

ANNUAL REPORT

THE PORT OF NEW YORK AUTHORITY

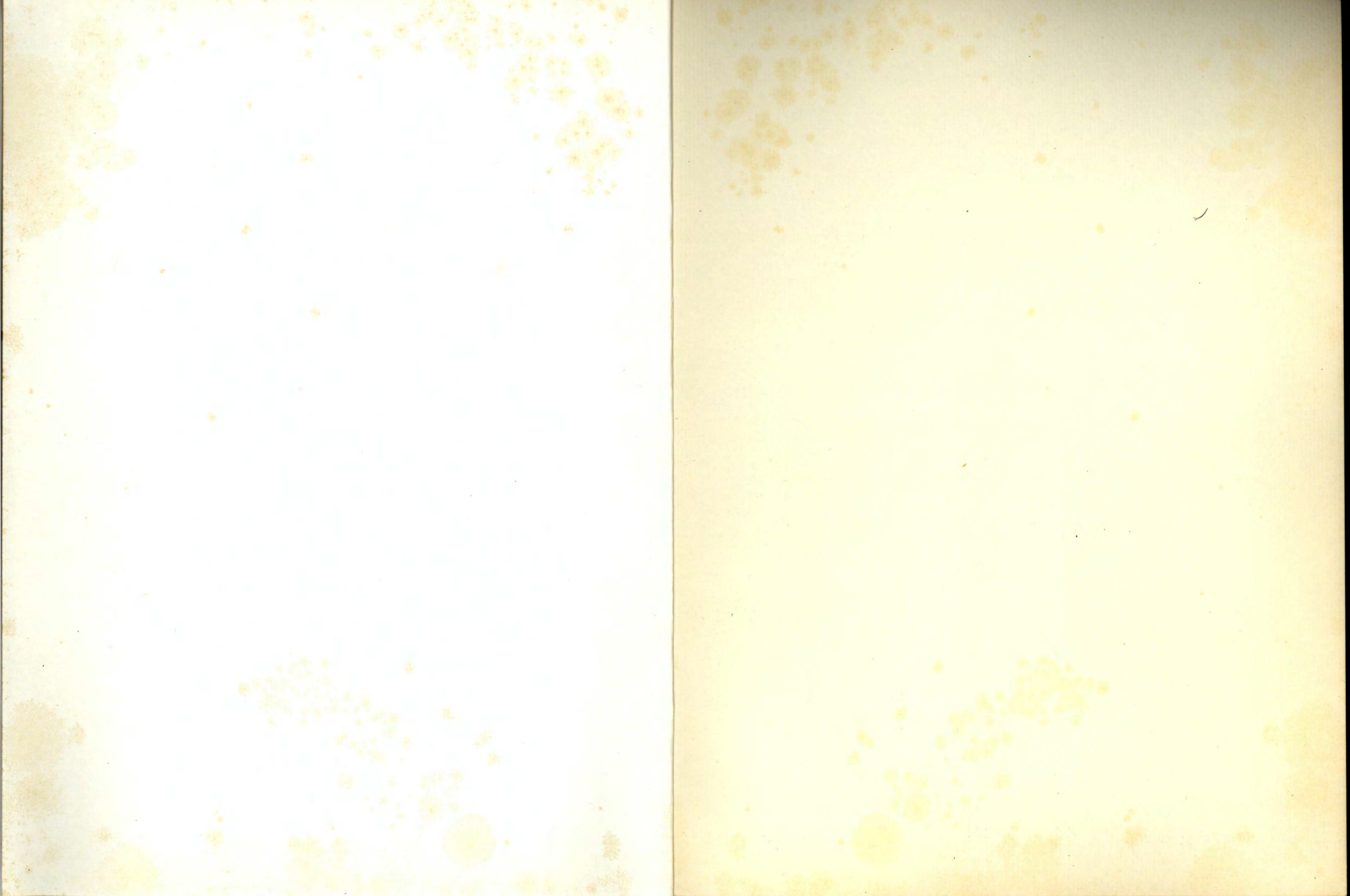
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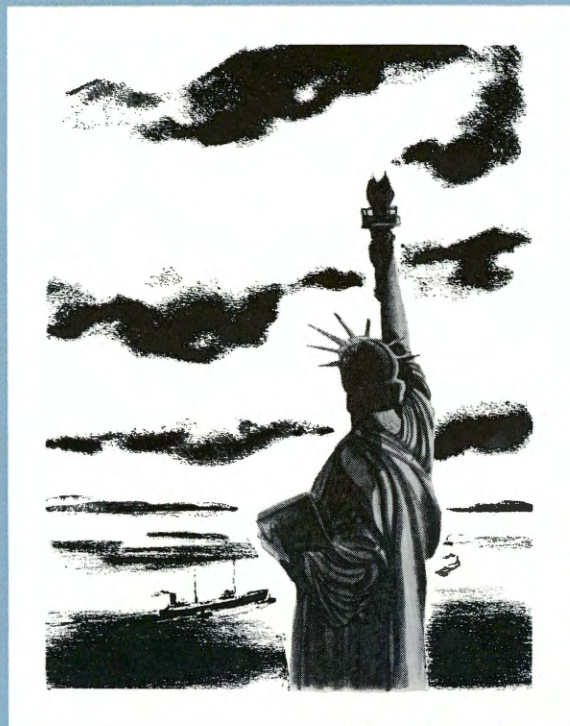




THE PORT DISTRICT, shown in lighter blue on this map, is the 1500-square-mile area within which the Port Authority exercises its responsibilities. In the seventeen counties that fall entirely or in part within the Port District's boundaries there are over 350 cities, municipalities, townships, villages, and residential areas containing some 13,000,000 inhabitants.







T H E P O R T O F

Respectfully submitted in accordance with the Port Compact of 1921 to:

C O M M I S S I O N E R S

New Jersey

Donald V. Lowe, Vice-Chairman
Horace K. Corbin
John F. Sly
Jess Harrison Davis
David Van Alstyne, Jr.
Dow H. Drukker, Jr.

New York

Howard S. Cullman, Chairman
Eugene F. Moran
Bayard F. Pope
S. Sloan Colt
Charles S. Hamilton, Jr.
Chas. H. Sells

34TH ANNUAL REPORT

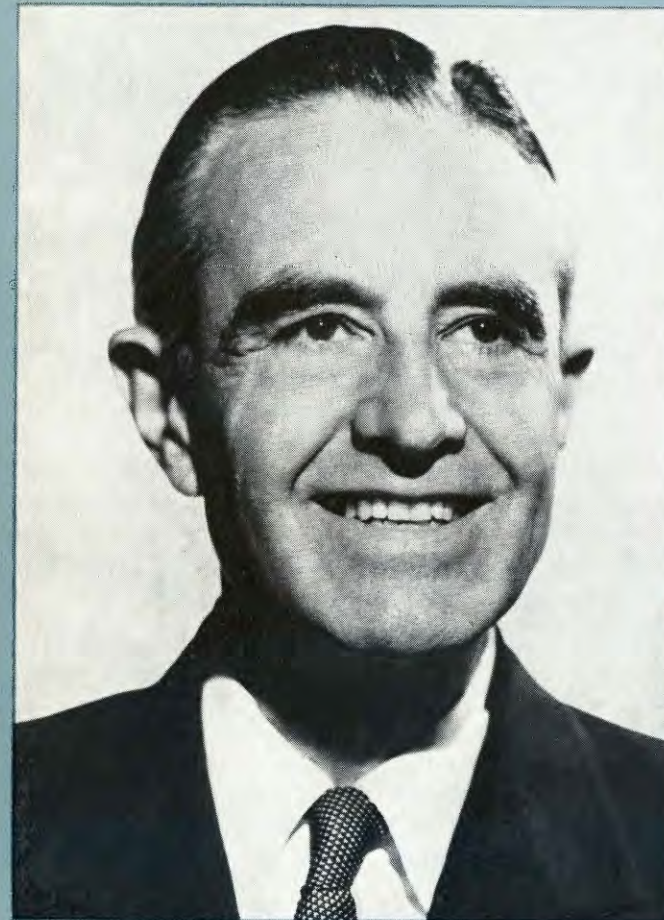
N E W Y O R K A U T H O R I T Y

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

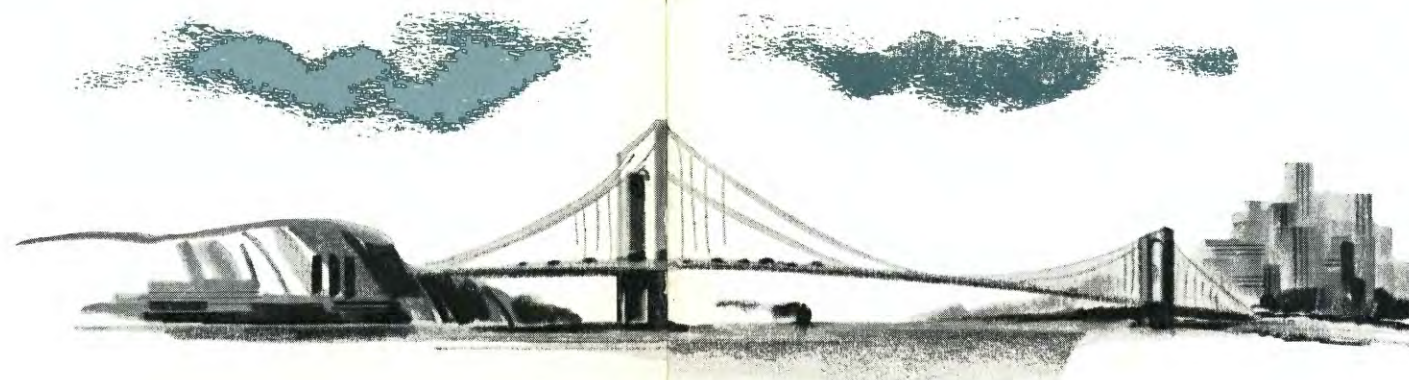
The Honorable W. Averell Harriman, Governor, and the Legislature of the State of New York



**HONORABLE ROBERT B. MEYNER
GOVERNOR OF THE STATE OF NEW JERSEY**



**HONORABLE W. AVERELL HARRIMAN
GOVERNOR OF THE STATE OF NEW YORK**





THE STORY OF THE

THIRTY-THREE years ago, on April 30, 1921, the States of New York and New Jersey, by compact, 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.

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."

Commissioners

The Port Authority consists of twelve Commissioners, six resident voters from the State of New York and six resident voters from the State of New Jersey who, "for the purpose of doing business, constitute a Board and may adopt suitable by-laws for its management." Each of the States has provided for the appointment of its Commissioners by its Governor by and with the consent of the State Senate. The Commissioners are appointed for overlapping terms of six years each. They receive no compensation for rendering this public service.

