,996	32,956	31,426	41,759	33,469	32,472
FUNDED DEBT—AT YEAR END										
General and Refunding Bonds—(Note D)	78,116	84,825	92,377	98,215	113,288	140,772	146,358	217,530	168,696	179,624
Air Terminal Bonds	67,162	67,384	67,384	72,384	74,400	74,400	74,400	61,400	30,000	—
Marine Terminal Bonds	8,876	8,969	9,009	9,009	10,000	10,000	10,000	7,000	7,000	—
Consolidated Bonds	170,694	117,776	75,000	55,000	35,000	—	—	—	—	—
Others—(Note D)	—	1,000	3,000	7,000	9,000	12,000	17,680	26,964	28,303	36,111
Total	324,848	279,954	246,770	241,608	241,688	237,172	248,438	312,894	233,999	215,735
INVESTED IN FACILITIES—AT YEAR END (Restated)	$616,298	$531,733	$476,212	$432,868	$400,638	$377,586	$356,693	$315,653	$275,281	$251,351

NOTE A — These totals are presented for general information purposes; the net revenues of the various groups of facilities for the years listed were pledged in support of particular issues of bonds without availability for other bonds or for expenses of facilities financed by other bonds, except through the medium of the General Reserve Fund.

NOTE B — Includes short term note maturities (see Statement of Revenues and Reserves).

NOTE C — For the sake of uniformity, all items are reported as changes in reserves, although in some years certain items were changes in revenues.

NOTE D — Bonds outstanding at the end of 1949 include duplication of debt to the extent of $54,000,000 issued during the year, proceeds of which were used to refund Fourth Series General and Refunding Bonds in 1950, and at the end of 1951, $3,000,000, proceeds of which were used to refund Series W Notes in 1952.

400,000 in cash and United States Government securities at the end of 1956. The balance of $4,700,000 in Reserves was held in the special reserve funds. These funds, which contained cash and government securities, are applicable to the specific issues of bonds.

The gross revenues of the eleven "General and Refunding Bond facilities" (those facilities on whose net revenues General and Refunding Bonds have a first lien) totaled $51,400,000. This represents a gain of 1 per cent over 1955's gross revenues of $50,600,000. These facilities comprise the six bridges and tunnels, four inland terminals and the Port Authority Grain Terminal with its adjacent Columbia Street Pier. The net operating revenues of these facilities, before debt service charges, were $30,600,000 or a decrease of 5 per cent compared to 1955.

The "Air Terminal Bond facilities"—La Guardia, New York International, Newark and Teterboro Airports—achieved gross revenues of $17,900,000, up 26 per cent compared to 1955's revenues of $14,200,000. The airports' net operating revenues were $6,700,000 before debt service. This figure represents an increase of 45 per cent over 1955.

The gross revenues of Port Newark, the sole "Marine Terminal Bond facility," were $3,600,000 in 1956, a gain of 10 per cent over those for the prior year. The Seaport's net operating revenues rose 7 per cent over 1955 to reach $1,200,000.

In 1952, to unify its debt structure, the Port Authority established the issue of Consolidated Bonds. These bonds can be issued to finance any requirements of the Authority's development program as now projected. As a medium of new financing they have superseded the existing older issues which applied to specific facilities or facility groups. Moreover, the Port Authority has agreed with the holders of Consolidated Bonds not to issue additional General and Refunding, Air Terminal and Marine Terminal Bonds, which have a first lien on the net revenues of their related facilities. Since the inception of the program in 1952, $302,000,000 of Consolidated Bonds have been sold. Of these proceeds, $196,600,000 has been allocated for capital purposes in connection with facilities related to these prior lien bonds, and $37,200,000 has been applied to capital purposes in connection with "Consolidated Bond facilities" (those on whose net revenues Consolidated Bonds have a first lien). In addition, $18,000,000 of Consolidated Bond proceeds have been used to refund prior lien bonds and notes, and $50,000,000 to refund Consolidated Notes.

