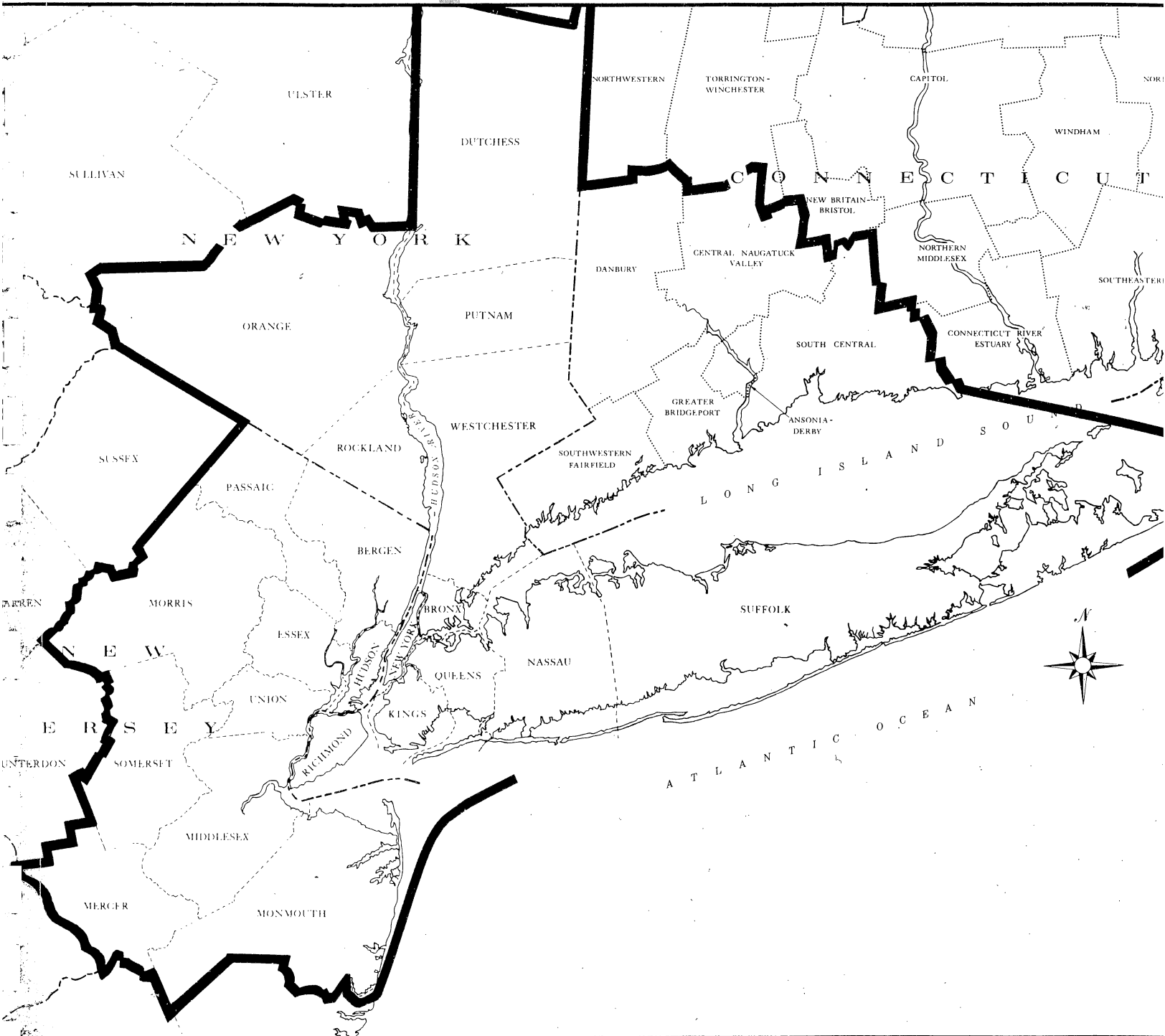


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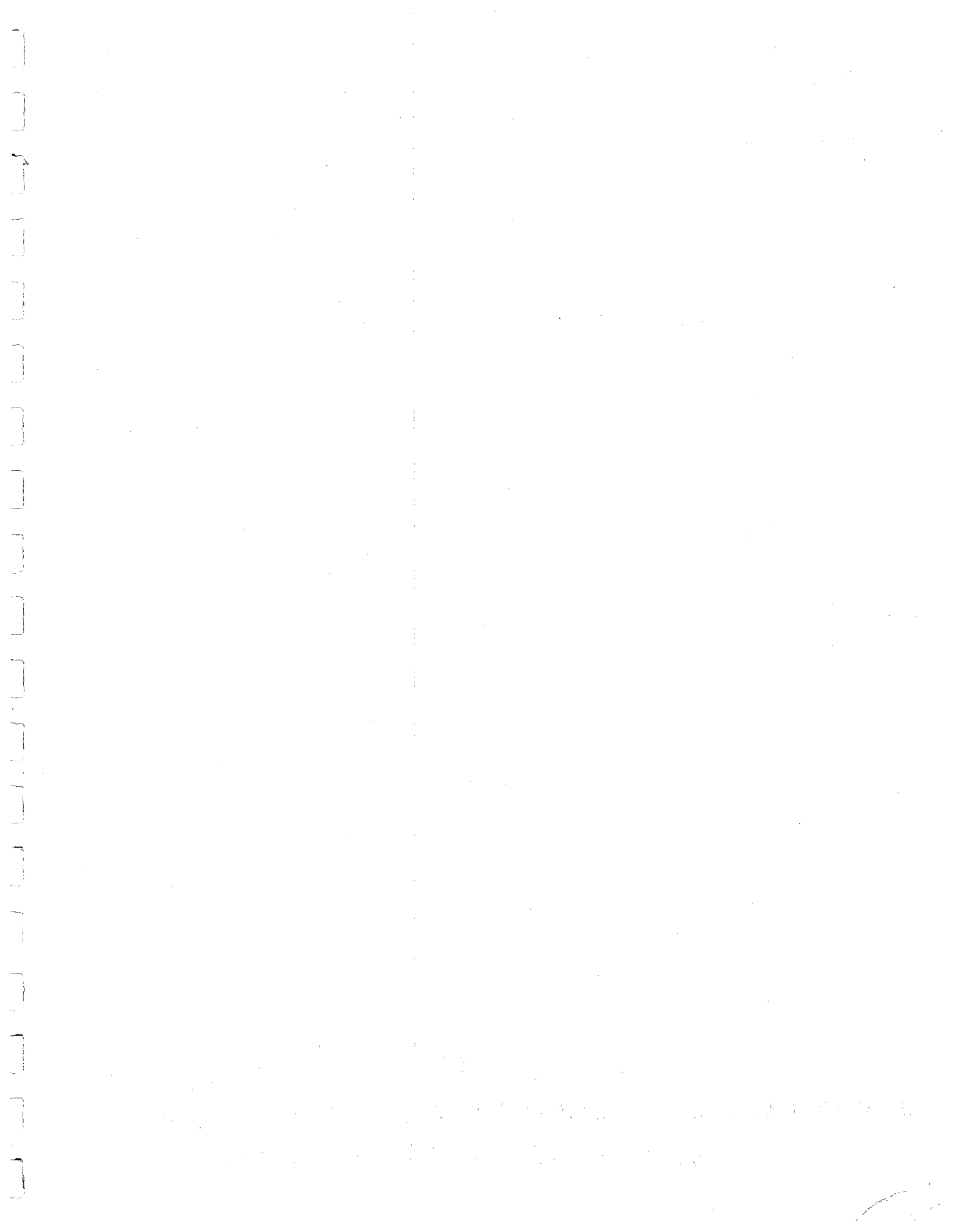
# TRI-STATE TRANSPORTATION COMMITTEE