Powers and Duties

In establishing the Port Authority, the two States created a district 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. In the Port District, the Port Authority exercises jurisdiction and performs duties relating to the development of the Port, deriving from the Compact, the Comprehensive Plan, and additional legislation adopted by the two States. In summary, the Compact provides:

"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 port authority shall from time to time make plans for the development of said [port] district.

"The port authority may from time to time 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."

"The port authority may petition any interstate commerce commission (or like body), public service commission, public utilities commission (or like body), or any other 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, warehousing, docking, lightering or transfer of freight, which, in the opinion of the port authority, may be designed to improve or better the handling of commerce in and through said district, or improve terminal and transportation facilities therein."

A Continuing Responsibility

Looking forward to a dynamic, continuing program of port development by their port agency, 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 port agency with responsibility for going forward with airport, marine terminal, and bus terminal developments.

PORT AUTHORITY

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." Pursuant to this and supplementary directives from the two States, the Port Authority has conducted a progressive and constructive program of port development for the benefit of the entire Port District.

Today, the Port Authority operates seventeen terminal and transportation facilities. These are the Outerbridge Crossing, Goethals Bridge, Bayonne Bridge, the Holland and Lincoln Tunnels, and the George Washington Bridge; the Port Authority Grain Terminal, Port Newark, and the Hoboken-Port Authority Piers; LaGuardia, New York International, Newark, and Teterboro Airports; and the Port Authority Building, the New York and New Jersey Union Motor Truck Terminals, and the Port Authority Bus Terminal.

Charged also with the promotion and protection of port commerce, the Port Authority appears before such regulatory bodies as the Interstate Commerce Commission, the Civil Aeronautics Board, and the Federal Maritime Administration 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. The Authority cooperates with governmental and civic bodies of both States to improve terminal facilities and transportation arteries.

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COMMUNITIES OF



Each community within the Port District is a distinct entity, drawing its individual character from its residents, buildings, industries, and institutions. However, each is inextricably linked to the Port District as a whole by economic ties. The welfare of each community ultimately depends on the continued flow of commerce to, through, and from the District's land, air, and harbor facilities.

It is this fact which gives importance to the continuing work of the Port Authority in promoting, protecting, and developing the trade and commerce of the Port and in providing needed transportation facilities.

NEW JERSEY NEW YORK

BERGEN COUNTY

- 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
- Hohokus
- 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 River
- Township
- South Hackensack
- Teaneck
- Tenafly
- Teterboro
- Wallington
- Washington
- Westwood
- Wood Ridge

ESSEX COUNTY

- Belleville
- Bloomfield
- Caldwell
- Caldwell Township
- Cedar Grove
- East Orange
- Essex Fells
- Glen Ridge
- Milltown
- Livingston
- Maplewood
- Millburn
- Montclair
- Newark
- North Caldwell

NUTLEY

- Orange
- Roseland
- South Orange
- Verona
- West Caldwell
- West Orange

HUDSON COUNTY

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

MIDDLESEX COUNTY

- Carteret
- Dunellen
- East Brunswick
- Highland Park
- Madison
- Metuchen
- Milltown
- New Brunswick
- North Brunswick
- Perth Amboy
- Piscataway
- Raritan Township
- Sayreville

SOUTH AMBOY

MONMOUTH COUNTY

- Atlantic Highlands
- Highlands
- Holmdel
- Keansburg
- Keyport
- Matawan
- Matawan Township
- Middletown
- Raritan
- Sandy Hook
- Reservation
- Union Beach

MORRIS COUNTY

- East Hanover
- Florham Park
- Montville
- Parsippany
- Troy Hills

PASSAIC COUNTY

- Clifton
- Haledon
- Hawthorne
- Little Falls
- Mountain View
- North Haledon
- Passaic

PATERSON

SOMERSET COUNTY

- Franklin
- North Plainfield
- North Plainfield Township
- Watchung

UNION COUNTY

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

THE PORT DISTRICT



BRONX

- Allerton
- Baychester
- Bedford Park
- Belmont
- Chasons Point
- City Island
- Eastchester
- Edenwald
- Edgewater
- Fordham
- Harts Island
- Highbridge
- Hunts Point
- Jerome Park
- Kingsbridge
- Melrose
- Morrisania
- Mott Haven
- Parkchester
- Pelham
- Riverdale
- St. Mary's Park
- Silver Beach
- Soundview
- 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
- Spring Creek Basin
- Sunset Park
- Stuyvesant
- Williamsburg

MANHATTAN

- Harlem
- Lower Manhattan
- Middle West Side
- Middle and Upper East Side
- Upper West Side and Northern Manhattan

QUEENS

- Arverne
- Astoria
- Bayside
- Beechurst
- Belle Harbor
- Bellerose
- Broad Channel
- Cambria Heights

COLLEGE POINT

- Corona
- Douglston
- 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
- St. Albans
- Sunnyside
- Utopia
- Whitestone
- Woodhaven
- Woodside

STATEN ISLAND

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

NASSAU COUNTY

- Baxter Estates
- Bellerose
- Cedarhurst
- Floral Park
- Flower Hill
- Great Neck
- Great Neck Estates
- Great Neck Plaza
- Hempstead
- Kensington
- Kings Point
- Lake Success
- Lawrence
- Manor Haven
- Mineola
- Munsey Park
- New Hyde Park
- North Hills
- Plandome
- Plandome Heights
- Plandome Manor

PORT WASHINGTON

ROCKLAND COUNTY

- Grand View-on-Hudson
- Orangetown
- Piermont

WESTCHESTER COUNTY

- 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



TUNNELS AND BRIDGES

Port Authority crossings handled over 81,741,000 vehicles, an all-time high. Because the capacity of our crossings was severely taxed, the Port Authority concentrated on reducing severe rush-hour congestion. A parking lot near the Lincoln Tunnel was planned, a program of selling commutation tickets at locations other than bridge and tunnel toll booths was inaugurated, and an extensive improvement project at the George Washington Bridge's New Jersey side was completed. In the meantime, a mighty hydraulically driven shield started to bore out the Third Tube of the Lincoln Tunnel, bringing this urgently-needed artery nearer to completion.



HIGHLIGHTS OF THE YEAR

JOINT STUDY

Based upon the findings and conclusions of the Joint Study, the Port Authority and the Triborough Bridge and Tunnel Authority recommend and are prepared to proceed with the construction of bridge facilities that will call for the expenditure of approximately \$379,000,000 by the two Authorities over the next five years. This construction comprises: a double-deck twelve-lane suspension bridge across the Narrows; a six-lane lower deck on the George Washington Bridge; and a single-deck six-lane suspension bridge across the East River at Throgs Neck between Fort Schuyler in The Bronx and Cryders Point on the west shore of Little Bay in Queens.

MARINE TERMINALS

The Hoboken-P.A. Piers were leased to the American Export Lines during 1954 in the largest marine terminal transaction in the history of the Harbor, thus assuring that this waterfront facility will become self-supporting. Under terms of the lease, the Port Authority will spend some \$15,000,000 on construction of two new piers and on rehabilitation of existing Pier 3. At Port Newark, the Waterman Steamship Corporation inaugurated regular sailings from its \$5,000,000 marine terminal built by the Port Authority.

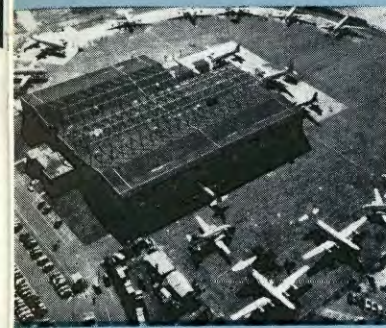
TERMINALS

Passenger totals at the Port Authority Bus Terminal about equalled 1953's record-breaking figures. Freight handled at the New York Union Motor Truck Terminal increased month by month, with the platform achieving the goal of 1,000 tons a day during the peak season. Plans were underway to launch the Newark Union Motor Truck Terminal on its original course as a consolidated terminal for the interchange of over-the-road, less-than-truckload freight after the Air Force's lease expires in June, 1955. At the Port Authority Building, a major renovation program was well underway.



AIRPORTS

Our regional airport system set new records for passengers, cargo, and air mail during 1954. Expansion at New York International was in high gear—a hangar and an industrial building were completed, and four other hangars and two other industrial buildings were under construction or scheduled for early construction. Traffic totals at La Guardia, New York International, and Newark Airports topped those of all previous years in these airports' history, and a major improvement program was announced for Teterboro Airport.

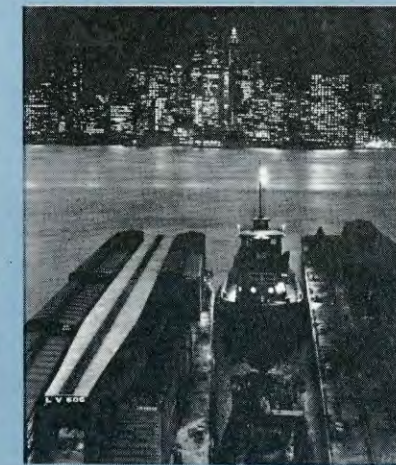


OUR STAFF

Fourteen of our staff were honored at the Port Authority's annual medal award ceremony for either deeds of valor, long and distinguished service, or effective service during emergencies. As a result of our annual Salary Survey, the Board of Commissioners authorized a salary adjustment which increased our overall payroll by 2.4 per cent. During the year, 1,416 employees participated in fifty-three job-related training courses given by the Port Authority, and 352 Port Authority people availed themselves of our Education Refund Plan to obtain college or other training. Employee participation in our suggestion system was 36.93 per cent.

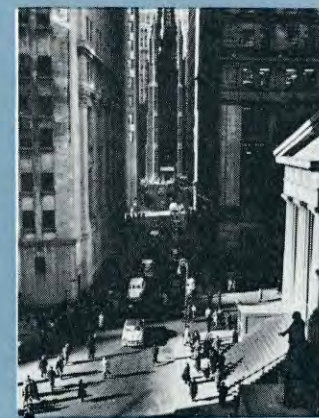
PORT DEVELOPMENT

The Port Authority's trade promotion program was emphasized to a greater extent than ever before to attract substantial quantities of new tonnage movements to the Port. Plans were made to relocate our New York trade solicitation staff to new branch headquarters in the heart of lower Manhattan. There were several significant decisions and developments that contributed substantially to the progress of our program of protecting the Port's competitive position.