In 1956, gross operating revenues of the Consolidated Bond facilities reached $3,700,000 which compares with the 1955 total of $440,000. Approximately $3,100,000 of this increase was contributed by the Brooklyn-Port Authority Piers which operated under Port Authority management during the last ten months of 1956. Furthermore, the occupancy of the entire Hoboken-Port Authority Piers by American Export Lines on December 1, 1956, increased the gross operating revenues of this facility to $570,000 as compared to $440,000 in 1955. The Port Authority-West 30th Street Heliport — the Authority's newest facility financed entirely by the proceeds from Consolidated Bonds — was in operation during the last three months of 1956. The net operating revenues before debt service for these Consolidated Bond facilities amounted to $1,000,000 in 1956 as compared to $100,000 in 1955.

As in the past, our financial program stressed the fundamental objective of the Port Authority, which is to finance and carry out a self-supporting transportation and terminal development program without burden to the general taxpayer. The Port Authority is directed to this prime objective by the Port Compact of 1921 and by subsequent legislation enacted by the States of New Jersey and New York. The Port Authority's record of debt management and its present financial position, as shown in the ten year comparison, indicates our adherence to this objective. Our present financial position indicates that we should be able to provide the extensive future capital investments needed to construct and develop the modern facilities that the Port Authority is planning for the continued prosperity of the Port District.

Revenues and Reserves

	Year ended December 31, 1956	1955
	(In Thousands)	
GROSS OPERATING REVENUES	$ 76,712	$ 68,615
OPERATING EXPENSES	37,094	30,496
Net Operating Revenues	39,617	38,118
OTHER INCOME		
Income on investments—net	1,590	1,190
Security valuation adjustment	(2,500)	(1,216)
	38,708	38,092
DEBT SERVICE		
Interest on funded debt	5,076	4,645
Serial maturities and sinking fund requirements	8,692	9,634
Short-term note maturities	19,000	19,400
Debt retirement acceleration	1,355	2,798
	34,123	36,478
Net Increase in Reserves	4,585	1,613
RESERVE BALANCES—BEGINNING OF YEAR	32,602	30,988
RESERVE BALANCES—END OF YEAR	$ 37,187	$ 32,602

Financial Position

DECEMBER 31

	1956				1955
	Reserve Funds	Capital Funds	Operating Funds	Combined Total	Combined Total
ASSETS					
			(In Thousands)		
INVESTED IN FACILITIES	$ —	$616,298	$ —	$616,298	$531,733
CASH	371	5,901	1,396	7,670	4,091
INVESTMENT IN SECURITIES	36,815	32,210	7,623	76,650	81,149
OTHER ASSETS	—	283	7,384	7,667	5,441
ADVANCES FOR WORKING CAPITAL	—	2,320	—	2,320	2,320
TOTAL ASSETS	37,187	657,015	16,404	710,607	624,735
LIABILITIES					
FUNDED DEBT	—	324,848	—	324,848	279,954
DEBT RETIRED THROUGH INCOME	—	320,067	—	320,067	290,391
RESERVES	37,187	—	—	37,187	32,602
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	—	12,099	8,401	20,500	15,456
PROVISION FOR SELF-INSURANCE	—	—	1,913	1,913	1,421
DEFERRED CREDITS TO INCOME	—	—	3,769	3,769	2,589
LIABILITY FOR WORKING CAPITAL ADVANCES	—	—	2,320	2,320	2,320
TOTAL LIABILITIES	$37,187	$657,015	$16,404	$710,607	$624,735

 (See Notes to Financial Statements)

Accountant's Opinion

PRICE WATERHOUSE & CO. 56 PINE STREET NEW YORK 5

February 1, 1957

The Port of New York Authority
New York, N. Y.

In our opinion, the accompanying statements present fairly the financial position of The Port of New York Authority at December 31, 1956 and the results of its operations for the year, in conformity with accounting principles set forth in Note A of Notes to Financial Statements. These principles have been applied on a basis consistent with that of the preceding year, except for the change in method of recording commitments as described in Note B. Our examination of these statements was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Price Waterhouse & Co.

Notes to Financial Statements

THE PORT OF NEW YORK AUTHORITY
DECEMBER 31, 1956

NOTE A—ACCOUNTING PRINCIPLES:

1. The Port of New York Authority, created as a corporate instrumentality in 1921 by compact between the States of New York and New Jersey with the approval of Congress, has no stockholders nor equity holders; all revenues or other cash received must be disbursed for specific purposes in accordance with provisions of various statutes and agreements with holders of its bonds. Accounts of the Authority are maintained in accordance with (1) generally accepted accounting principles and (2) the principles set forth in this Note which are based on resolutions of the Commissioners, agreements with bondholders, and on the Authority's interpretation of applicable statutes and agreements.