## PROSPECTUS

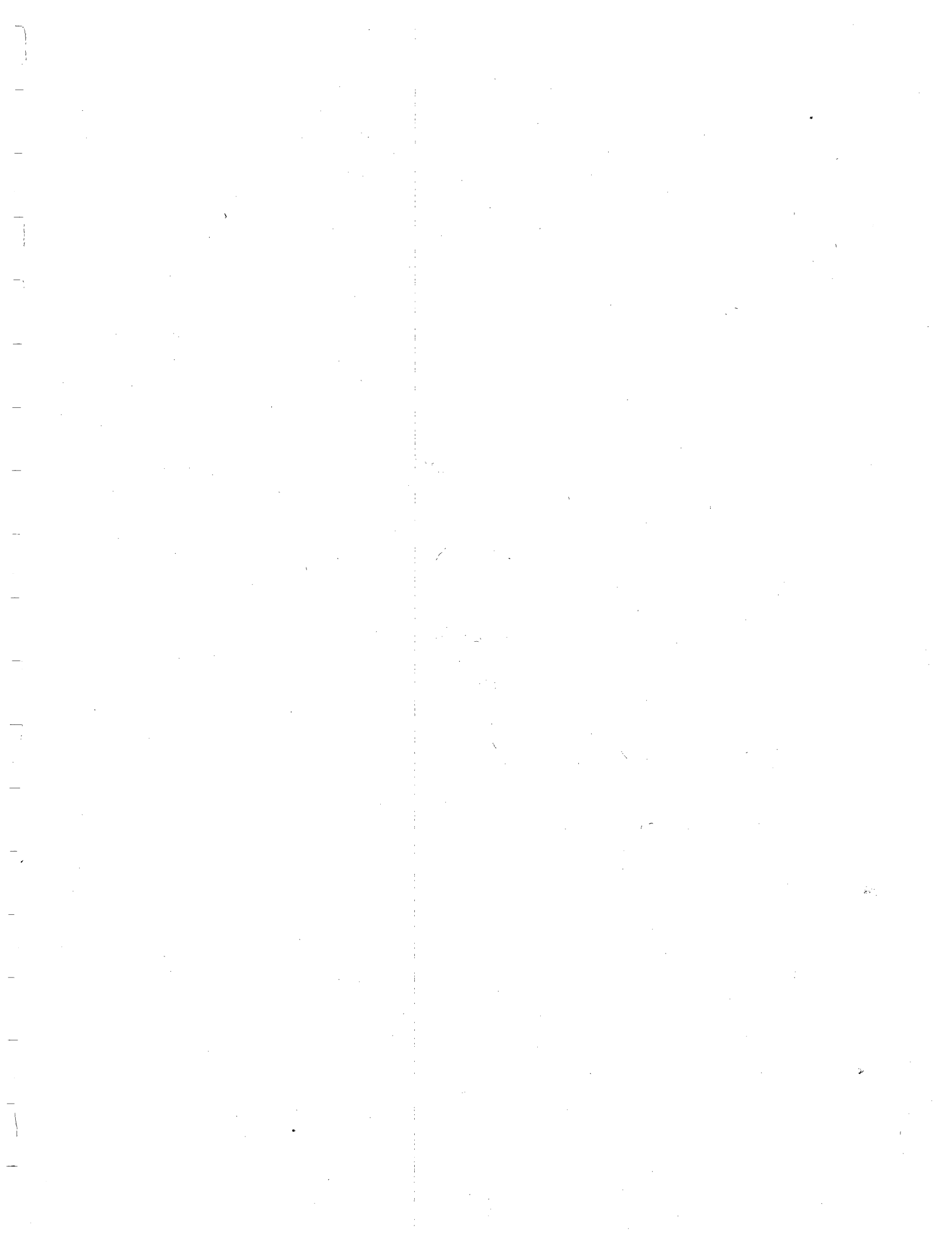
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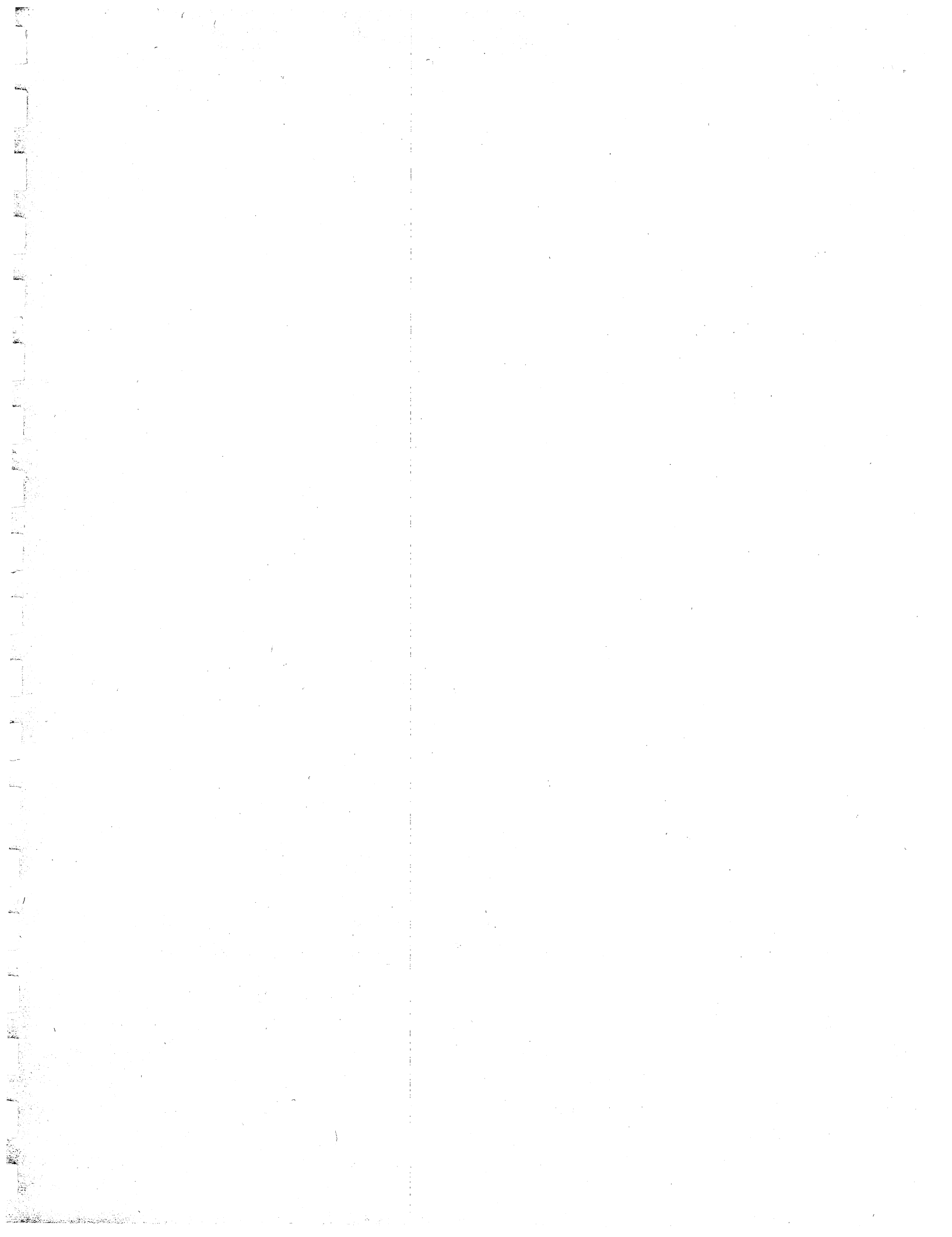
PROSPECTUS  
FOR  
TRI-STATE TRANSPORTATION COMMITTEE

APRIL 1962



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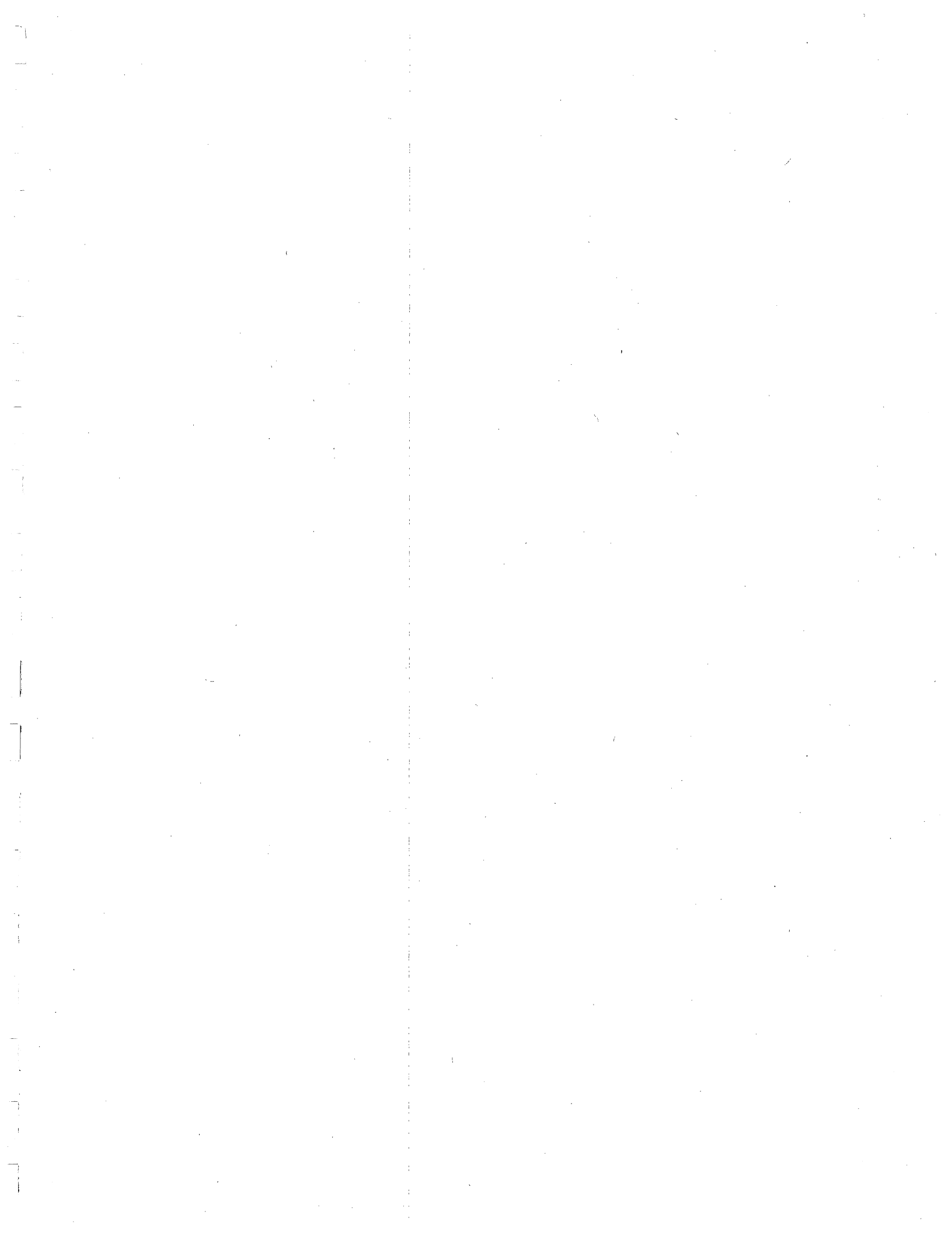
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## I. INTRODUCTION

The Tri-State Metropolitan Region, consisting of portions of the States of Connecticut, New Jersey and New York - extending from New Haven in the northeast to Trenton in the southwest - is the nation's largest urban complex. The expeditious movement of persons and goods throughout the Region is essential for the continued economic growth of the area and the well-being of the 17 million people who presently reside within it. Moreover, these requirements will become more urgent in the light of estimates that the population of the Tri-State Metropolitan Region will increase to 21 million by 1975 and to 23.5 million by 1985.

Like most metropolitan areas, the New York Metropolitan Region has undergone marked changes in its form of development. The trend of the Region's transportation and land use pattern is, in many respects, not dissimilar to that of other major metropolitan regions.

In the years since World War II, the Region has seen a tremendous expansion of residential, commercial and industrial development in the suburbs, with consequent effects on the older central cities. As a further result, this expansion has also made use of much of the open areas formerly available in the suburbs and beyond, such that this land resource is rapidly being depleted. On the other hand, significant counter trends have been generated by New York's unique role as the nation's decision-making headquarters. The Region's commercial and cultural core areas continue to grow in importance and massive efforts are now underway to modernize the older developed areas in the core of the Region.

Over the years, the Tri-State Region has developed as the greatest center of transportation in the world and the Region's future economic welfare and prosperity are significantly dependent on its transportation system.