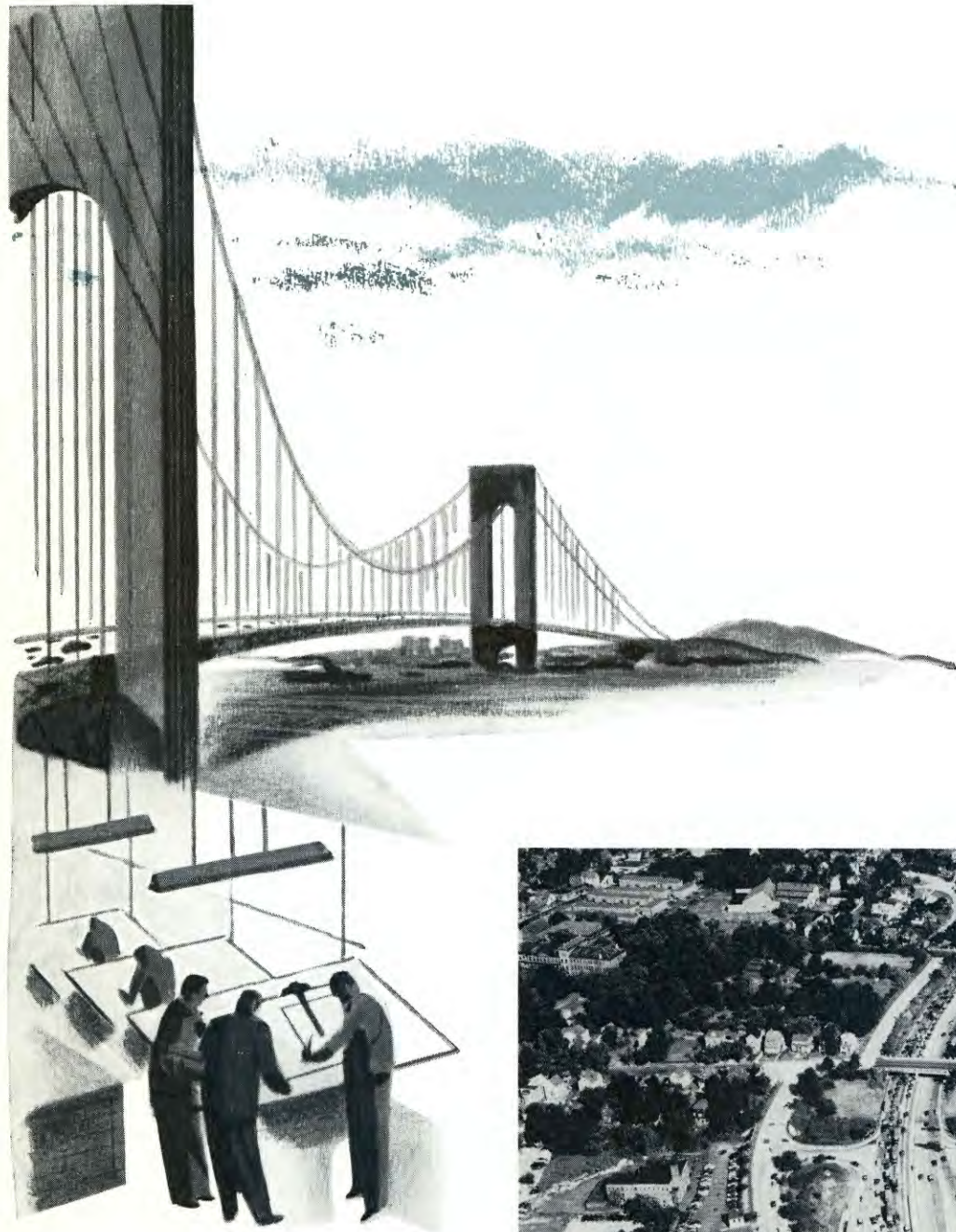
ADMINISTRATION

At the annual meeting of the Board of Commissioners on January 14, 1954, Mr. Howard S. Cullman was elected to his tenth term as Chairman of the Port Authority, and Mr. Donald V. Lowe was elected to his first complete term as Vice-Chairman.



FINANCIAL

The Authority has now invested \$519,198,351 in its facilities. Reserve fund balances totaled \$30,988,732 at year's end. Gross operating revenues were up 8.2 per cent to \$64,111,850; gross operating expenses were also up—by 11 per cent—to \$29,893,679. Net operating revenues totaled \$34,218,171, a 5.5 per cent increase. After deduction of debt service, \$4,974,311 was available for reserves.



HOLLAND TUNNEL
NEW JERSEY APPROACH



GEORGE WASHINGTON BRIDGE NEW JERSEY APPROACHES



NEW YORK ENTRANCE OF LINCOLN TUNNEL

JOINT STUDY

THE Port Authority and the Triborough Bridge and Tunnel Authority in February, 1954 initiated a Joint Study of important links in the arterial highway system of the New York-New Jersey Metropolitan Area. In this Joint Study, the two governmental agencies had the assistance of outstanding consultants, public officials in both States, and many organizations and individuals.

In the Joint Study, the two Authorities pooled their knowledge and experience in order to meet the continuing problem of traffic congestion within the New York Metropolitan Area. The rapidly growing residential, business, and industrial communities in Northern New Jersey counties, Long Island, and Westchester demand arterial highway communications with each other and with the

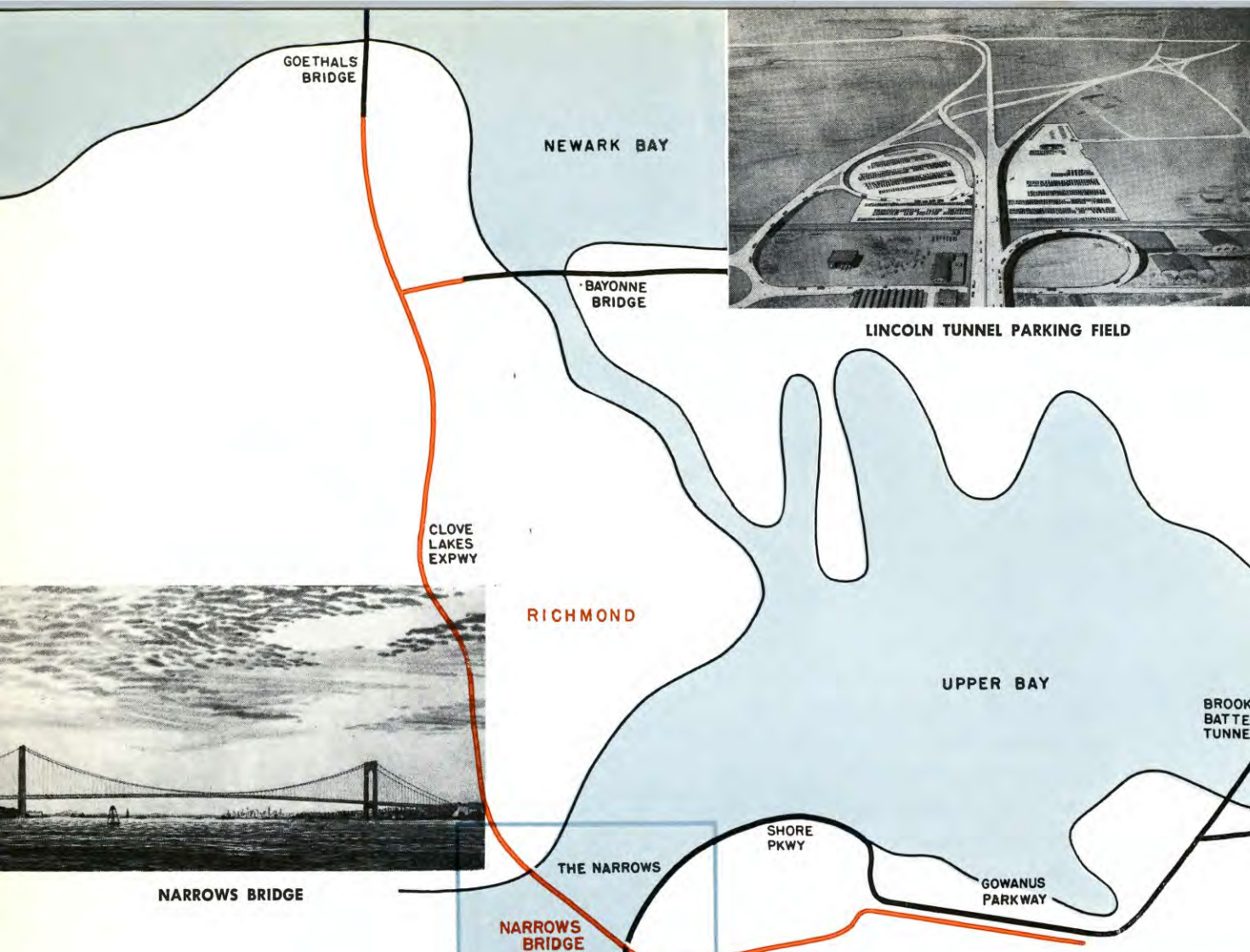
Boroughs of New York City. At the same time, it is imperative that trans-metropolitan vehicular traffic be served by trans-Hudson, Upper New York Bay, and East River facilities that will permit this through traffic to move north or south of Manhattan's congested area, or be carried across the island by way of express routes.

In 1954, nearly 76,300,000 vehicles crossed the Hudson River over vehicular crossings and on ferries. An additional 4,000,000 vehicles crossed Upper New York Bay by ferry. Traffic estimates indicate that, as early as 1960, 105,000,000 vehicles, an increase of 30 per cent over 1954's volume of 80,300,000, will demand crossings of the Hudson River and Upper New York Bay. Similar traffic growth has been experienced and is expected to continue on the East River crossings, particularly on the Triborough and Bronx-White-stone Bridges, which in 1954 handled 64,000,000 vehicles.

Joint Study Recommendations

Based upon the findings and conclusions of the Joint Study, the Port Authority and the Triborough Authority recommend and are prepared to proceed with the construction of bridge facilities that will call for the expenditure of approximately \$379,000,000 by the two Authorities over the next five years. This construction comprises: a double-deck twelve-lane suspension bridge across the Narrows joining Staten Island at Fort Wadsworth with Brooklyn at Fort Hamilton; a six-lane lower deck on the George Washington Bridge; and a single-deck, six-lane suspension bridge across the East River at Throgs Neck between Fort Schuyler in The Bronx and Cryders Point on the west shore of Little Bay in Queens.

Each of these projects requires legislative authorization and, therefore, appropriate legislation will be recommended in New York and New Jersey to permit the construction of these new projects. If the necessary Federal, State, and local approvals are granted without delay, the bridge projects will be available to traffic by January 1, 1960.