2. Deductions have been made from revenues and reserves equal to payments to sinking funds and other maturity payments on debt. These deductions are credited to the account "debt retired through income", and constitute the effective recovery of facility costs. Therefore, no separate deductions for depreciation are required.

3. The amount "invested in facilities" consists primarily of expenditures to acquire, construct, place in operation and improve the facilities of the Port Authority and includes net discount and expense incurred for bonds and notes issued for construction purposes as well as the net interest expense during the period of construction.

4. In accordance with provisions of the resolution establishing the issue of Consolidated Bonds, debt service on such bonds and notes is secured, first, by revenues of facilities financed wholly by Consolidated Bonds, and secondly, by the General Reserve Fund.

5. The combined revenues as shown on the statement of revenues and reserves is presented for general information purposes only and the amounts stated do not represent revenues applicable to any type of bonds. The amount and disposition of revenues applicable to each type of bonds is set forth in Exhibit A and the amount and disposition of revenues applicable to the reserve funds is shown in Exhibit B.

6. Securities are valued at the lower of aggregate amortized cost or market.

NOTE B—COMMITMENTS:

Commitments of capital funds have heretofore been recorded in the accounts at the time contracts were awarded and as orders were placed for construction work, supplies, etc. In 1956 the Authority changed its practice in that these commitments, which amounted to approximately $49,000,000 at December 31, 1956, are no longer recorded in the accounts. The December 31, 1955 "invested in facilities" amounts have also been adjusted to eliminate commitments of $47,320,000 previously included therein. Cash and securities in the capital funds at the year end were primarily for use in connection with these commitments.

NOTE C—CONTINGENT LIABILITIES:

Under a 1947 agreement with The City of New York for the lease to the Authority of the Municipal Air Terminals, the Authority agreed to provide funds aggregating $198,500,000, if necessary, for the rehabilitation, expansion, improvement and development of said air terminals.

Under a 1947 agreement with The City of Newark for the lease to the Authority of the Newark Marine and Air Terminals, the Authority agreed to provide funds aggregating $70,500,000, if necessary, for the development of said terminals.

These leases with the Cities of New York and Newark expire upon the payment by the Authority of all of its funded debt issued in connection with the air and marine terminals leased from the Cities or in the years 1997 and 1998, respectively, whichever occurs sooner.

Under a 1952 agreement with the City of Hoboken the Authority leased the Hoboken-Port Authority Piers. The lease will expire in the year 2002, unless in accordance with the lease provisions a fifty year extension of the lease is executed on or before that date.

NOTE D—FUNDED DEBT:

The Authority sold $11,500,000 Consolidated Notes, Series F, 2¼ per cent on January 22, 1957 and $50,000,000 Consolidated Bonds, Eighth Series, 3.40 per cent on January 29, 1957.

EXHIBIT A

Operating Funds Revenues

YEAR ENDED DECEMBER 31, 1956

	Related to General and Refunding Bonds	Air Terminal Bonds	Marine Terminal Bonds	Consolidated Bonds	Combined Total
	(In Thousands)				
GROSS OPERATING REVENUES	$ 51,413	$ 17,949	$ 3,638	$ 3,711	$ 76,712
OPERATING EXPENSES	20,796	11,230	2,394	2,672	37,094
Net Operating Revenues	30,617	6,718	1,243	1,038	39,617
OTHER INCOME					
Income on investments—net	495	109	16	13	634
Security valuation adjustment	(401)	(95)	(15)	(9)	(521)
Net Revenues	30,711	6,732	1,244	1,042	39,731
DEBT SERVICE					
Interest on funded debt	1,342	1,779	215	1,723	5,061
Serial maturities and sinking fund requirements	5,292	219	90	2,090	7,692
Short-term note maturities	—	—	—	19,000	19,000
	6,634	1,999	305	22,813	31,753
TRANSFERS TO AND (FROM) RESERVES	24,076	4,733	938	(21,771)	7,977
ANALYSIS OF TRANSFERS					
From General Reserve—to cover net deficit	—	—	—	(21,771)	(21,771)
To General Reserve—to bring to 10% of funded debt	22,785	4,479	888	—	28,153
To special reserves	1,291	253	50	—	1,596
	$ 24,076	$ 4,733	$ 938	$(21,771)	$ 7,977