During the last four decades, new and significant factors such as the public's demand for vehicular travel and the dispersion of residential, commercial and industrial development throughout the Region have required that increasing emphasis be placed on highways and other facilities for motor vehicles. The Region has therefore developed an extensive network of highways and other transportation facilities which serve both private and public transport. However, these have failed to keep pace with the travel demand, and the resulting congestion and delay clearly indicate the need for improvements and additions to the highway network.

The more traditional forms of public transportation, at the same time, are in varying degrees of serious financial condition. The New York Metropolitan Region is fortunate in having a railroad network which serves most sectors of the Region and provides private and freight services vital to the economic welfare of the Region. However, these services are confronted with certain problems in the handling of persons and goods which are significant to the financial strength of the railroads.

Present and future trends in metropolitan transportation and land development will have a significant impact on the growth and economic welfare of the entire Metropolitan Region. So too, prompt and effective solutions to certain transportation problems of immediate importance will have a profound and beneficial effect on the future of the Region.

In recognition of the vital concern which the three States have in solving the critical transportation problems facing the Region, the Governors of Connecticut, New Jersey and New York, at a joint meeting on August 30, 1961, established the Tri-State Transportation Committee with the responsibility of conducting a broad scale examination of the problem and making recommendations for meeting the Region's immediate and long-term

transportation needs. The Governors' directive and the membership of the Tri-State Transportation Committee are shown in Appendix A to this Prospectus.

As established by the three Governors, the Committee has a mandate to be action-oriented in its activities. The Committee will be organized and operated, insofar as practical, to make information developed in the progress of the Study immediately available to State, County, local and Federal officials directly responsible for the decisions concerning the Region's transportation system. The studies will be concerned both with current problems and with the formulation of comprehensive transportation plans and programs that will promote the orderly and desirable development of the Region during the next two decades.

This Prospectus outlines the studies to be conducted by the Committee, describes the area to be studied, indicates the objectives of the various areas of study and their inter-relationship, describes the organization to be developed for undertaking the studies and the agencies responsible for their conduct, provides a basis for estimating the cost of the Study, and identifies possible sources of financing. The Prospectus will also be utilized in scheduling the several phases of the Study activities, and in reviewing Study progress.

## II. AREA TO BE STUDIED

An area of approximately 11,000 square miles is to be covered in the planning activities of the Tri-State Transportation Committee and is shown on the attached map (Appendix B). In New Jersey, the Study area includes Bergen, Essex, Hudson, Mercer, Middlesex, Monmouth, Morris, Passaic, Somerset and Union Counties. In New York, the Study area includes the five counties of the City of New York and Dutchess, Nassau, Orange, Putnam, Suffolk, Rockland and Westchester Counties. In Connecticut, the Study area includes the planning regions of Stamford-Norwalk, Danbury, Greater Bridgeport, Ansonia-Derby, South Central Connecticut and Central Naugatuck Valley (approximately the areas formerly known as Fairfield and New Haven Counties). In addition, certain survey activities of the Study may include portions of other contiguous counties or planning districts within the three States for purposes of continuity of data.

The total geographical area to be included within the Study is, therefore, somewhat larger than the standard New York Metropolitan Area, as defined by the United States Bureau of the Census.

### III. OBJECTIVES OF THE TRI-STATE STUDY PROGRAM

As directed by the Governors, the Study Program of the Committee has two basic objectives:

- (1) an immediate-action program leading to solutions for current critical transportation problems (Part I),
- (2) conclusions and recommendations on land development and transportation for meeting the needs of the Tri-State Metropolitan Area during the next two decades (Part II).

The program's studies will recognize that the future development of the Region and its transportation system is, to a great extent, dependent upon the result of current efforts to resolve the Region's most pressing transportation problems.

The immediate-action studies, therefore, will aim at assisting in the development of proposed solutions to specific and critical problems which require prompt decisions in the Region. The most urgent of these are:

- (1) the maintenance and improvement of mass transportation services in the region, to assure the continuance of vital commuter services in the Region;
- (2) improvements in freight handling within the Tri-State Metropolitan Area, in order to make more effective, efficient and economical these vital services from the standpoint of the carrier, shipper and public;
- (3) determination of the Region's future requirements and recommendations for facilities to handle general aviation flights; improved access from central core areas to the Region's major commercial airports, so that better transportation service is available to these important facilities; and
- (4) a review of the regional highway systems in the Tri-State Area, to assure that the highway systems will take care of the immediate needs of the Region.

In so doing, the studies will be coordinated closely with the activities of those government agencies having the prime responsibility in connection with these and other immediate transportation problems.

On a long-range basis, the studies will aim at projecting the form and character of the metropolitan region as it will have developed in 1970, 1975, 1980 and 1985, and will determine the concomitant transportation requirements for the Region to operate with optimum effectiveness. In so doing, the studies must necessarily determine the inter-relationship between the Region's land development and transportation system so that the Committee may be in a position to recommend means for achieving the optimum development of the Region.

In seeking solutions to the Region's most critical immediate and long-range needs and in conceiving a proposed transportation system for the Tri-State Metropolitan Area, the studies must develop concurrently a feasible and realistic financial, legal and administrative framework for the implementation of recommendations made by the Committee. They must, therefore, provide a basis for identifying and evaluating the direct or indirect benefits provided by the Region's transportation services.

The studies will recognize that various private and governmental agencies are undertaking substantial investments in transportation facilities and in related activities. They will, therefore, aim at providing a basis for coordinating the programs of these organizations to achieve a balanced transportation system.

#### IV. REPORTS OF STUDY PROGRAM

In establishing the Tri-State Committee, the Governors of the three States emphasized the need for an "action-oriented" program. They noted that the Study group would "make information developed in its inquiries currently available to State, local and Federal officials directly responsible for decisions determining the regional transportation system. The studies will be concerned both with present problems and with the formulation of plans and action programs for the longer term future."

Accordingly, the Committee was mandated to render a comprehensive interim report by September 1, 1963. This report will include:-

1. A Review of Progress and Accomplishments

It is anticipated that the Committee, working with its constituent agencies in the three States will have issued a number of reports with findings and recommendations for action on a variety of urgent transportation issues facing the Region. Further, it is expected that the Committee and the various transportation interests and agencies will have begun implementing recommendations of these completed studies. The progress and accomplishments will be summarized.

2. Proposed Interim Solutions

The Committee will offer solutions to particularly pressing regional transportation problems, especially those relating to mass transportation services. These interim solutions will be designed to meet regional transportation needs for the immediate years ahead, and will be based on preliminary analyses of currently available data.

3. Progress Report on the Long-Range Studies of Land Development and Transportation

Progress on the Committee's long-range studies of land development and transportation will be summarized. It is anticipated that much useful data on the Region can be released by that time, accompanied by some tentative observations on the significance of this information as it relates to future land development and transportation within the Region.

## V. ORGANIZATION FOR THE STUDY PROGRAM

The Tri-State Transportation Study will be conducted under the direction of the Tri-State Transportation Committee in accordance with the directive of the Governors as announced on August 30, 1961 (Appendix A). The Committee will function under an agreement between appropriate officials of the States of Connecticut, New Jersey and New York and the Federal Government.

### A. Staff

The Committee has established a staff to undertake the actual study activities. This staff is being formed both by direct employment of personnel by the Committee and by obtaining personnel, on a loan basis, from the organizations represented on the Tri-State Committee and from other organizations and agencies of the States, Counties, and municipalities.

When assigned to the Tri-State Committee, each staff member is operating as a member of the Tri-State staff. This staff is headed by an Executive Director responsible to the Committee.

### B. Use of Existing Organizations

The Region is fortunate in that considerable thought has already been given to transportation issues by both public and private agencies, including The Port of New York Authority and other public authorities; the Interstate Staff Committee on the New Haven Railroad; the New York-New Jersey Transportation Agency; the Regional Plan Association; the Metropolitan Regional Council; State, County and local highway agencies; State, County and local planning officials and

others. While the Committee has a staff, much of the basic data for the study will be furnished by these existing agencies under the direction and coordination of the Committee and its staff. In utilizing these existing agencies, the Committee will be especially cognizant of the responsibilities of these agencies and the role which these agencies will play in implementing the ultimate recommendations resulting from the Committee's studies.

C. Use of Existing Information

The Committee will utilize, to the fullest extent possible, the extensive resources and information already developed. An early activity of the Committee will be to inventory the information and data available through various public and private organizations wherever such information might be applicable to the solution of the transportation problem. In obtaining this information the Committee will also endeavor to insure that future data accumulation by these agencies will be consistent with the needs of the Tri-State Transportation Committee for use in its studies.

D. Local Participation in the Study

The Tri-State Transportation Committee will be assisted in its work by the highway and planning agencies as well as by four Local Cooperating Committees, representing each of the three States and the City of New York. Through the State and City of New York agencies as well as the Local Cooperating Committees, whose membership includes County and municipal officials, the Tri-State Transportation Committee will maintain

close liaison with the local governments of the jurisdictions they represent. In addition to the State agencies, the Local Cooperating Committees will be encouraged to provide technical assistance to the Committee and its staff in conducting the Study and in analyzing recommendations growing from it. Thus, the States as well as the Counties and municipalities of the Region, through the Local Cooperating Committees, can contribute to the comprehensive Tri-State program and, at the same time, can work out their own plans and policies of a sub-regional nature.

E. Technical Assistance

A technical advisory group has been formed consisting of professional staff members from Federal, State, County and local organizations having responsibilities directly related to the objectives of the Tri-State Transportation Committee.

The purpose of the technical advisory group is to provide expert guidance to the Tri-State staff concerning available information and data; to recommend study methodology to insure compatibility with existing information and future needs of the organizations represented; and to assist in the conduct of certain study activities.

## VI. FINANCING OF THE STUDY PROGRAM

The studies will be financed by the three States, by the United States Bureau of Public Roads under its highway planning program, and by the United States Housing and Home Finance Agency under its urban planning assistance program ("701 program") and its mass transportation demonstration grant program. This joint financial sponsorship is reflected in the composition of the Committee itself which includes not only members named by each of the three States, but also a representative of the United States Bureau of Public Roads and observers from the Housing and Home Finance Agency.