LINCOLN TUNNEL PARKING FIELD



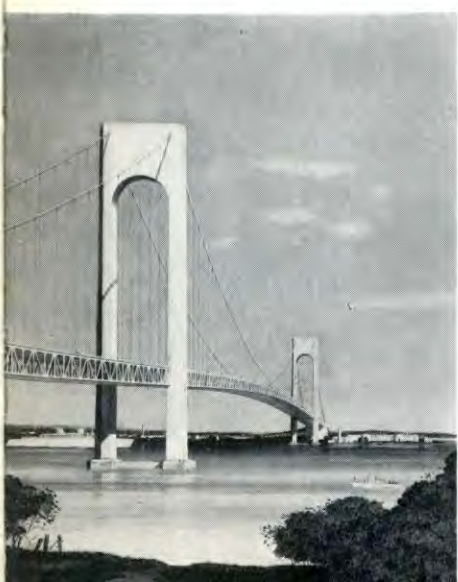
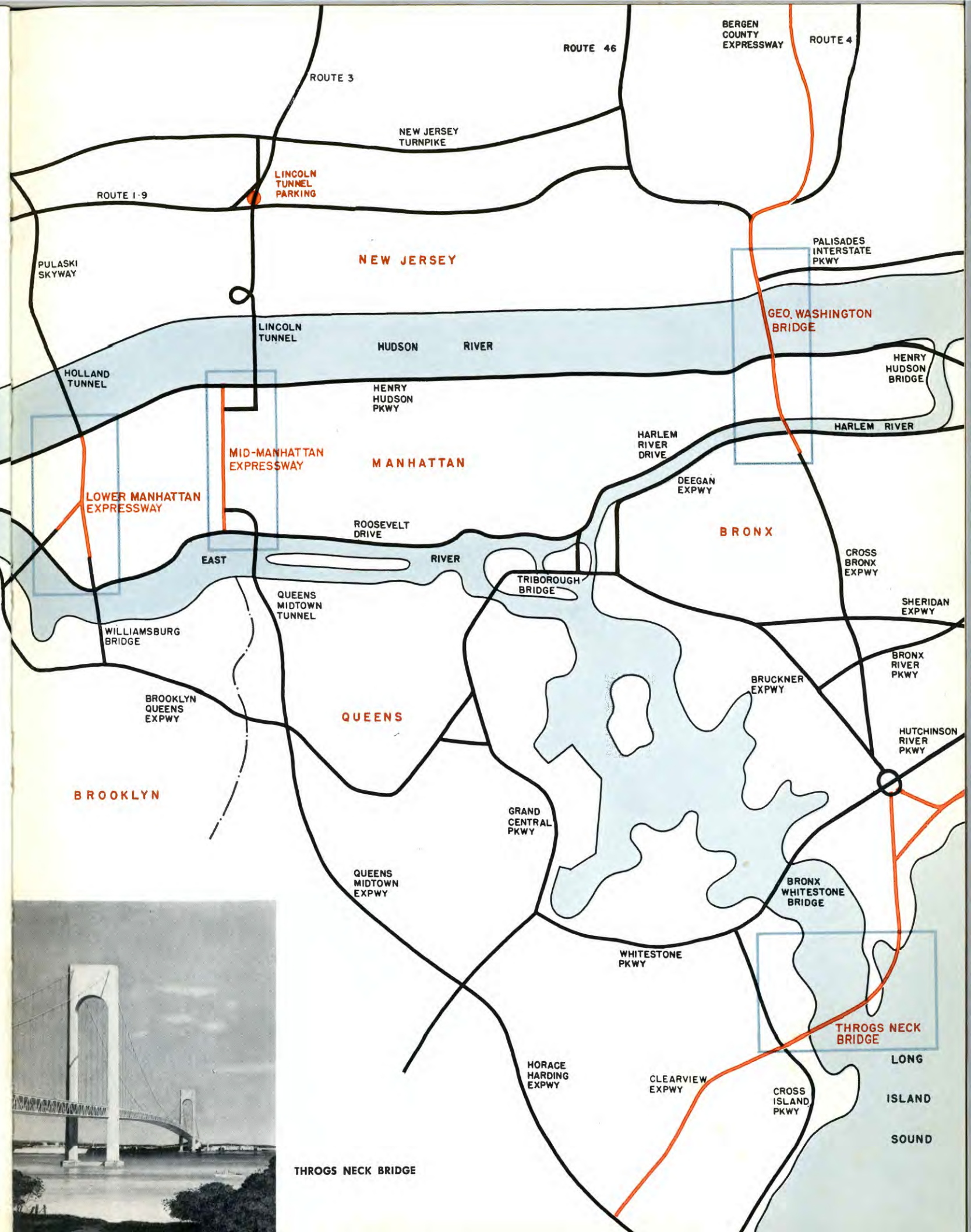
NARROWS BRIDGE



GEORGE WASHINGTON BRIDGE



LOWER MANHATTAN EXPRESSWAY



THROGS NECK BRIDGE

Extensive connecting highways beyond the immediate approaches to the proposed bridge projects would require the expenditure of about \$198,000,000. Because these costly arteries cannot be provided on a self-supporting basis, they would require financing from other sources, such as State and Federal funds. The construction of these connecting highways must be coordinated with the construction timetable of the bridge projects.

Narrows Bridge

Under the recommended program, the Port Authority would finance and construct a twelve-lane double-deck, suspension Narrows Bridge across Upper New York Bay, connecting Fort Hamilton in Brooklyn and Fort Wadsworth in Staten Island. The bridge would be leased to the Triborough Authority for an amount that would cover all debt service charges on final costs. Triborough would purchase the bridge from the Port Authority by 1969 or prior to that time if Triborough's financial commitments would make such a transfer possible.

To cost \$204,000,000, the entire bridge would be built initially, but only the lower six-lane deck would be used at the outset. Ramps and approaches to the upper deck, costing \$16,000,000, would be completed and the upper deck opened when required by traffic. Including the immediate approaches, the bridge would be over two and one half miles long. From anchorage to anchorage it would extend 7,200 feet and would have the world's longest center span of 4,400 feet. If available in 1960, a bridge across the Narrows would carry an estimated 14,500,000 vehicles during its first year of service. It is estimated that 48,000,000 vehicles would use the crossing in 1977.

APPROACHES TO NARROWS BRIDGE

The Brooklyn approaches to the Narrows Bridge would extend to 86th Street. They would provide access from the lower level of the bridge to the Shore Parkway as well as to local Brooklyn

streets. Both decks would connect with a proposed twelve-lane expressway extending northward from 86th Street through Brooklyn. It would be necessary to finance this expressway largely out of Federal and State funds.

This northerly route from the bridge would provide direct connections with the Brooklyn-Battery Tunnel and also with the Brooklyn-Queens Expressway leading to the Triborough and Bronx-Whitestone Bridges and to the proposed Throgs Neck Bridge.

A NEEDED LINK

The Staten Island approaches to the bridge would extend to Wadsworth Avenue. The principal Staten Island connecting highway would be the seven-mile-long Clove Lakes Expressway across the northern part of Staten Island from the Goethals Bridge to the Narrows Bridge. This expressway is recommended as a highway project which must be financed largely by Federal and State highway funds. This expressway ultimately would connect with the future Richmond Parkway and the future West Shore Expressway. Connections with the Bayonne Bridge approaches would also be provided.

For the first time, the Borough of Richmond would have quick, convenient vehicular interchange with its four sister boroughs of Greater New York. It is expected that this, the last large undeveloped area adjacent to Manhattan, would enjoy a significant economic improvement. Population would be at least tripled by 1975; the development of the borough would be integrated with the expanding economy of New Jersey and Long Island.

George Washington Bridge— Lower Level

It is recommended that a lower deck be added to the George Washington Bridge to provide six more traffic lanes. The original design of the bridge permits this addition. The George Washington Bridge improvement, including immediate approaches, would cost about \$82,000,000 and

would be financed, built, and operated by the Port Authority. This lower deck would add 75 per cent to the bridge's present hourly capacity.

In 1960, when the lower deck would be available, it is estimated that 40,900,000 vehicles would use the George Washington Bridge even after 2,500,000 vehicles have been diverted to the Nyack-Tarrytown Bridge. Capacity operation at 56,000,000 a year is expected in 1965.

The lower deck of the bridge structure itself, to cost about \$20,000,000, would be completed in two and a half years. Construction of the lower deck and approaches would not interrupt the operation of the existing structure and its approaches.

APPROACHES AND CONNECTIONS

In New Jersey, the addition of the lower deck would call for the expansion of the bridge's approaches and plaza. The proposed plan for such expansion would require the acquisition of a minimum of private property. As far as possible, the expanded approaches and plazas would occupy undeveloped land, a part of which is now owned by the Port Authority or the New Jersey State Highway Department.

The expansion of the highway system in Bergen County as a part of the George Washington Bridge approach improvement in New Jersey has been tentatively agreed upon between the Port Authority, the New Jersey State Highway Depart-

ment, and Bergen County officials. The Port Authority has advised the New Jersey State Highway Department that it would provide the State's share of the estimated cost of \$60,000,000 for this proposed new Federal Aid arterial highway, which would be a new six-lane, limited access, east-west highway between existing route NJ-4 and US-46, with connections to the major intersecting routes. An interchange would be provided with the Garden State Parkway; and another interchange could be provided with the New Jersey Turnpike, if it is extended northward.

By means of extensive modification of the existing approaches, the New York approaches to the lower deck would provide interchange with the Henry Hudson Parkway and Riverside Drive, as well as to the local Washington Heights area.

To augment the bridge's 178th Street and 179th Street Tunnels, an eight-lane open-cut east-west expressway would connect with the Cross-Bronx Expressway by means of a new six-lane Harlem River Bridge immediately south of the present Washington Bridge that spans the Harlem River at 181st Street. This new Harlem River bridge would be built by the State of New York as part of the Cross-Bronx Expressway now under construction.

WASHINGTON HEIGHTS BUS TERMINAL

A turn-around union bus terminal adjacent to the George Washington Bridge is feasible only



THE PROPOSED NARROWS BRIDGE



THE GEORGE WASHINGTON BRIDGE AS IT WILL LOOK WITH A SECOND DECK

if undertaken in conjunction with the construction of the lower level of the George Washington Bridge and the new open-cut expressway. If New York City officials and the Port Authority were to reach an agreement that a union bus terminal be built at this location, it would, in addition, be necessary for the City to devise and adopt effective measures to control the location of interstate bus terminals in uptown Manhattan and the use of local City streets by interstate suburban buses crossing the bridge.

RAIL RAPID TRANSIT

In the opinion of the Port Authority, the public interest requires that the George Washington Bridge be able to accommodate rail rapid transit at any future time. It is solely because of this look to the future that the second deck of the bridge will be designed to permit conversion of two vehicular lanes to rapid transit use. Rail rapid transit across the Hudson does not, however, appear to be in immediate prospect.