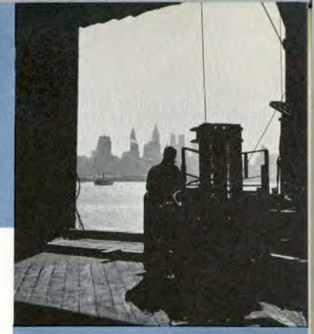


EXHIBIT B

Reserve Funds

DECEMBER 31, 1956

ANALYSIS OF RESERVES	General Reserve Fund	Special Reserve Fund	Air Terminal Reserve Fund	Marine Terminal Reserve Fund	Combined Total
	(In Thousands)				
Balance—January 1, 1956	$ 27,995	$ 4,469	$ 49	$ 88	$ 32,602
Income on investments—net	820	131	1	2	956
Security valuation adjustment	(1,697)	(272)	(3)	(5)	(1,978)
	27,118	4,328	47	85	31,580
Appropriations for:					
Debt service—General Reserve Fund Notes, Series X	1,014	—	—	—	1,014
Debt retirement acceleration—payments to sinking funds	—	1,355	—	—	1,355
	1,014	1,355	—	—	2,370
	26,103	2,973	47	85	29,209
Transfers (To) and From Operating Funds:					
Deficit related to Consolidated Bonds	(21,771)	—	—	—	(21,771)
Revenues related to:					
General and Refunding Bonds	22,785	1,291	—	—	24,076
Air Terminal Bonds	4,479	—	253	—	4,733
Marine Terminal Bonds	888	—	—	50	938
Net Transfers	6,381	1,291	253	50	7,977
Balance—December 31, 1956	32,484	4,265	301	135	37,187
RESERVE FUND ASSETS					
CASH	324	42	3	1	371
INVESTMENT IN SECURITIES	32,159	4,222	298	134	36,815
	$ 32,484	$ 4,265	$ 301	$ 135	$ 37,187

(See Notes to Financial Statements)

One Out of Four Depends on Port

Nearly 13,000,000 men, women and children live in communities within the boundaries of the bi-state Port District. Of these residents, one out of every four is supported, directly or indirectly, by the waterborne commerce handled through the Port. Many others are economically dependent on commerce carried to, from or through the Port District by land or air carriers. The handling and transportation of people and goods is thus the economic bulwark of the Port District and of the more than 350 communities that make up this bi-state metropolitan area. For although each community has its own unique character and identity, the economy of each is inextricably linked to the economy of the whole area.

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Port of New York Authority
Main Offices—111 Eighth Ave., New York City 11, N. Y.

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NEW JERSEY

BERGEN

Alpine
Bergenfield
Bogota
Carlstadt
Cliffside Park
Closter
Cresskill
Demarest
Dumont
East Paterson
East Rutherford
Edgewater
Emerson
Englewood
Englewood Cliffs
Fairlawn
Fairview
Fort Lee
Garfield
Glen Rock
Hackensack
Harrington Park
Hasbrouck Heights
Haworth
Hillsdale
Ho-ho-kus
Leonia
Little Ferry
Lodi
Lyndhurst
Maywood
Moonachie
New Milford
North Arlington
Northvale
Norwood
Old Tappan
Oradell
Palisades Park
Paramus
Ridgefield
Ridgefield Park
Ridgewood
River Edge
River Vale
Rochelle Park
Rockleigh
Rutherford
Saddle Brook
South Hackensack
Teaneck
Tenafly
Teterboro
Wallington
Washington
Westwood
Wood Ridge

ESSEX

Belleville
Bloomfield
Caldwell
Caldwell Township
Cedar Grove
East Orange
Essex Fells
Glen Ridge
Irvington
Livingston
Maplewood
Millburn
Montclair
Newark
North Caldwell
Nutley
Orange
Roseland
South Orange
Verona
West Caldwell
West Orange

HUDSON

Bayonne
East Newark
Guttenberg
Harrison
Hoboken
Jersey City
Kearny
North Bergen
Secaucus
Union City
Weehawken
West New York

MIDDLESEX

Carteret
Dunellen
East Brunswick
Edison Township
Highland Park
Madison Township
Metuchen
Milltown
New Brunswick
North Brunswick
Perth Amboy
Piscataway
Sayreville
South Amboy
South Plainfield
South River
Woodbridge