It is anticipated also that some portions of the program may not qualify for Federal financial participation, but will still be essential to the over-all objectives of the study. To the greatest extent possible, such activities will be conducted as part of the regular programs of existing governmental agencies having appropriate responsibilities in the areas involved. Efforts will also be made to obtain the financial assistance and participation from private industry and from foundations for those portions of the studies in which they would have appropriate interest.

Until the work program has been fully developed, it is not possible to estimate accurately the cost of the study program of the Tri-State Transportation Committee. It should be noted, however, that in addition to the long-range land development and transportation studies such as are being conducted in other metropolitan areas of the United States, the Tri-State program will include specialized areas of inquiry, such as the extensive freight handling and operations studies and the demonstrations of experimental mass transportation techniques, all of which are essential to the success of the Tri-State Transportation Study.

## VII. STUDY PROGRAM

The outline of studies which follows indicates the general direction and objectives of a number of specific subject areas of both the immediate-action and long-range character. In addition, the Tri-State staff, in conjunction with the cooperating agencies, is developing a more detailed study outline for each problem area in the immediate-action category, indicating major study criteria, the general approach to be followed, the completion schedule for preliminary and final reports, specific assignment of responsibility, the estimated costs of the projects, and recommendations as to the manner of accomplishment. Priority is being given to developing those study outlines included in the immediate-action studies. Some of the immediate-action studies are already underway. The others will be initiated in the near future.

The Tri-State Transportation Study will be conducted in two concurrent and coordinated parts:

### Immediate-Action Studies (Part I)

To assist in the resolution of existing and urgent problems of the Tri-State Area's transportation network.

### Long-Range Land Development-Transportation Planning Studies (Part II)

To develop a comprehensive program of study aimed at identifying recommended patterns for the Region's land development and transportation system to meet the Region's future requirements. This program will include:

- A) Projections and recommendations on land development to meet the needs of the Region's population, estimated to be 19.5 million, 21 million, 22 million and 23.5 million for the years 1970, 1975, 1980 and 1985, respectively.
- B) Recommended proposals and plans for an effective and realistic transportation system which will meet the requirements of the Region and foster its development.

- C) Methods for administering and financing necessary improvements to the transportation system and for coordinating the further development of the system.
- D) Identification of and recommended means for continuing the study activities required to plan, on a continuing basis for the Region's land development and transportation requirements.

The two-part study program is outlined on the following pages.

## Part I

### Immediate-Action Studies

In accordance with the Governors' directive, the Committee is responsible for examining critical transportation problems and developing recommended immediate solutions.

In undertaking the immediate-action phase of the studies, the Committee has decided that more prompt and direct solutions to these urgent problems can be achieved by utilizing the sub-regional or sector approach, particularly in developing recommendations to insure the continuance and improvement of the vital commuter services between the sectors and the central business districts of the Region. This sub-regional or sector approach, outlined below, will assure speed in identifying and determining solutions to these particular problems which vary in degree and scope among the individual areas of the Tri-State Region. The studies will examine similar aspects of the mass transportation problems in each sector namely, costs, passenger transportation, service improvements and financing-and will be designed in such manner as to insure continued attention to regional mass transportation problems.

The necessity for prompt action on these studies means that many agencies of various levels of government will be involved. Indicative of this is the listing of the agencies, in addition to the Tri-State Transportation Committee, whose responsibilities are indicated in the studies below. The sector approach will assist in assigning to appropriate agencies within the three States, the primary responsibility for study and recommendations on each of these problems.

On the other hand, some immediate-action studies, where appropriate and feasible, will be undertaken on a region-wide basis. The Committee, of course, also intends to undertake the long-range land development and

transportation studies on a Tri-State regional basis.

The immediate-action studies described in the following pages are not necessarily listed in the order of priority from the standpoint of importance, timing, cost, etc.

Participating agencies in the immediate-action studies are:

Connecticut:

State Highway Department  
Development Commission  
Public Utilities Commission  
Interstate Staff Committee on the New Haven Railroad  
Local Cooperating Committee

New Jersey:

State Highway Department  
Conservation and Economic Development Department  
Railroad Transportation Division  
Port of New York Authority  
Local Cooperating Committee

State of New York:

Department of Public Works  
Office of Transportation  
Office for Regional Development  
Department of Commerce  
Interstate Staff Committee on the New Haven Railroad  
Port of New York Authority  
Local Cooperating Committee

City of New York:

City Planning Commission  
Traffic Department  
Transit Authority  
Local Cooperating Committee

Federal Government:

Bureau of Public Roads  
Housing and Home Finance Agency

1. Studies in Northeast Sector (Western Connecticut and Westchester, Putnam & Dutchess Counties)

A. Cost Studies

Studies of the complete costs and revenues of the operations of the railroads in this sector to identify the relative contribution of each type of service, including commuter, interurban and freight operations.

A study of the New Haven Railroad has been completed under the direction of the New York State Office of Transportation in conjunction with the Interstate Staff Committee on the New Haven Railroad. A study of the New York Central will be conducted by the New York State Office of Transportation. The Tri-State Committee will cooperate in these studies and will utilize their results in the development of both sector and region-wide commuter action programs.

B. Passenger Service Studies

(1) On the basis of currently available data and studies, projections of the passenger traffic potential of the railroads in this sector in 1965 and 1970, for guidance in undertaking related studies. Recognition will be given to the impact of highway improvements in the Western Connecticut-New York corridor, fare and service adjustments, and other factors influencing passenger volumes.

(2) Determination of alternate means (physical and administrative) of transportation and related costs to provide adequate service to commuters in this sector. Cognizance will be taken of anticipated studies of the New Haven's operations including freight services, to be made by the Railroad Trustees' consultants, from the standpoint of their effect on passenger service.

(3) Identification of the economic importance to the communities in the preservation of adequate commuter service.

These studies will be conducted under the direction of the Tri-State Committee, with the assistance of the Interstate Staff Committee, the highway, transportation and planning agencies of New York, Connecticut, New York City, Westchester County and local cooperating groups.

C. Service Improvements

Development, analysis and testing of various means to improve the operating efficiency and to increase mass transportation patronage in this sector. Mass transportation demonstration grants and urban planning assistance funds will be used where appropriate.

Projects and related studies will be conducted under the direction of the Tri-State Committee, in conjunction with the New York Office of Transportation, the Connecticut Public Utilities Commission, other appropriate State agencies and local cooperating groups and will involve the mass transportation carriers and the Housing and Home Finance Agency.

D. Financing and Services

A study of the means for financing of the mass transportation services in this sector, including allocation of costs between the users, carriers, government and general public together with necessary legal and administrative arrangements.

Study is to be conducted by the Tri-State Committee in conjunction with the Interstate Staff Committee on the New Haven Railroad and other appropriate agencies.

Studies in Western Sector (The 10 Northern New Jersey Counties and Rockland and Orange Counties in New York State)

A. Cost Studies

Studies of the complete costs and revenues of the operations of the commuter railroads in this sector to identify the relative contribution of each type of service, including commuter, inter-urban and freight operations.

The study will be coordinated by the Tri-State Committee and will be conducted by the New Jersey Railroad Transportation Division with the assistance of the New York State Office of Transportation and other appropriate State agencies.

B. Passenger Service Studies

(1) On the basis of currently available data and studies, projections of the passenger traffic potential of the mass transportation carriers in 1965 and 1970 for guidance in undertaking related studies. Recognition will be given to the impact of highway improvements, fare and service adjustments in the sector, and other factors influencing passenger volumes.

(2) Determination, on the basis of data immediately available, of the adequacy of mass transportation between the Northern portion of the Western Sector and the trans-Hudson crossings, and possible alternate means (physical and administrative) of providing mass transportation by more effective utilization of railroad rights-of-way and improved bus transportation.

Studies to be conducted under the direction of the Tri-State Committee with the assistance of the New Jersey Highway Department, New Jersey Division of Railroad Transportation, New Jersey Conservation and Economic Development Department, New York State Office of Transportation, New York State Department of Public Works, The

Port of New York Authority, the New York State Thruway Authority and local cooperating groups.

(3) Studies of improvements of physical facilities and services between the Hudson and Manhattan Railroad, the Pennsylvania Railroad tubes and the various New Jersey railroads, to insure better mass transportation service to the central business districts of Northern New Jersey and New York City.

Studies are being performed by the New Jersey Railroad Transportation Division, The Port of New York Authority, the New York State Office of Transportation and the railroads involved, in conjunction with Tri-State.

C. Service Improvements

Development, analysis and testing of various means to improve operating efficiency and to increase mass transportation patronage in the sector. Mass transportation demonstration grants and urban planning assistance funds will be used where appropriate.

Projects and related studies will be conducted under the direction of the Tri-State Committee, in conjunction with the New Jersey Division of Railroad Transportation, New York State Office of Transportation, and other appropriate State agencies, and will involve mass transportation carriers and the Housing and Home Finance Agency.

D. Financing the Services

A study of the means for financing of the mass transportation services in this sector, including allocation of costs between the users, carriers, government and general public together with necessary legal and administrative arrangements.

Study is to be conducted by the Tri-State Committee in conjunction with the New Jersey Railroad Transportation Division, New York State Office of Transportation, railroads, and other appropriate State agencies.

3. Studies in Eastern Sector (Nassau and Suffolk Counties)

A. Cost Studies

Studies of the complete costs and revenues of the operations of the Long Island Railroad to identify the relative contribution of each type of service, including commuter and freight operations.

The study will be conducted by the New York State Office of Transportation in conjunction with the Special Committee on the Long Island Railroad, the railroad itself and the Tri-State Committee.

B. Passenger Service Studies

(1) On the basis of currently available data and studies, projections of the passenger traffic potential of the Long Island Railroad in 1965 and 1970 for guidance in undertaking related studies.

Recognition will be given to the impact of highway improvements on Long Island, fare and service adjustments and other factors influencing passenger volumes.

(2) Determination of alternate means (physical and administrative) of transportation and related costs to provide adequate service to commuters in this sector. Consideration will be given to the Long Island Railroad's status as a Re-development Corporation.

Use will be made of the current study of intra-county and inter-county travel movements by the New York State Office of Transportation, which includes a survey of transportation integration between the Long Island Railroad and local bus carriers at the Railroad's major stations.