Throgs Neck Bridge

The Joint Study indicated the need for a new crossing of the East River connecting Queens and The Bronx. The two Authorities therefore extended the scope of the Study to include such a new crossing to be financed, built, and operated by the Triborough Bridge and Tunnel Authority.

A natural route for the required crossing extends from Cryders Point on the west shore of Little Bay in Queens to Fort Schuyler at the tip of the Throgs Neck peninsula in The Bronx. The bridge and its immediate approaches would cost about \$93,000,000. In addition, connecting highways, costing \$30,000,000, would be required in The Bronx, and some \$27,000,000 in highway construction would be required in Queens.

The recommended crossing would be a six-lane suspension bridge. Its center span would be 3,100 feet long and the side spans each 900 feet long. Including anchorages, the bridge would extend 5,200 feet. It is estimated the Throgs Neck Bridge could be completed within three and a half years after it is financed.

APPROACHES AND CONNECTIONS

The bridge approaches in The Bronx would connect with the Cross-Bronx Expressway at its present eastern terminus at Hutchinson River Parkway. The bridge would also connect with Bruckner Boulevard which, in turn, will connect with the New England Thruway now under construction. The bridge would thus complete a strategically important link in the metropolitan arterial highway system.

In Queens, the Throgs Neck Bridge anchorage would be located offshore from Cryders Point in Little Bay. The approach viaduct would connect

with Cross Island Parkway and with a new six-lane Clearview Expressway which, it appears, must be financed largely under the Federal-State program.

A Possible Fourth Hudson River Crossing

Future traffic volumes forecast by the Joint Study may demand consideration of a fourth crossing of the Hudson within ten years. The traffic-generating strength of the northern tier of counties (Bergen, Passaic and Rockland west of the Hudson; and the Bronx, Westchester, Queens, Nassau and Suffolk to the east) indicate that a new crossing of the Hudson should be located at a point north of Manhattan's Central Park. Traffic to be accommodated by such a facility, however, would require extensive and costly expressway facilities in Bergen County, across northern Manhattan and through Queens. It would also call for additional Harlem River and East River crossings. It was therefore recommended that further consideration of this possible facility be deferred until the George Washington Bridge, the Narrows Bridge, and the Throgs Neck Bridge projects are completed and opened to traffic.

Mid-Manhattan and Lower Manhattan Expressways

Manhattan crosstown expressway plans, which have been before the public for almost a decade, were restudied as part of the Joint Study.

It was determined that the construction of such crosstown expressways, either as elevated highways or as tunnels, could not be financed on any self-supporting basis and would therefore depend mainly upon Federal and State aid.

Peripheral Parking Areas

The Joint Study included a survey of possible sites in New Jersey for peripheral parking areas

which could be served by privately operated express bus service to Manhattan. One, in North Bergen adjacent to the Lincoln Tunnel approach, is being recommended to the Legislatures. The Joint Study indicated four additional sites which could be considered for possible development.

Relationship with Rail Passenger Transportation

The program of Hudson River crossing facilities proposed as a result of the Joint Study is not to be considered as a substitute for a program of improving rail passenger facilities between New Jersey and Manhattan. One program is not an alternative for the other. Vehicular traffic studies show that if facilities for bringing New Jersey passengers to Manhattan by rail were effectively improved, the number of trans-Hudson automobile passengers who would be attracted would be relatively small, and the amount of traffic on Manhattan's congested streets during rush hours would not be reduced to a noticeable degree. The private automobile into and out of Manhattan presents negligible competition to mass transportation.



THE PROPOSED THROGS NECK BRIDGE AND ITS CONNECTIONS

THE PRESS AND THE JOINT STUDY

Trenton Evening Times

Founded October 12, 1852
Sunday Times-Advertiser

Vast Highway Plan

Industrial and residential development, extraordinary population growth and the mounting number of automobiles on New Jersey's highways demand vision, imagination and action if the future is to hold something better than stagnation and chaos.

Important and expensive projects have been developed in the last few years for

Editorials

THE MORNING CALL

The Paterson, N. J., Morning Call

Planning On The Grand Scale

A vast, almost breath-taking, plan of bridge and highway construction aimed at bringing New Jersey and New York into closer and more comfortable relationship with each other, while at the same time anticipating the demands of this metropolitan area for years to come, has taken shape.

The proposals which arise from a joint study by the Port of New York Authority and the New York Triborough Bridge and Tunnel Authority contemplate an expenditure of approximately \$600 million for two new bridges (in New York) and a six-lane lower deck of the George Washington Bridge and the work of highway

DAILY NEWS

THE FIVE-YEAR BRIDGE PLAN

After a year of study, the Triborough Bridge & Tunnel and Port of New York authorities unveiled in yesterday's papers a \$673 million plan for bridge and highway construction over the next five years.

NEW YORK Herald Tribune

Welding the Metropolitan Region

There is an awe-inspiring magnitude about the program of bridges and arterial highways recommended by the Port of New York Authority and the Triborough Bridge and Tunnel Authority. It adds up to \$379 million for the Narrows bridge, the Throgs Neck bridge and a lower deck for the George Washington Bridge, plus an additional \$198 million of Federal and state funds contemplated for extensive connecting links. Yet this is no more than a realistic estimate of what the expanding economy of the New York-New Jersey metropolitan area requires at once in improved transportation facilities.

All of this is a tribute to American prosperity and to the particular vitality and steady growth of our own region, where there is a greater volume of commerce than anywhere else in the world. It is also a forceful recognition of an enormous increase in the use of the automobile. As has been often stated, the annual number of vehicles crossing the Hudson tunnel and bridge around Manhattan is at or near capacity. As every addition is made, traffic immediately exceeds the predictions. And even now the experts are already saying that when the new improvements go into operation about 1960, it will be necessary to begin studying at once about still more bridges and accompaniments.

The benefits of the gigantic program announced today are so vast that they cannot be accurately measured in advance. It is expected, for one thing, that the by-pass over the Narrows bridge will bring substantial relief

to the traffic congestion in Manhattan. Anybody can also plainly see that Staten Island, by its new accessibility, will quickly enjoy economic consequences of great value both to itself and the entire city.

For another point, better roads will bring more visitors to New York. The people who come here to see the sights, it should be remembered, are one of our biggest local industries. Here it is worth noting that the Narrows bridge, with its majestic 4,400-foot center span to be the longest in the world and its superb location affording a panoramic view of harbor and skyline, will be a wondrous attraction. It is hard to know what benefits to single out, so tremendous is the potential for improved business and better living over the interstate arc containing the 15,000,000 people, of which New York is the focal center. Every part will be brought closer together and every person will profit thereby in comfort and pocketbook.

The Port Authority and the Triborough, by their whole-hearted co-operation, have met a big challenge. Some hurdles still lie ahead, such as getting legislative approval and persuading Washington to supply the indispensable assistance for those parts of the program which, unlike the bridges, cannot be made self-supporting. One looks with confidence for indorsement and generous help. Finally, the whole metropolitan area owes the two giant authorities a rising vote of thanks. The Port Authority and the Triborough saw what needed to be done, and went out and took the first bold steps. This is a triumph of regional planning and accomplishment that will be long remembered.

Staten Island Advance

Progress Beckons Island Into New World of New Opportunities

The Future has winked at Staten Island . . . a bright, daring wink, inviting us into bigger things, into a bold new world of the New York metropolitan area.

Trumpeters heralding this brave new world, this dazzling future, the Port of New York Authority and the Triborough Bridge and Tunnel Authority today made their expected announcement about the proposed Narrows Bridge and the

Long Island Daily Press

Relief for L.I.'s Traffic Headache

TRAFFIC-TROUBLED Long Islanders will feel good today at the news that—

1. A new bridge may be built across the Sound, east of the Whitestone span, from Little Bay in Queens to Fort Schuyler in the Bronx.

2. A 12-lane bridge across the Narrows, linking Brooklyn and Staten Island, has been blueprinted, with a plan for its financing.

3. A six-lane deck recommended for George Washington bridge.

4. Mid-Manhattan and Lower Manhattan expressways laid out.

5. A network of highways designed to link up our traffic veins and arteries.

The recommendations come in a report from the Port of New York and Triborough Bridge Authorities. They are the result of a year's joint study of arterial facilities in the metropolitan area.

For Long Islanders these improvements would be no less than a godsend.

They would enable us to bypass Manhattan bottlenecks. They would give us, when tied into our own expressway and parkway system, direct routes south, west and to New England.

We hope they are transformed from plans into realities as quickly as possible.

The total price tag for the program is \$379,000,000—able to count here.

Newark Evening News

New Bridges

THE Port of New York Authority and the Triborough Bridge and Tunnel Authority have recommended a 379 million dollar construction program. Its major items include the long-discussed bridge across the Narrows from Staten Island to Brooklyn and a second bridge

Newark Star-Ledger

Finally, the Narrows Bridge

Sometimes, you fight for something so long and so hard that when you get it, there's almost a feeling of being let down. We feel something like that today in regard to the announcement by the Port of New York Authority that it is ready to build the Narrows Bridge from Brooklyn to Staten Island. This bridge doesn't touch New Jersey soil, but it is the single most important bit of highway improvement for this state. It provides a direct access for Jerseyans to get to Long Island.

THE JERSEY JOURNAL

— Jersey Observer

The Easy Solution

The mayors of eastern Bergen County

The New York Times

NEW BRIDGE-BUILDING PLANS

The dramatic, indeed spectacular, program of bridge and arterial construction in the next five years proposed by the combined authority report published today opens new vistas for the planning and development of the New York metropolitan area. Its very preparation manifests confidence in a great, expanding future. Its realization, to which we may look forward with little doubt, assures orderly preparation to cope with the traffic consequences of the area's growth.

When the Port of New York Authority and the Triborough Bridge and Tunnel Authority announced last February the precedent-making partnership in this study of arterial needs, directed primarily at by-passing crowded mid-Manhattan with such traffic as could be diverted, bright expectations were held. These were well-founded, as the results show. For, although the New Jersey and New York Legislatures must approve a considerable part of the program, it can be assumed that we shall have in the near future a new \$220,000,000 bridge across the Narrows from Staten Island to Brooklyn, an \$82,000,000 improvement of the George Washington Bridge with expansion and new connections and a \$93,000,000 Throgs Neck Bridge from Queens to the Bronx.

THE HERALD-NEWS

THE metropolitan New York-New Jersey region is in for the greatest concentration of highway and bridge building that the world, perhaps, has ever seen. This seems quite clear from the announcements made in New York, Trenton and Hackensack.