MONMOUTH

Atlantic Highlands
Highlands
Holmdel
Keansburg
Keyport
Matawan
Matawan Township
Middletown
Raritan
Union Beach

MORRIS

East Hanover
Florham Park
Montville
Parsippany - Troy Hills

PASSAIC

Clifton
Haledon
Hawthorne
Little Falls
North Haledon
Passaic
Paterson
Prospect Park
Totowa
Wayne
West Paterson

SOMERSET

Franklin
North Plainfield
Watchung

UNION

Berkeley Heights
Clark
Cranford
Elizabeth
Fanwood
Garwood
Hillside
Kenilworth
Linden
Mountainside
Plainfield
Rahway
Roselle
Roselle Park
Scotch Plains
Springfield
Summit
Union
Westfield
Winfield Township

COMMUNITIES OF THE PORT DISTRICT

NEW YORK

BRONX

Allerton
Baychester
Bedford Park
Belmont
City Island
Clasons Point
Eastchester
Edenwald
Edgewater
Fordham
Harts Island
Highbridge
Hunts Point
Jerome Park
Kingsbridge
Melrose
Morris Park
Morrisania
Mosholu
Mott Haven
Parkchester
Pelham
Riverdale
St. Mary's Park
Schuylerville
Silver Beach
Soundview
Spuyten Duyvil
Tremont
Throgs Neck
Unionport
University Heights
Van Nest
Wakefield
West Farms
Westchester Village
Williamsbridge
Woodlawn

BROOKLYN

Bay Ridge
Bensonhurst
Borough Park
Brooklyn Heights
Brownsville
Bushwick
Canarsie
Coney Island
Eastern Parkway
English Kills
Flatbush
Flatlands
Fort Greene Park
Gravesend
Greenpoint
Highland Park
Holy Cross
Kensington
Mill Basin
Neck Road
Park Slope
Sea Gate
South Brooklyn
South Greenfield
Soring Creek Basin
Sunset Park
Stuyvesant
Williamsburg

MANHATTAN

Central Manhattan
Downtown Manhattan
Greenwich Village
Harlem
Inwood
Lower East Side
Middle East Side
Middle West Side—Chelsea
Morningside Heights
Upper West Side
Washington Heights
Yorkville

QUEENS

Arverne
Astoria
Bayside
Beechurst
Belle Harbor
Bellerose
Broad Channel
Cambria Heights
College Point
Corona
Douglaston
East Elmhurst
Edgemere
Elmhurst
Far Rockaway
Flushing
Forest Hills
Fort Tilden
Fresh Meadows
Glendale
Hammels-Holland
Hollis
Howard Beach
Jackson Heights
Jamaica
Kew Gardens
Laurelton
Little Neck
Long Island City
Malba
Maspeth
Middle Village
Neponsit
Oakland Gardens
Ozone Park
Queens Village
Rego Park
Richmond Hill
Richmond Hill South
Ridgewood
Rockaway Park
Rosedale
Seaside
South Jamaica
South Ozone Park
Springfield Gardens
St. Albans
Steinway
Sunnyside
Utopia
Whitestone
Woodhaven
Woodside

RICHMOND

Castleton Corners
Charleston
Dongan Hills
Eltingville
Great Kills
Mariners Harbor
New Brighton
New Dorp
Pleasant Plains
Port Richmond
Prince Bay
Richmond Town
Rosebank
Rossville
St. George
Stapleton
Tompkinsville
Tottenville
Travis
West New Brighton