Study to be conducted by the New York State Office of Transportation in cooperation with the New York State Department of Public Works, the Triborough Bridge and Tunnel Authority, local cooperating groups and the Tri-State Committee.

C. Service Improvements

Development, analysis and testing of various means to improve the operating efficiency and to increase mass transportation patronage in this sector. Mass transportation demonstration grants and urban planning assistance funds will be used where appropriate.

Projects and related studies will be coordinated by the Tri-State Committee, in conjunction with the New York State Office of Transportation and other appropriate State agencies and will involve the mass transportation carriers and the Housing and Home Finance Agency.

D. Financing the Services

A study of the means for financing of the mass transportation services in this sector, including allocation of costs between the users, carriers, government and general public together with necessary legal and administrative arrangements.

Study is to be conducted by the Tri-State Committee in conjunction with the New York State Office of Transportation and other appropriate State agencies.

4. New York City Sector

The City of New York has a direct interest in a number of the immediate action studies listed under the other sectors, particularly those related to mass transportation services to and through the City. Its various agencies will, therefore, participate in such studies as appropriate. For the New York City Sector itself, the immediate action program includes:

A. New York City Traffic

A study of traffic in New York City is currently being conducted jointly by the New York State Department of Public Works and the New York City Traffic Department, with the participation of the Bureau of Public Roads. This will provide data and information useful to agencies of the City of New York in developing a sound traffic program for congested areas and traffic arteries in the City, especially with regard to the Central Business District. Where regional aspects are involved, Tri-State will participate.

B. Service Improvements

Development, analysis and testing of various means to improve the operating efficiency and to increase mass transportation patronage in this sector. Mass transportation demonstration grants and urban planning assistance funds will be used where appropriate.

Projects and related studies will be coordinated by the Tri-State Committee in conjunction with the New York City Transit Authority, New York City Planning Commission, New York City Traffic Department and other appropriate City agencies and will involve the mass transportation carriers and the Housing and Home Finance Agency.

## 5. Region-Wide Studies

### A. Region-Wide Passenger Potential Study

An analysis and projection of major patterns and the potentials of passenger movements throughout the Region by all modes of transportation, during the next decade. Maximum utilization will be made of available data and information from studies, surveys and plans. In addition, selected sampling of population and employment distribution and of travel movements will be taken and analyzed to provide a region-wide indication of passenger transportation needs by all modes. Where feasible and desirable, this information will be utilized in the early phases of the Part II long-range studies.

This study will determine patterns of commutation to and from the central business districts and other major traffic generating centers of the Region as well as other critical peak travel movements and will formulate a judgment as to the future trends in travel volumes in the several sectors of the Region during the next decade. To the extent that it is feasible, estimates of total travel potential will be distributed among various modes of transportation, taking into account the effect of planned and programmed arterial highway improvements, the availability of continued and improved mass transportation by rail and bus, and the land development of the Region based on current trends of zoning, population and employment distribution. The data produced in this Study will be utilized concurrently in the immediate-action studies on commuter services and regional highways.

The Study will be undertaken by Tri-State in conjunction with appropriate highway and planning agencies of the three States and the City of New York and with the assistance of local cooperating groups.

B. Rail Freight Studies

(1) A study of the feasibility of consolidating railroad marine operations in New York Harbor.

Study has been conducted by The Port of New York Authority and railroads in conjunction with Tri-State. The staff study was completed early in 1962. Tri-State will have responsibility for progressing implementation of the recommendations resulting from this study.

(2) Studies of the means to improve the efficiency and effectiveness of rail freight operations and services in the region including coordination and consolidation of lighterage terminals, pier stations, belt lines, classification yards and other rail freight facilities within the Tri-State Region.

Studies to be conducted by the Tri-State Committee in conjunction with the railroads, The Port of New York Authority, the New Jersey Division of Railroad Transportation, New York State Office of Transportation, Connecticut Public Utilities Commission and New York City Planning Commission.

(3) A review and analysis of regulatory and technological developments which are affecting the relative usage of private and common freight carriers, from the standpoint of their effect on transportation in the Tri-State Metropolitan Region.

Study will be conducted by the Tri-State Committee and will utilize information from the appropriate agencies of the States and Federal governments.

C. Regional Highway Systems

A review of the current and projected regional highway systems of the three States, based on current conditions and knowledge

of needs, to suggest any necessary revisions and scheduling changes, to assure that the highway systems will in fact take care of the immediate needs of the Tri-State area. A map will be prepared, covering the regional highway systems of the entire area, to assist in this Study.

Studies will be made of traffic volumes on paralleling expressways and railroads to determine the effect which various factors including fares and tolls, have had on railroad and highway usage. They will review the trucking operations and requirements of the Region to determine the need for special highway routings or other specialized facilities.

The study will also examine the existing arterial highways in the Region to identify points where regional traffic flow is being impeded. The Committee will work with the appropriate highway agencies in attempting to apply modern engineering techniques or limited construction measures in an effort to improve traffic flows in these arteries.

Study will be coordinated by the Tri-State Committee and will be performed by the highway departments of the three States and in cooperation with the Regional Office of the U.S. Bureau of Public Roads and other agencies in the three States.

D. Mass Transportation Equipment

A review of the rolling stock, station and power characteristics of the commuter railroads in the Tri-State Region to determine the physical, operating and economic feasibility of utilizing interchangeable equipment among two or more of these carriers.

This study would be undertaken by the Tri-State Committee in conjunction with the New Jersey Division of Railroad Transportation, the New York State Office of Transportation and the railroads.

E. Airport Facilities and Service

(1) A study will be made of the need and recommendations for providing airport facilities to serve general aviation (not major commercial airports) within the Tri-State Region.

This study to be conducted under the direction of the Tri-State Committee with the cooperation and assistance of the Federal Aviation Agency, Port of New York Authority, the appropriate agencies of the three States and the local cooperating groups.

(2) A program of improvements of access to major metropolitan airports, including:

(a) Projection of immediate transportation requirements from various sectors of the Region to the several airports.

(b) Means of providing required transportation capacity for airport access.

1) Highway improvements

2) Various forms of mass transportation

3) Technological innovations

Studies to be conducted by the Tri-State Committee with the cooperation and assistance of The Port of New York Authority, Triborough Bridge and Tunnel Authority, highway agencies of the three States, New York City Planning Commission, New York City Department of Traffic, Long Island Rail Road, New York City Transit Authority and the Housing and Home Finance Agency.

6. Transportation Financing:

The Committee will give attention to the means by which the transportation system of the Region, involving all modes, can be financed, particularly as to how to meet the problem where deficit situations exist. Immediate and special attention will be directed to the critical need for financing mass transit services. The studies will cover various fiscal, legal and administrative requirements needed to insure the provision of an adequate transportation system for the Tri-State Region.

Studies to be conducted by the Tri-State Committee in conjunction with the appropriate agencies in the three States, the U.S. Bureau of Public Roads and the Housing and Home Finance Agency.

7. Regional Services

Consideration will be given by the Tri-State Committee to the need, feasibility and means of providing various types of regional services to State and local planning agencies and to public utility and other private companies operating within the Tri-State Region. Examples of such services are:

- (a) provision of a source of current regional statistics to function as a "statistical bank" for users of population, land use, economic and other types of data.
- (b) periodic tabulation and analysis of journey-to-work data on a regional basis, using latest Census data and the results of journey-to-work surveys undertaken in various segments of the region.
- (c) periodic compilation and reporting of the status of existing and proposed transportation facilities in the Tri-State Region.
- (d) provision of a library of reports of planning studies undertaken by various agencies at all governmental levels throughout the Region.

8. Continuing Intergovernmental Cooperation

The Tri-State Transportation Committee will be responsible for studying, developing and recommending the methods and machinery to insure continuing and comprehensive intergovernmental cooperation and assistance on the Region's transportation and planning programs.

## PART II

### Long Range Land Development-Transportation Study

In accordance with the directive of the Governors of the three States, the Tri-State Transportation Study will develop conclusions and recommendations for meeting the long-range land development and transportation requirements of the Tri-State Region. This Part II long-range study will be designed to identify the inter-action of such broad regional characteristics as transportation, land development, economy, population and employment. This knowledge will be used to determine alternate patterns of land development and transportation to meet the Region's need for the forecast periods. These alternates will then be evaluated to recommend the most desirable course for the Region to follow, as determined by the decisions of the governmental units concerned.

Part II represents a shift in emphasis from immediate problems to long-range needs of the Tri-State region. This requires a broadening of the study efforts made in Part I, which were aimed at prompt solutions to certain urgent problems. The data, findings and results of the Part I studies will be utilized in Part II where applicable and pertinent. The studies involved in Part II must consider the Region in its entirety, its future economy, population, employment and form over a period of many years.

The study program for Part II will require careful and extensive planning and coordination, using the most modern techniques of data collection, processing and analysis. The cumulative experience of similar studies in other metropolitan areas will be utilized in the development of the work plan for the study and also in selecting the type and volume of data necessary to provide a sound basis for understanding the transportation needs of the Region.

This portion of the Prospectus outlines the general scope, procedure and methodology to be followed in Part II. Prior to initiating the data collection, a detailed outline of the several related steps in the planning process will be accomplished to insure uniformity and completeness of results, through the efforts of the participating agencies. More particularly, the study design will reveal the role and permit assignment of responsibility for the several work phases among the participating agencies.

The Tri-State Transportation Committee, through its staff, will coordinate and give general direction and supervision to this Region-wide, long-range study program. The development of the plan of study will be the responsibility of the Committee with the cooperation and assistance of the highway and planning departments and other appropriate agencies of the three States, the City of New York, the Bureau of Public Roads and the Housing and Home Finance Agency. The agencies of the States and the City of New York will have the responsibility for the collection and compilation of necessary data within their respective jurisdictions. The Tri-State Committee will be responsible for the data processing and analysis. The Tri-State Committee will also assure the necessary study coordination at State boundaries between contiguous States.

The determination of the scheduling procedures and techniques to be employed in the several elements of this long-range study will be the responsibility of the Tri-State Committee in conjunction with the appropriate agencies involved.

Following is a summary of the phases of work to be performed under Part II. These work phases will be described in more detail in subsequent pages, with a brief indication of their inter-relationship. A bar chart (Appendix C) indicates the relative timing for the various study phases. It is anticipated that Phase 1 of Part II will be commenced in the Spring of 1962.