The long-talked of Narrows bridge will be the longest suspension bridge in the world and will bring relief to the tunnel crossings from the heavy traffic bound for Brooklyn and Long Island. In the same way the Throgs Neck bridge spanning the East River will carry the Long Island-bound traffic from George Washington Bridge and considerably ease street congestion in northern Manhattan.

The added lower deck to the George Washington Bridge will directly affect this area. Both Routes 4 and 46 are obsolete as highways and could not possibly carry the one-third additional traffic expected from the extra bridge deck. Therefore, an east-west expressway becomes a must. It will run from the bridge approaches to downtown Hackensack and thence to the Passaic River.

BERGEN EVENING RECORD

The Port of New York Authority proposes to spend \$379 million in 5 years to build a bridge across the Narrows, connecting Fort Hamilton in Brooklyn and Fort Wadsworth on Staten Island; to double-deck the George Washington Bridge and extend its approaches; to build a 6-lane bridge at Throgs Neck to connect Queens and the Bronx.

By 1975, the Port Authority estimates, 180 million vehicles a year will be crossing the Hudson. As an example of what this may mean in Bergen, Senator Jones quotes what he says is an astonishing figure—the increase in Bergen County ratables from \$207 million in 1920 to \$760 million in 1954. That was 250 per cent, while Essex and Passaic gained 100 per cent.

Fortunately we have men with minds, men who can understand problems of such magnitude — understand them and work them out while the rest of us gasp with awe. Austin Tobin, Executive Director of the Port of New York Authority, said he never had seen an area project tackled in a finer spirit of co-operation, and the line-up of talent and position which has worked on it justifies that extravagance. Included were the Port Authority, the Triborough Bridge Authority, the Turnpike and Highway Authorities, the State Highway Commission, the Palisades Interstate Commission and the Bergen County Board of Public Works.

Daily Mirror

Blueprint for Growth

THE PROPOSALS of Robert Moses, Howard Cullman, et al., to expand and correct the transportation system of our city ought to receive the most careful and sympathetic consideration of the public despite the great amount of money involved. These good citizens are giving evidence of constructive statesmanship and should be supported.

The island of Manhattan, the core of the metropolitan area of some 15 million people, was never a self-contained island. It has always been a part of a larger region. Its growth has always depended on its ability to absorb and assimilate the people and resources of the surrounding area. The proposed bridge and highway program is a bold and courageous step towards a more integrated and efficient metropolitan area.

Journal and American

NEW YORK PUBLIC SERVICE
TRUTH, JUSTICE

Master Plan

WHEN two such big outfits as the Triborough Bridge Authority and the Port of New York Authority, and two such big men as their respective chairmen, Bob Moses and Howard Cullman, get behind a project, it is a pretty good guarantee it will go through. Messrs. Moses and Cullman do not frit away the time day dreaming.

They announced formally on the weekend a huge, \$600,000,000 five-year plan for building bridge to care for the traffic needs of the particularly Bergen County.

Readers of the Journal-American themselves with the major bridge construction program over the next five years.

New York World-Telegram

and The Sun

— Editorials —

The joint study by the Port Authority and the Triborough Bridge and Tunnel Authority of metropolitan arterial facilities recommends a \$379,000,000 bridge construction program over the next five years.



GOETHALS BRIDGE



OUTERBRIDGE CROSSING



BAYONNE BRIDGE



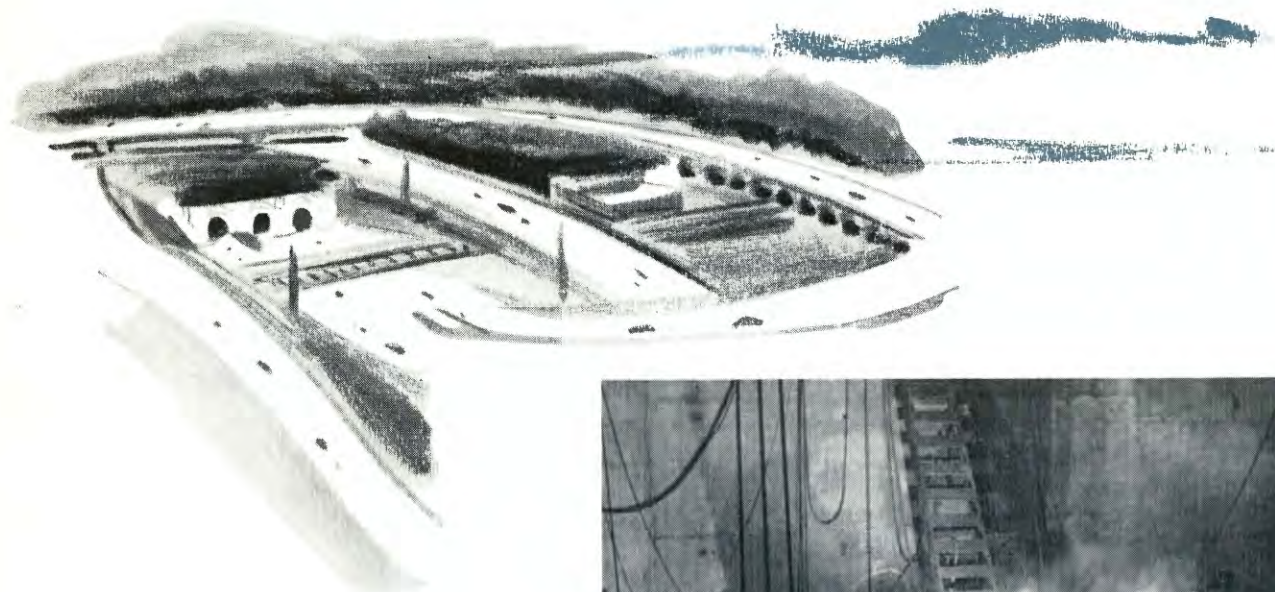
LINCOLN TUNNEL



HOLLAND TUNNEL



GEORGE WASHINGTON BRIDGE



Fifty feet below ground, at the bottom of the New Jersey land shaft under Kings Bluff, workmen weld the sections of the 240-ton shield that is now driving the Lincoln Tunnel's Third Tube.

TUNNELS AND BRIDGES

TOTAL traffic at our six interstate tunnels and bridges surged to new highs during 1954, with 81,741,137 automobiles, trucks, and buses traveling between New Jersey and New York on Port Authority crossings during the year. This represents an increase of 3,048,317 vehicles, or 3.9 per cent more than 1953's previous all-time high. Automobile use of the crossings was up 4.4 per cent and truck traffic 2.0 per cent. Bus traffic, however, declined slightly—a reflection of the trend toward larger buses and somewhat reduced schedules.

Traffic at the three Hudson River crossings rose 4.0 per cent. The George Washington Bridge showed the greatest increase, handling 32,961,931 vehicles, or 7 per cent more than in 1953; Lincoln Tunnel traffic totaled 20,997,803, a 1.1 per cent gain; and the 19,914,439, vehicles using the Holland Tunnel represented a 2.4 per cent traffic increase. Traffic at the three Staten Island Bridges was up 2.5 per cent, with the Goethals Bridge leading the way. Continuing the strong upward trend it showed in 1953, this crossing accommodated 3,037,917 vehicles, a 5.8 per cent increase. Vehicular use of the Outerbridge Crossing amounted to 2,109,201, a 1.8 per cent gain; while the 2,719,846 vehicles that traveled over the

Bayonne Bridge were about equal to last year's traffic. The year's peak traffic produced record toll revenues of \$41,460,898, a 3.7 per cent increase over 1953's tolls.

The unprecedented traffic during 1954 put a severe strain on Port Authority crossings, particularly the three trans-Hudson arteries. As a result, numerous steps were taken under the supervision of our new Director of the Tunnels & Bridges Department, Charles H. Taylor, to relieve congestion at the George Washington Bridge and the Holland and Lincoln Tunnels pending completion of the Lincoln Tunnel's Third Tube. Although traffic flow was improved at all three facilities, the slight increases in the number of cars that could be accommodated by the crossings during rush hours were not sufficient to alleviate, to any significant degree, the serious peak-hour congestion. Thus, the only real increase in peak-hour



In November, 1954, Commissioner Jess Harrison Davis (right), pulled the controls that started the shield on its initial thrust, as Chief Engineer John Kyle watched. Propelled by 28 hydraulic jacks, possessing a total forward thrust of 5,600 tons, the shield can move up to 32 inches at a time. As it inches toward New York, the framework of the tunnel is bolted into place behind it.

vehicular traffic flow between New York and New Jersey depends on completion of the Lincoln Tunnel's Third Tube and on construction of the additional crossings recommended as a result of the Joint Study by the Port Authority and the Triborough Bridge and Tunnel Authority.

Third Tube Construction Forges Ahead

Substantial progress was made during 1954 on the much-needed Third Tube of the Lincoln Tunnel. When completed in 1957, the new \$100,000,000 tunnel will increase the Lincoln Tunnel's annual traffic capacity by 50 per cent.

To be located south of the present two tunnels, the new tube will carry New York-bound traffic, while the existing North Tube will continue to carry traffic to New Jersey. The center tube (presently the South Tube) will normally carry two-way traffic except that, when traffic conditions require, it can be used for one-way traffic.

Engineering contracts totaling over \$54,000,000 had been awarded by the end of 1954 for Third Tube construction. During the year, the 240-ton tunnel shield was assembled in the New Jersey land shaft. This mighty hydraulically driven apparatus started to spearhead the driving of the Third Tube during late autumn. When the shield started to travel below the river in January, 1955, compressed air was introduced into the tunnel to offset the pressure of the semi-liquid mud and silt that lies below the river's floor. Work will continue under compressed air until the shield has

tunneled through to the New York side.

To protect all workmen engaged in Third Tube construction, a complete medical clinic was built during 1954 at the tunnel's New Jersey end. This clinic contains a compressed air chamber for testing the ability of sand hogs to work in compressed air and for treatment of workers who may become afflicted with the "bends." Doctors trained in the prevention and treatment of compressed air diseases man the clinic around the clock. In addition, experienced safety engineering personnel have been employed to increase the safety awareness of the workmen on this extensive construction project. This intensive medical and safety program is designed to assure the good health and safety of tunnel workmen, to increase workers' confidence, and to reduce costly accidents.