NASSAU

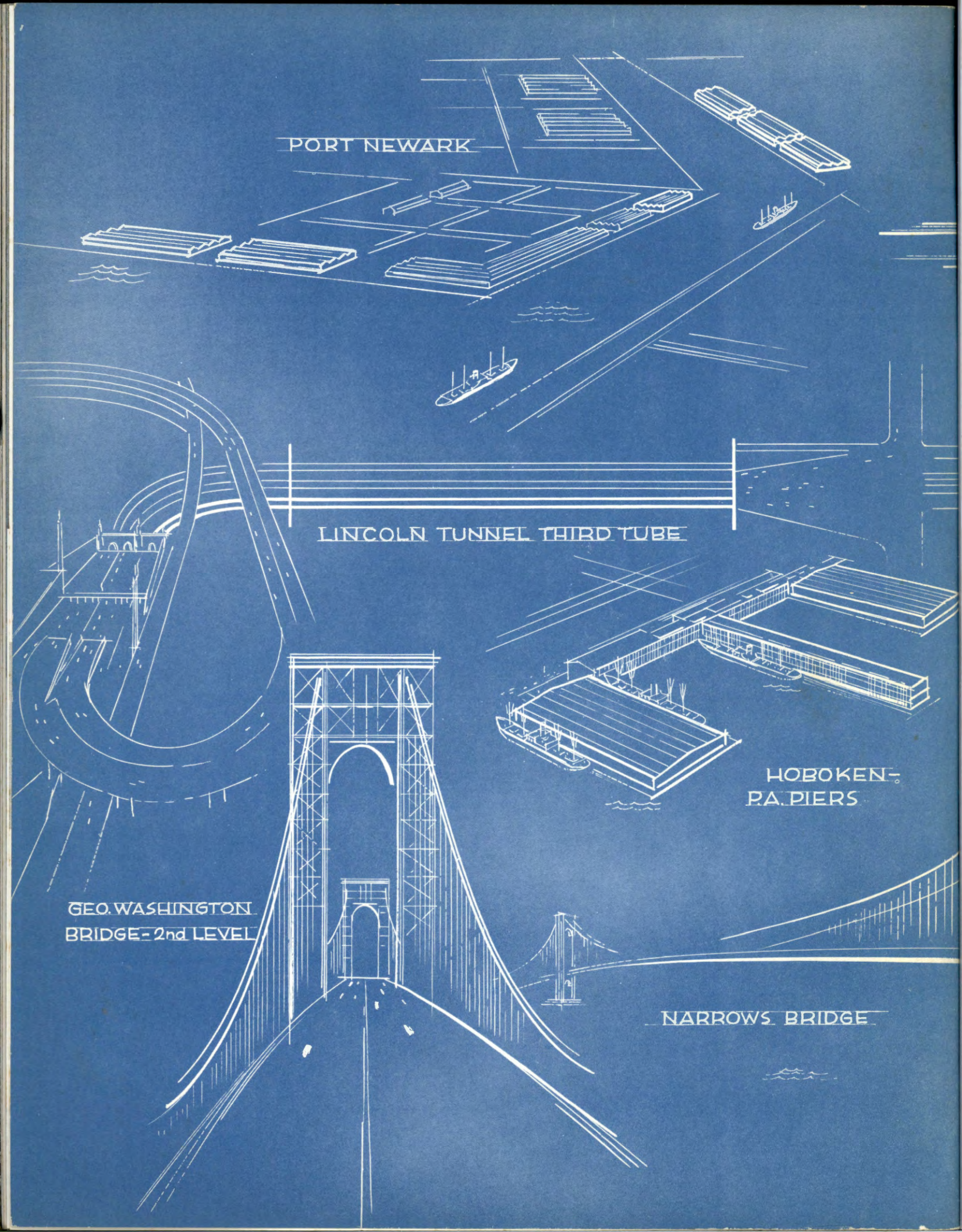
Baxter Estates
Bellerose
Cedarhurst
Elmont
Floral Park
Flower Hill
Glen Cove
Great Neck
Great Neck Estates
Great Neck Plaza
Hempstead
Hewlett
Hewlett Bay Park
Hewlett Harbor
Hewlett Neck
Kensington
Kings Point
Lake Success
Lawrence
Lynbrook
Malverne
Manor Haven
Mineola
Munsey Park
New Hyde Park
North Hills
Plandome
Plandome Heights
Plandome Manor
Port Washington
Russell Gardens
Saddle Rock
Sands Point
South Floral Park
Thomaston
Valley Stream
Woodmere

ROCKLAND

Grand View-on-Hudson
Orangetown
Piermont

WESTCHESTER

Ardsley
Bronxville
Dobbs Ferry
Eastchester
Elmsford
Greenburgh
Harrison
Hastings-on-Hudson
Irvington
Larchmont
Mamaroneck
Mt. Vernon
New Rochelle
North Castle
North Pelham
Pelham
Pelham Manor
Port Chester
Rye
Scarsdale
Tarrytown
Tuckahoe
White Plains
Yonkers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LINCOLN TUNNEL THIRD TUBE
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BRIDGE - 2nd LEVEL
NARROWS BRIDGE