Phase 1 - Study Design

Determination of the Planning process, methodology, procedures, sampling rates and testing of analytic approaches.

Phase 2 - Inventory

Compilation and measurements of travel and land use characteristics and the transportation facilities of the Region in form suitable for analysis and as a basis for forecasting.

Phase 3 - Analysis and Forecasting

Forecasting of the Region's future land and travel patterns, and development of alternate transportation systems.

Phase 4 - Evaluation and Recommendations

Evaluation of alternate systems of land development and transportation including the feasibility of implementation, and recommendations to meet the Region's future needs.

## PHASE 1 - STUDY DESIGN

This phase outlines the general work plan, methodology and procedures that will be followed in the long-range land development-transportation study. Before actual data gathering or any other work project commences, it will be designed in detail as to methods to be followed, forms to be used and the application of analytical approaches to be applied.

It has been shown in other transportation studies that travel is habitual, and thereby predictable if the components of such travel can be determined. An examination will be made of the questions which will allow the prediction of appropriate factors determining travel. Travel behavior in the Tri-State area will be measured and explained, and such developed criteria can be used to determine what the future travel will be. With such knowledge, appropriate plans can be developed to satisfy such travel.

Specifically, the method to be used in developing the inventory of existing conditions, the plan of forecasting future conditions, and the criteria to be used in evaluating the land development and transportation plans, will be developed in Phase 1.

A pilot study will be undertaken to test various methods developed in other urban areas where transportation studies have been initiated to evaluate the various procedures, the sample rates and interview forms used, along with methods of estimating future land development patterns and travel desires. A study of the various analytical approaches will be made to determine the best for this complex Tri-State area.

It is estimated that this Phase 1 work will take 18 months to complete. The design of Phase 2 will be undertaken first in order to permit data collection to start at the earliest possible date. The study design will be the responsibility of Tri-State. The highway and planning agencies of the three States and the City of New York will assist Tri-State in this development.

## PHASE 2 - INVENTORY

The transportation study process requires as a first step a knowledge of the existing relationships between travel and regional growth characteristics. The collection of these data and their compilation in form suitable for analyses and forecasts, represents the basic inventory, which includes four major elements - transportation facilities, travel patterns, regional growth characteristics, and fiscal resources.

Transportation facilities inventory involves the making of a physical inventory of all facilities including terminals, traffic volume surveys to measure the use of the facilities, and travel time and cost surveys to measure the relative efficiency of each transportation element.

Travel inventory involves the determination of trip distribution between the subdivisions of the study area, by mode of travel. This will be accomplished by making an origin and destination survey for persons, vehicles and commodities, to determine home-based and non-home-based trips, and trips entering and leaving the cordon area.

Regional growth characteristics include the inventory and analysis of the current population, economic, vehicle ownership and land-use characteristics of the Region. Considerable use will be made of existing data, up-dated wherever feasible and new data will be obtained as necessary. This phase will include: an inventory and analysis of the population distributed within the Region by age, sex, ethnic groups, occupations and household characteristics, and preliminary projections of population growth and distribution; inventory and distribution of vehicle registration; analysis of the economy of the Region, including commercial and industrial activities, in relation to location and space requirements, productive capacities, employment

requirements and technological improvements. Preliminary projections of probable growth and distribution of these activities will be developed from this economic analysis. The analysis and forecasts of land development as related to transportation needs, will include land uses by type, size and intensity, land area and floor space for commercial and industrial uses, residential area and work force characteristics, land values, vacant and developable land availability, zoning uses and intensity, available utilities and the availability of transportation facilities.

Fiscal Resources involves the collection and analysis of information on the magnitude of governmental and private commercial activity, finances, and regulations as they affect transportation of the Region and for examining the feasibility of alternative transportation systems, recommended by the Study.

It is estimated that it will take 24 months to complete Phase 2, but the initial collection of data in this Phase will begin within 6 months of the commencement of Phase 1. The field work including the collection and organization of data, will generally be performed by the appropriate agencies of the three States and City of New York. In some cases where the data inventory is regional in scope, the Tri-State staff will perform such work, with the assistance of the three States and the City of New York. The Tri-State staff will furnish general supervision and coordination and in addition, will be responsible for processing of the data obtained from the inventory.

### PHASE 3 - ANALYSIS AND FORECASTING

A detailed analysis will be made of the inter-relationship of travel, land use, economic activity and population as compiled in Phase 2, in order to forecast the Region's future patterns of land development and travel for regional populations of 19.5 million, 21 million, 22 million, and 23.5 million persons which are expected to occur about the years 1970, 1975, 1980 and 1985 respectively.

The analysis of these relationships will be tested by predicting current person and goods movements on the basis of existing land use, population and economic activity and then comparing these predicted volumes with actual field measurements. Utilizing these tested relationships and the collected data, forecasts will be made of population, employment, economic activity and land development distributions and resultant future travel patterns for the forecast periods.

The developed travel patterns and trip desires for the forecast periods will then be applied to various alternative transportation systems, including highway, bus and rail networks. The volumes thus applied to the systems will be analyzed to determine necessary refinements in such systems. This analysis may indicate the need for new transportation facilities to provide necessary capacity and an adequate standard of travel which will serve desired transportation, land development and economic goals. The optimum systems developed in this phase of the work will be tested for engineering and economic feasibility in Phase 4.

The analysis of the relationships between travel and population, employment, economic activity and land uses will be done by the Tri-State staff. The forecasting of alternate land development patterns will be done by the staff in conjunction with the appropriate agencies of the

States and City of New York, and in collaboration with the various local planning groups. The determination of future travel patterns and the development of transportation systems will be the responsibility of the Tri-State staff in collaboration with the appropriate agencies of the States and City of New York.

The preliminary work in this phase can be started 6 months after the start of Phase 2 and will take approximately 30 months to complete.

#### PHASE 4 - EVALUATION AND RECOMMENDATIONS

Phase 4 will examine the desirability and practicability of the alternate systems of land development and transportation as developed in Phase 3. These alternate systems will be evaluated in terms of public service consistent with engineering judgment and public policy and will include analysis of types of transportation available and their most suitable role in the systems, capacity requirements as determined by assigned volumes, capital and operating costs, appraisal of the impact of these alternates on the future development of the Region including the patterns of land use, levels of economic activity and public and private facilities.

The economic and financial resources available to support the alternate systems will be evaluated. Consideration of these resources as originally determined in the immediate-action studies will be further analyzed, to establish the costs and economic benefits to private carriers, users, and public agencies. Special consideration will be given to the various financial arrangements to meet the long-range needs of the Tri-State Region.

On the basis of these informed judgments, the Committee will prepare its findings, conclusions and recommendations on land development and transportation to meet the Region's future needs.

This work will be performed by the Tri-State Transportation Committee in cooperation with the States and the City of New York.

The work in this Phase will begin 18 months after the commencement of Phase 3 and will require approximately 18 months to complete.

### CONTINUING STUDIES

The ever-changing patterns of land development, the shifts in population, and the socio-economic changes which constantly occur in an area as complex as that encompassed by this Study, all dictate that the results of the Tri-State Study be re-examined and re-evaluated from time to time, to insure that the conclusions are still valid and if not, to determine what changes are necessary to meet the new needs. Further, since inter-governmental cooperation is essential to the implementation of transportation plans developed by the Study, it is vital to all the cooperating agencies to be informed at the earliest possible date, of new requirements as they may develop, so that governmental procedures for new implementation can be set in motion.

The immediate-action program will recommend methods and machinery to insure continuing inter-governmental cooperation on the Region's transportation matters. Under the assumption that such a program is implemented, a continuing study group will design procedures for review, analysis and up-dating of the basic data which were used to plan the alternate transportation systems shown in the Study report. On the basis of these re-evaluations, new forecasts will be made as warranted by changes, and new alternate plans will be tested where necessary.

From time to time, the continuing study group will make available to the cooperating governmental agencies the results of their reviews as such studies will affect the planning of land development, travel facilities, and fiscal decisions. Technical papers and reports will be published when their publication will assist the cooperating agencies in their programs of securing public support and approval for implementation of transportation plans.

The details of organization, procedures and financing the continuing study will be worked out when sufficient experience in the conduct of the Tri-State Study permits such detailed planning.

Joint Statement of Governors John Dempsey of Connecticut,  
Robert B. Meyner of New Jersey and Nelson A. Rockefeller  
of New York Creating the Tri-State Transportation Committee

August 30, 1961

The New York Metropolitan Area, comprising portions of the states of Connecticut, New Jersey and New York, is the nation's largest urban complex. The expeditious movement of millions of persons and tons of goods throughout the region is essential for the continued economic growth of the area and the well-being of the 16 million people who reside within it.

The three states have a vital concern in finding a solution to the critical transportation problems facing the region. Accordingly, we are appointing a Tri-State Transportation Committee to conduct a broad scale examination and make recommendations for meeting the region's immediate and long-term needs.

Because of the national impact of the region's problems, federal cooperation is invited. Arrangements are also being made for local government participation so that individual communities within the region can contribute to the comprehensive program and at the same time plan realistically for their own development.

The region is fortunate in that considerable thought has already been given to transportation issues by both public and private agencies, among them - The Port of New York Authority and other public authorities, the Interstate Staff Committee on the New Haven Railroad, the New York-New Jersey Transportation Agency, the Regional Plan Association, the Metropolitan Regional Council, state and local highway agencies, local and state planning boards and others.

The Committee's work will be action-oriented and will be organized, so far as practicable, to make information developed in its inquiries currently available to state, local and federal officials directly responsible for decisions determining the regional transportation system. The studies will be concerned both with present problems and with the formulation of plans and action programs for the longer term future.

The Research Program

The study will include an inventory of the problems, available resources and other research efforts. The Committee will be charged

(more)

## Appendix A

with conducting studies designed to form the bases for solutions to the area's transportation problems. Illustrative of the studies to be undertaken are the following:

1. Analysis of the economic and financial resources available to support a coordinated transportation system.
2. Analysis of railroad and highway passenger transportation as to adequacy and compatibility as parts of an integrated regional transportation network.
3. Analysis of freight movements by rail, highway, water and air looking toward a flexible, efficient system that can contribute positively to the region's economic development.
4. Analysis of the region's airport needs, including short-haul taxi service, intermediate ranges and intercontinental requirements.
5. Forecasting the impact of any proposed transportation plans on land use patterns in the region.
6. Evaluation of methods, including technological developments, for improving the service and economics of mass transit.
7. Study of methods and machinery to insure continuing inter-governmental cooperation on the region's transportation matters.