During the year, tunnel construction was temporarily stopped when the Supreme Court of New Jersey rendered a decision to the effect that statutes covering the original Lincoln Tunnel construction did not include the power to construct a Third Tube. However, legislation permitting the Third Tube construction was promptly enacted by the New Jersey and New York Legislatures, and construction was resumed after a brief halt. Shortly after this development, a three-year stumbling block to the Third Tube was overcome when the Port Authority effected a property settlement with

the Township of Weehawken. The terms of the agreement accepted by the Township had been offered to it in writing by the Port Authority almost two years before the final settlement, and had, at that time, been rejected by the Township. In 1954, Township officials agreed to convey certain municipal tennis court property needed for construction of the new tube back to the Port Authority in exchange for improved and expanded recreational facilities plus miscellaneous properties and construction work.

Of the more than 900 tenants moved from the site needed for the Third Tube's New York approaches, 817 were residential families comprised of over 5,000 people. To assist these families to find new dwellings, the Port Authority instituted an effective relocation program. An office, staffed with Port Authority employees whose sole responsibility was to give assistance to families in meeting their relocation problems, was opened in the Third Tube area.

Nearly 280 tenants vacated their apartments voluntarily and received a payment from the Port Authority (in lieu of moving expenses).

About 500 tenants relied on the Port Authority to find suitable dwellings. In these cases, the Port Authority paid a commission to brokers for obtaining suitable apartments, up to \$100 for painting of the new apartments, and \$100 to help

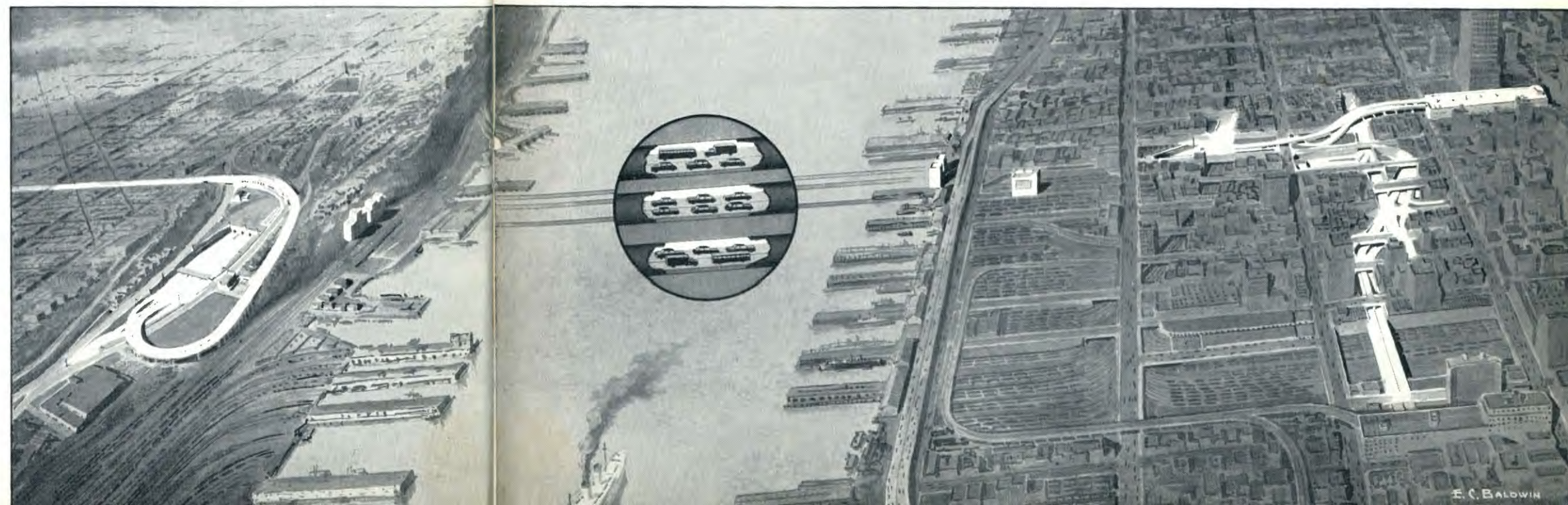
cover moving expenses.

The entire relocation project was completed less than two years after it got underway without a single forceful eviction. The cost of this program, the most extensive ever undertaken by the Port Authority, was about \$250,000, an average cost of less than \$300 per family.

Committee on Tunnel Traffic Endorses Joint Study Program

Careful attention was given during the year to traffic congestion at the Holland and Lincoln Tunnels by the Governor's Committee on New York-New Jersey Tunnel Traffic, which was formed by Governor Meyner of New Jersey in the hope that ways and means could be developed to alleviate traffic delays within the limits of existing facilities. The committee was headed by Mr. Arnold Vey, Director of Traffic Safety, State of New Jersey. Assisting him were representatives of Hudson County, of the New Jersey State Highway Department, the New Jersey Turnpike Authority, truck and bus associations, and automobile clubs, as well as the Directors of our Port Development and Tunnels & Bridges Departments. Following its deliberations on the problem and the receipt of suggestions from interested officials and tunnel users, the committee submitted its final report to the Governor in September.

This diagram shows the Lincoln Tunnel and its approaches after the Third Tube is built. To be located south of the present two tunnels, the new tube will increase the tunnel's annual traffic capacity by 50 per cent. Changes and improvements in New Jersey's plazas and approaches will permit efficient traffic movement to and/or from the middle tube depending on direction of travel. Improvements in New York include eight new bridges and an entirely new roadway starting at 30th Street, running north to 39th Street west of 10th Avenue.



The report points out that "the most that can be done at this time represent improvements which are but fractional and temporary," and "the greatest hope for basic traffic relief lies in the Joint Study of the arterial traffic problem initiated by the Port of New York Authority and the Triborough Bridge and Tunnel Authority. . . ." In conclusion, the report states: "It is evident that only through such a program, one that will certainly call for the expenditure of many hundreds of millions of dollars by all agencies concerned, that any lasting achievements can be made in serving the growing demands for vehicular facilities of a region as dynamic as the New Jersey-New York Metropolitan Area." The committee also endorsed the development of peripheral parking areas, and urged the early completion of an 800-car parking area that the Port Authority plans to build near the New Jersey side of the Lincoln Tunnel.

Lincoln Tunnel Parking Area Offers Potential Traffic Relief

Subject to legislative authorization, the Port Authority will put this New Jersey parking area

When a section of the Palisades Interstate Parkway was opened in December, 1954, a new Port Authority-built overhead circling ramp for New York-bound traffic between the George Washington Bridge and the parkway was opened. At the same time, a connection for parkway

into operation in spring, 1955. When the area is opened, motorists will be able to park their cars in New Jersey and take a shuttle bus to the Bus Terminal in New York. The *New York Herald Tribune* hailed the announcement of plans for this, the first Port Authority-built peripheral parking area, as ". . . a perfect example of what the traffic experts have been advocating for years. . . . Obviously a lot of congestion could be relieved both in the tunnel and on Manhattan streets by the simple device of leaving cars parked on the New Jersey side." The *Herald News* of Passaic, New Jersey, called the parking area ". . . a big forward step in the relief of traffic congestion between New Jersey and New York."

The Port Authority plans to spend about \$400,000 to develop the area. Public Service Coordinated Transport, Inc., will operate the parking lot and will provide the bus service to Manhattan.

Commutation Ticket Sales Are Facilitated

A new method of selling commutation ticket books for Port Authority crossings was devised

bound traffic and six new toll booths, located where the parkway joins the bridge approach, were activated. It is estimated that some 5,000,000 vehicles will use these direct interchanges, thereby relieving traffic flow on the bridge's main toll plaza and on its other approaches.



TRAFFIC	GEORGE WASHINGTON BRIDGE			LINCOLN TUNNEL			HOLLAND TUNNEL			STATEN ISLAND BRIDGES			ALL CROSSINGS		
	1954	1953	1952	1954	1953	1952	1954	1953	1952	1954	1953	1952	1954	1953	1952
NUMBER OF AUTOMOBILES	29,992,413	27,920,734	25,286,844	16,102,517	15,869,109	14,915,087	14,962,574	14,579,299	14,199,530	6,984,066	6,777,363	6,134,601	68,041,570	65,146,505	60,536,062
BUSES	672,607	703,557	704,730	1,990,764	2,004,104	1,890,045	141,143	159,632	167,787	78,697	77,866	79,212	2,883,211	2,945,159	2,841,774
TRUCKS	2,296,911	2,180,961	1,987,639	2,904,522	2,898,463	2,771,907	4,810,722	4,704,743	4,415,026	804,201	816,989	792,383	10,816,356	10,601,156	9,966,955
TOTAL VEHICLES	32,961,931	30,805,252	27,979,213	20,997,803	20,771,676	19,577,039	19,914,439	19,443,674	18,782,343	7,866,964	7,672,218	7,006,196	81,741,137	78,692,820	73,344,791

during the year. To reduce delays resulting from extensive purchasing of ticket books at our toll booths, a program was established whereby these ticket books could be bought at gas stations, banks, and at other convenient locations near all our vehicular crossings. To encourage motorists to buy ticket books at the designated sales agencies, the thirty-day valid period on the forty-trip commutation books was extended to thirty-five days for all books bought from agencies. The forty-trip tickets were also made valid for the first time at the Staten Island Bridges. By year's end, about one-fourth of the forty-trip and the twenty-five-trip books were being sold by sales agencies.

In 1954, as in 1953, tunnel and bridge patrons continued to take advantage of the twenty-five-cent commutation rate provided by the forty-trip ticket books and of the forty-cent rate provided by the twenty-five-trip ticket books. About 37.7 per cent of weekday motorists over the Hudson River crossings during 1954 used commutation tickets, as compared to 37.3 per cent in 1953.

Major Improvements Completed at George Washington Bridge

A major portion of the Port Authority's \$5,000,000 improvement program at the George Washington Bridge's New Jersey side was completed in 1954. To accommodate increasing traffic and alleviate congestion, the bridge's main New

Jersey approaches and the Lemoine Avenue underpass were widened. Connections between the bridge and the Palisades Interstate Parkway, including the new toll plaza where the parkway joins the bridge approach, were completed in the middle of the year, and were put into use when the southerly section of the parkway opened in December, 1954. It is estimated that about 18 to 20 per cent of bridge traffic will be using this direct interchange, thereby relieving other traffic arteries of more than 5,000,000 vehicles a year.

Work also got underway on installation of sixteen modern left-hand toll booths to replace the present mixture of right-hand and left-hand booths. Because motorists prefer to pay tolls through the window at the driver's side, they presently tend to line up behind left-hand booths. Thus, development of an all-left-hand toll booth system will help relieve another bottleneck.

Traffic Relief Measures Undertaken

At the Goethals Bridge, construction of two new off-bound traffic lanes to Bayway Avenue in Elizabeth got underway during the year. Completed in December, 1954, the new lanes have improved traffic flow at the New Jersey exit plaza and in surrounding local streets.