### Organization for the Study

Over-all direction of the study is vested in the Tri-State Transportation Committee. The Committee consists of:

Carl Lalumia, Executive Aide to the Governor of Connecticut

Howard Ives, Connecticut Commissioner of Highways

Eugene Loughlin, Chairman, Public Utilities Commission of Connecticut

Graham Treadway, Chairman, Connecticut Development Commission

Dwight R. G. Palmer, New Jersey Commissioner of Highways

Otto H. Fritzsche, State Highway Engineer, New Jersey

(more)

Herbert A. Thomas, Jr., Director, Division of Railroads,  
State of New Jersey

H. Mat Adams, Commissioner of Conservation and Economic  
Development, State of New Jersey

William J. Ronan, Secretary to the Governor, New York State

J. Burch McMorran, New York Superintendent of Public Works

Arne C. Wiprud, Director of Office of Transportation, State  
of New York

George A. Dudley, Director of Office for Regional Development,  
State of New York

James Felt, Chairman, New York City Planning Commission

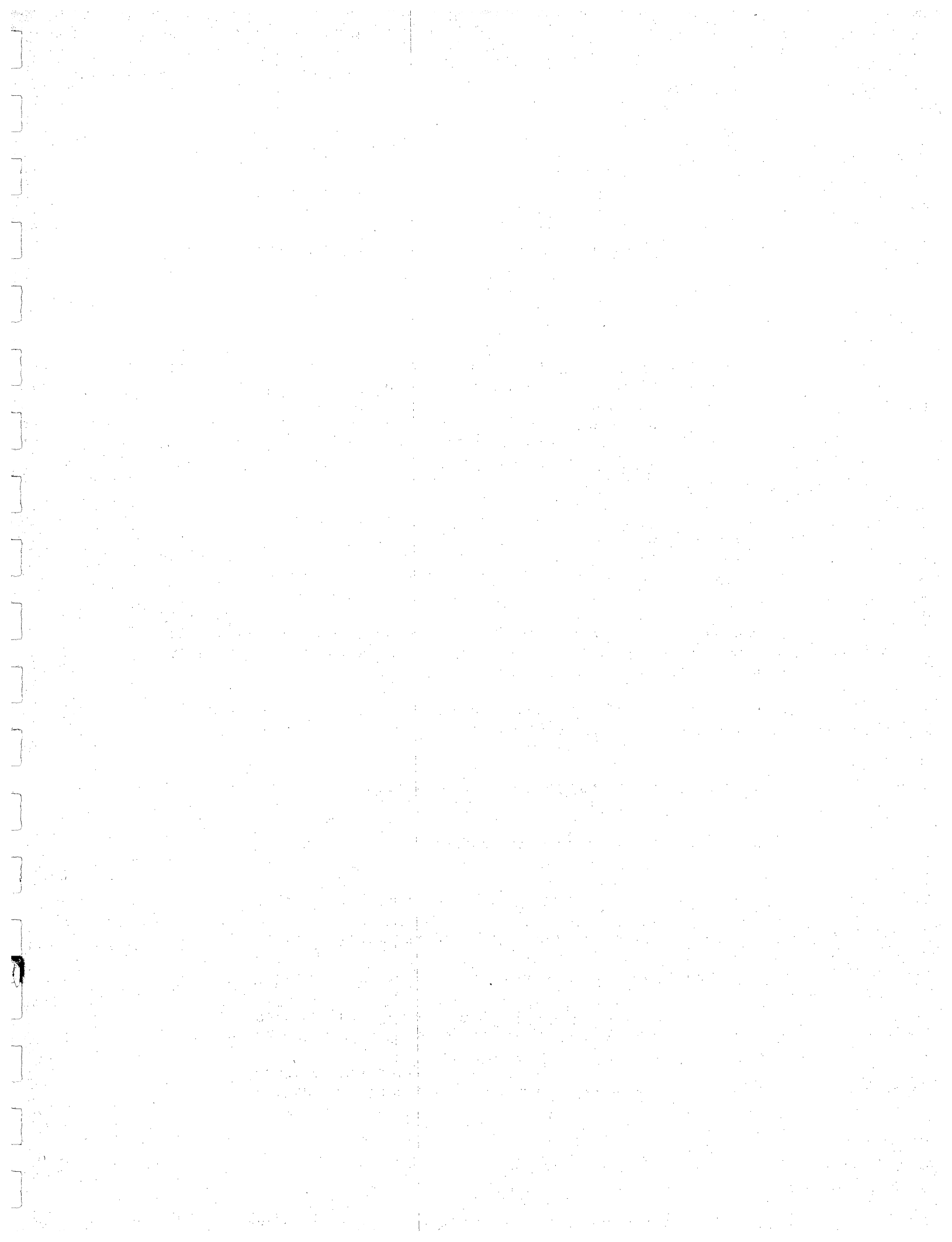
In addition, it is proposed that a representative of the  
U. S. Bureau of Public Roads and a representative of the Federal Housing  
and Home Finance Agency be invited to serve as members of the Committee.

To provide for local government participation, a cooperative  
representative committee of local officials will be established in each of  
the three states to consult and work with the Tri-State Transportation  
Committee.

It is expected that the Committee's work will be financed  
primarily from federal and state funds. In addition, the Committee will  
enlist the cooperation and support of other public and private agencies  
in the metropolitan region.

The Committee will have a central staff but it is expected that  
much of the research will be conducted by existing state and local agencies,  
both governmental and private. The extensive resources and information  
already developed will be utilized to the fullest possible extent.

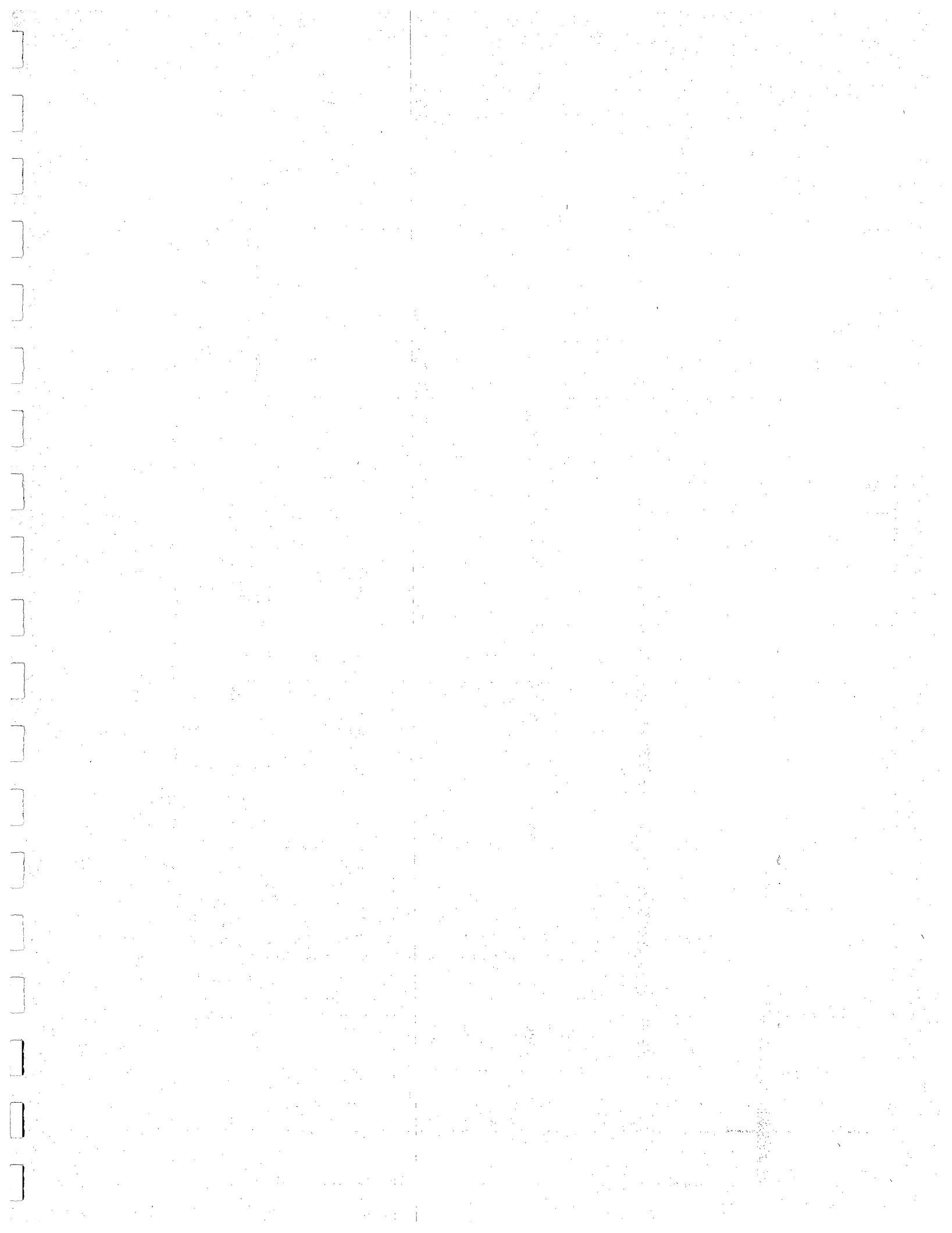
The Committee will be required to report to the Governors  
periodically, with a comprehensive interim report to be submitted by  
September 1, 1963



TIMING OF THE LONG-RANGE LAND DEVELOPMENT - TRANSPORTATION STUDY

PHASE	1962				1963				1964				1965				1966	
	QUARTER				QUARTER				QUARTER				QUARTER				QUARTER	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
1. STUDY DESIGN		█	█	█	█	█	█											
2. INVENTORY			█	█	█	█	█	█	█	█	█							
3. ANALYSIS AND FORECASTING						█	█	█	█	█	█	█	█	█	█			
4. EVALUATION AND RECOMMENDATIONS													█	█	█	█	█	█

APPENDIX C



LOCAL COOPERATING COMMITTEES  
FOR TRI-STATE TRANSPORTATION COMMITTEE

Connecticut

J. Walter Kennedy, Mayor of Stamford, Chairman  
Herbert E. Baldwin, First Selectman of Westport  
J. Eric Chadwick, Mayor of Torrington  
John Shostak, Chairman, Regional Planning Board, Norwalk  
Griffith E. Harris, First Selectman of Greenwich  
Edward R. Henkle, City Manager of New London  
Richard C. Lee, Mayor of New Haven  
Carleton F. Sharpe, City Manager of Hartford  
Samuel J. Tedesco, Mayor of Bridgeport

New Jersey

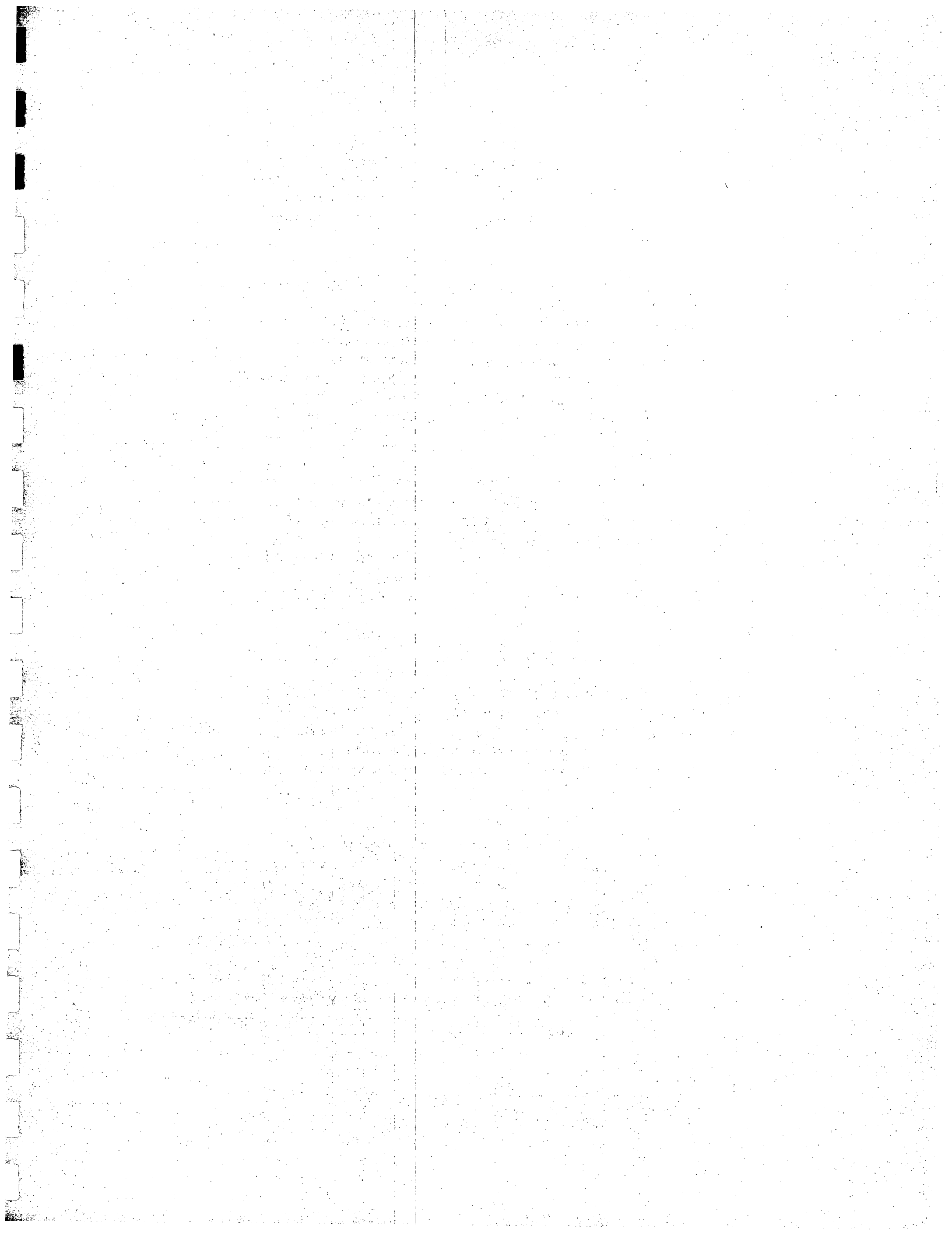
Karl E. Metzger, Director of Middlesex County Board of  
Chosen Freeholders, Chairman  
Henry L. Fetherston, Director of Somerset County Board  
of Chosen Freeholders  
Everett Vreeland, Director of Morris County Board of Chosen  
Freeholders  
Joseph C. Irwin, Director of Monmouth County Board of  
Chosen Freeholders  
  
Arthur R. Sypek, Director of Mercer County Board of  
Chosen Freeholders  
John F. Lewis, Director of Hudson County Board of Chosen Freeholders  
James R. McKenna, Director of Essex County Board of Chosen Freeholders  
Anthony Pepe, Director of Bergen County Board of Chosen Freeholders  
Robert A. Roe, Director of Passaic County Board of Chosen Freeholders  
Jay A. Stemmer, Director of Union County Board of Chosen Freeholders

New York State

Edwin G. Michaelian, County Executive of Westchester, Chairman  
Robert J. Blinn, Chairman of the Dutchess County Board of Supervisors  
H. Lee Dennison, County Executive of Suffolk  
Albert C. Howell, Chairman of the Orange County Board of Supervisors  
Eugene H. Nickerson, County Executive of Nassau  
Victor J. Shankey, Chairman of the Rockland County Board of  
Supervisors  
Harry G. Silleck, Chairman of the Putnam County Board of Supervisors

New York City

Henry A. Barnes, Commissioner of Traffic  
Charles L. Patterson, Chairman, Transit Authority  
William Reid, Chairman, Housing Authority  
William F. Shea, Director of the Budget  
Charles H. Tenney, City Administrator



Appendix E

LIAISON REPRESENTATIVES OF LOCAL COOPERATING COMMITTEES  
TO STAFF OF TRI-STATE TRANSPORTATION COMMITTEE

Connecticut

- Stamford - Walter A. Wachter, Planning Director  
Norman Gluss, Commissioner of Finance
- Bridgeport - George Bassett, Director, Regional Planning Agency  
Joseph M. Dearborn, City Planning Engineer
- Greenwich - Frederick Baird
- Hartford - Robert J. Bartels, Director, City Planning Commission  
George J. Ritter, Councilman
- New Haven - William R. McGrath, Traffic Engineer  
Norris Andrews, City Planning Director
- New London - Charles P. DeBiasi, Director of Public Works  
C. Francis Driscoll, New London Development Agency  
Richard E. Erickson, Executive Director, Southeastern  
Connecticut Regional Planning Agency
- Norwalk - William O. Morrow, Jr.  
Paul Segal, Planning Director
- Torrington - Thomas E. Skarupa
- Westport - James F. Towers

(more)

### New Jersey

- Middlesex - Douglas S. Powell, Director, Middlesex County Planning Board
- Bergen - George H. Dieckmann, Director, Bergen County Planning Board  
Roy J. Elam, County Engineer
- Essex - To be designated
- Hudson - Ben Schlossberg, Director of Industrial & Real Estate Development
- Mercer - Arthur R. Sypek, Director, Mercer County Board of Freeholders
- Monmouth - To be designated
- Morris - Dudley Woodbridge, Director, Morris County Planning Board  
Thomas T. Taber, Chairman, Board of Public Transportation
- Passaic - Harvey S. Moskowitz, Director, Passaic County Planning Board
- Somerset - William E. Roach, Jr., Director, Somerset County Planning Board
- Union - Alfred Klug, Principal Engineer, Highway  
William Miller, Senior Engineer, Highway

### New York

- Westchester - S. J. Schulman, Commissioner, Westchester County  
Department of Planning
- Dutchess - Henry Heissenbuttel, Director, Dutchess County Planning Board
- Nassau - Edward J. Morris, Director of Franchise Department
- Orange - Carl J. Mays, Director, Orange County Planning Board
- Putnam - Edward Kegelman, Chairman, Putnam County Planning Board
- Rockland - James Ward, Director, Rockland County Planning Board
- Suffolk - Lee Koppleman, Director, Suffolk County Department of Planning

Appendix F

TECHNICAL ADVISORY GROUP

TO STAFF OF TRI-STATE TRANSPORTATION COMMITTEE

Connecticut

David S. Johnson, Director, Planning and Design, Connecticut State Highway Department  
Isreal Resnikoff, Chief of Planning, Connecticut State Highway Department  
James S. Klar, Assistant Managing Director, Connecticut Development Commission  
Walter A. Wachter, Planning Director, Stamford

New Jersey

Joseph R. Cunningham, Director, Division of Roads, New Jersey State Highway Department  
B. Budd Chavooshian, Director, Division of State and Regional Planning,  
New Jersey Department of Conservation and Economic Development  
Douglas S. Powell, Director, Middlesex County Planning Board

New York State

Maynard A. Bebee, Director, Bureau of Highway Planning and Programming,  
New York State Department of Public Works  
Edwin F. Clark, Director, Highway Transportation Studies, New York State  
Department of Public Works  
Charles L. Crangle, Director, Bureau of Planning, New York State Department of Commerce  
Seymour J. Schulman, Commissioner, Westchester County Department of Planning

New York City

Jack C. Smith, Chief, Office of Master Planning, Department of City Planning  
Joseph M. Leiper, Director of Transportation, Office of Master Planning,  
Department of City Planning  
Allan K. Sloan, Director of Community Facilities Division, Office of Master  
Planning, Department of City Planning

U. S. Bureau of Public Roads

John A. Swanson, Regional Engineer, Region 1, Albany, N. Y.  
Garland E. Marple, Chief, Urban Planning Section, Bureau of Public Roads, Washington D.C.

U. S. Housing and Home Finance Agency

Lester Eisner, Jr., Regional Administrator, Region I  
Frank Batstone, Chief, Urban Renewal Planning, Region I