Construction of new left-hand toll booths on the New Jersey side of the Holland Tunnel was completed during the year. The six new booths

possess an overhead canopy, for protection during bad weather, and the most up-to-date equipment. They are proving effective in expediting traffic on the plaza.

After a series of tests by our Operations Department, a permanent vehicle speed detector was installed in each of the two tubes of the Holland and Lincoln Tunnels. With the aid of these devices, it has become easier to weed out trucks traveling below the tunnels' 20-mile-an-hour minimum speed. Third offenders are now barred from the tunnels pending proof that the vehicle is capable of maintaining twenty miles an hour. As a result, truckers have stepped up their efforts to maintain minimum speed, and another limitation on tunnel capacity is being successfully combatted.

Important Maintenance and Operational Programs Undertaken

During the year, a crew of fifty Bridge Painters began the two-year task of painting the George Washington Bridge for the first time since 1947. This program will cost about \$300,000 and will require about 1,500 gallons of red lead paint and some 21,000 gallons of aluminum paint.

Work continues at the Holland Tunnel on re-

placement of the motors that drive the eighty-four huge fans which have provided ventilation for this pioneer crossing since it was opened in 1927. The first of the 120 new multi-speed induction motors was installed this past summer, and by year's end sixteen new motors were in operation. This important project is scheduled for completion in the fall of 1956. Both of the above-mentioned programs are carried out without interfering with operations.

A number of new construction and rehabilitation projects were planned during the year to improve the Holland Tunnel's facilities for maintenance and operations. These include: construction of a new two-story service building to house the maintenance shop, a garage, an employees' cafeteria, lockers, a consolidated police desk and police reserve room; rehabilitation of the present New Jersey administration building to accommodate the Manager's office and medical clinic presently in the New York field office; development of a 120-car parking lot for employees; and expansion of the New Jersey toll house.

To enable our Police Officers to cover tunnel posts faster and more conveniently and to improve supervision of traffic and assistance to motorists, the Port Authority has been experimenting for

accommodated close to 20,000,000 vehicles in 1954. The booths are equipped with an overhead canopy for the protection of patrons and toll collectors in bad weather.



some time with a mobile unit to replace the traditional foot patrol in our tunnels. During 1954, an electrically-powered tunnel patrol car was put in operation on a portion of the catwalk of the South Tube of the Holland Tunnel. If the test proves successful, Port Authority Police Officers will be provided with patrol cars in all tubes of both the Holland and the Lincoln Tunnels.

Coordinated Traffic Control For New Jersey Communities

To reduce confusion and congestion in the event a major New Jersey artery leading to or from the George Washington Bridge is blocked by an accident or other traffic tie-up, the Port Authority, in cooperation with officials of the several neighboring municipalities and jurisdictions, formulated plans during the year for the orderly rerouting of traffic to and from this crossing. The alternate route plan went into effect at the end of the year and, because of the fine cooperation of the police departments of the concerned North Jersey communities, it is expected that it will prove highly effective. Similar plans for the Holland and Lincoln Tunnels are now being studied.

Looking to the future, our staff has studied the traffic problems which will result from the completion of the Newark Bay-Hudson County Extension of the New Jersey Turnpike. When this section is completed in 1956, all northbound traffic on the turnpike extension will terminate at 12th Street in Jersey City, which is the approach roadway to the Holland Tunnel. Because of the concern regarding the effect of this new extension at the Holland Tunnel plaza as well as on the adjoining streets of northern Jersey City and Hoboken, we are therefore cooperating with the New Jersey Turnpike Authority and the New Jersey State Highway Department in a joint study to determine the need for revising the present plans for the Holland Tunnel connections to the turnpike extension. The study also includes an evaluation of plans for a possible extension of the Newark Bay-Hudson County Extension northward to the Lincoln Tunnel approaches.

At the request of officials of Jersey City, our staff has also studied the feasibility of an elevated by-pass route for Henderson Street to carry north-south traffic over the Holland Tunnel approaches. It was determined that the suggested route would not significantly alleviate traffic congestion because of physical limitations and would involve unduly high construction costs.



An electrically-powered tunnel patrol car goes through its paces on a miniature railroad track during a test at the Holland Tunnel. If the test proves successful, catwalk cars will replace foot patrol in the Lincoln and Holland Tunnels. They are designed to enable Police Officers to supervise traffic better and provide faster aid to motorists.

The lovely steel arch Bayonne Bridge spanning the Kill Van Kull is one of three Port Authority crossings linking Staten Island with New Jersey. In 1954, the Staten Island Bridges handled 7,867,000 cars, trucks, and buses.



Pier C, the largest and most modern in the Harbor, neared completion at year's end at Hoboken-Port Authority Piers. When pier is completed on March 1, 1955, American Export Lines — which has signed lease for occupancy of the entire Hoboken facility — will start operations there.



At lunch break, longshoremen pour from ship docked at Port Newark. The Port Authority's three marine facilities provided employment for a daily average of 4,025 waterfront workers during 1954, with total annual wages of \$15,123,000.

MARINE TERMINALS

THE Port Authority's investment in new waterfront construction and rehabilitation at our three marine terminals—Port Newark and the Hoboken-Port Authority Piers in New Jersey and the Grain Terminal with its adjoining Columbia Street Pier in Brooklyn—now totals \$31,000,000. During the year, we spent or committed about \$1,250,000 to add to or improve these facilities.

Two major developments highlighted our marine terminals program during 1954. The first was the leasing of the Hoboken-Port Authority Piers to the American Export Lines, one of the country's foremost cargo and passenger shipping companies. The second was the opening of the new marine terminal at Port Newark, constructed by the Port Authority for the Waterman Steamship Corporation.

In 1954, the Port Authority's marine facilities handled 50 per cent of the lumber, 50 per cent of the cork, 77 per cent of the woodpulp, and 56 per cent of the grain moving through the Port of New York. The 1,139 vessels using Port Authority

marine facilities in 1954 carried 2,605,284 long tons of cargo valued at more than a half billion dollars. Our three marine facilities, under the supervision of Marine Terminals Director A. Lyle King, are thus contributing substantially to the development of commerce at this, the world's greatest port.

American Export Leases Hoboken-Port Authority Piers

The largest marine terminal transaction in the history of the New Jersey-New York Harbor took place on July 28, 1954, when the Port Authority leased the Hoboken-Port Authority Piers to the American Export Lines. This event assures that our most recently acquired port facility will operate on a self-supporting basis. Under terms of the fifteen-year lease with American Export, the Port Authority will realize an annual rental of about \$1,100,000. The lease with American Export Lines heralds another important step in the new, progressive era of marine terminal development in our bi-State port. As the greatest single waterfront improvement program in the Harbor in many years, it proves that well-designed, modern marine terminals can be built and rented on a self-supporting basis.

When we have completed our \$15,000,000 construction and improvement program for American Export, the terminal will include two new single-deck cargo piers of the most modern design (Piers A and C), which will be the largest in the Harbor; a rehabilitated existing double-deck passenger-cargo pier (Pier 3); and a modernized headhouse and upland area.

This new terminal will do much to maintain the New Jersey-New York Harbor as the world's lead-



HOBOKEN-PORT AUTHORITY PIERS



PORT AUTHORITY GRAIN TERMINAL



PORT NEWARK



Mayor John J. Grogan (left center) and Port Authority Chairman Howard S. Cullman offer mutual congratulations on signing of American Export Lines' 15-year lease for Hoboken-Port Authority Piers. Looking on are John E. Slater (left), American Export Lines President, and Port Authority Vice-Chairman Donald V. Lowe.

ing port. It will restore to the City of Hoboken its prestige as a maritime community and will improve its economic standing. When operations are consolidated in 1956, the new port enterprise at Hoboken will employ 975 workers at an annual payroll of \$4,605,000. The rebirth of this once busy waterfront was hailed by the *Jersey Journal* as follows: ". . . Hoboken is about to get a new important tenant. The payrolls along the Hoboken docks will be multiplied. The resultant prosperity will ripple back through Hoboken spreading itself throughout the City."

NEW TERMINAL TO HANDLE CONSOLIDATED OPERATIONS

By 1956, the American Export Lines will have consolidated most of its harbor operations at the new Hoboken terminal. It will use Hoboken's facilities for four combination passenger-cargo vessels known as the ACES as well as for twenty-four cargo vessels serving ports in Spain, France, Italy, Greece, Portugal, Egypt, and other ports in the Mediterranean, Near East, and India. These twenty-eight vessels make about 150 foreign voyages to and from the Port of New York each year. Construction of new Pier C, which measures

700 feet long and 328 feet wide, was started in September, 1953, and is scheduled for completion on March 1, 1955. At that time, American Export will start transferring its operations to the new terminal. Demolition of existing Piers 1 and 2 started late in 1954 to make room for construction of new Pier A. This new pier and rehabilitated Pier 3 (to be renamed Pier B) will be ready for occupancy by December, 1956.

The design of Piers A and C represents a major improvement over the existing narrow finger piers in the Harbor. Each of the new two-berth piers is to be wider and more efficient than any piers now available in the Port of New York, and is to contain 192,440 square feet of covered space. The piers are designed to provide direct rail track connections, ample space for trucks to load and unload cargo, and a continuous loop traffic lane to enable trucks to enter and leave without backing around. The new pier design will greatly expedite the movement of American Export Lines' general cargo tonnage, which will reach about 800,000 tons annually once the terminal gets into full operation.

HOBOKEN RECONSTRUCTION WELL AHEAD OF SCHEDULE

The creation of the new terminal at Hoboken was made possible by an agreement between the U. S. Maritime Administration, the City of Hoboken, and the Port Authority under which the Authority assumed responsibility for reconstructing, rehabilitating, and operating the federally-owned Hoboken Piers. Under that fifty-year lease, the Port Authority assumed the obligation to spend \$15,000,000 by 1960 on construction of two new piers and the rehabilitation of certain existing structures. With the construction program now underway for American Export Lines, the Port

Authority will fulfill the terms of this agreement four years ahead of schedule.

Cargo activity at Piers 1, 2, and 3 exceeded last year's volumes. Although demolition of Piers 1 and 2 began during the latter part of the year, 189,999 long tons of cargo and 23,105 passengers were handled at the Hoboken terminal.

Waterman Steamship Corporation Occupies New Terminal

A new chapter in Port Newark's history began in 1954 with the opening on March 25 of the new \$5,000,000 marine terminal built by the Port Authority for the Waterman Steamship Corporation. In his speech at the dedication ceremony, New Jersey's Governor Meyner described the terminal as the "most modern and efficient of any cargo facility in the New Jersey-New York Port District," and ended his address with: "I congratulate the men who have made an actuality out of a dream." A *Newark Evening News* editorial stated: "The page was turned on a bright, new

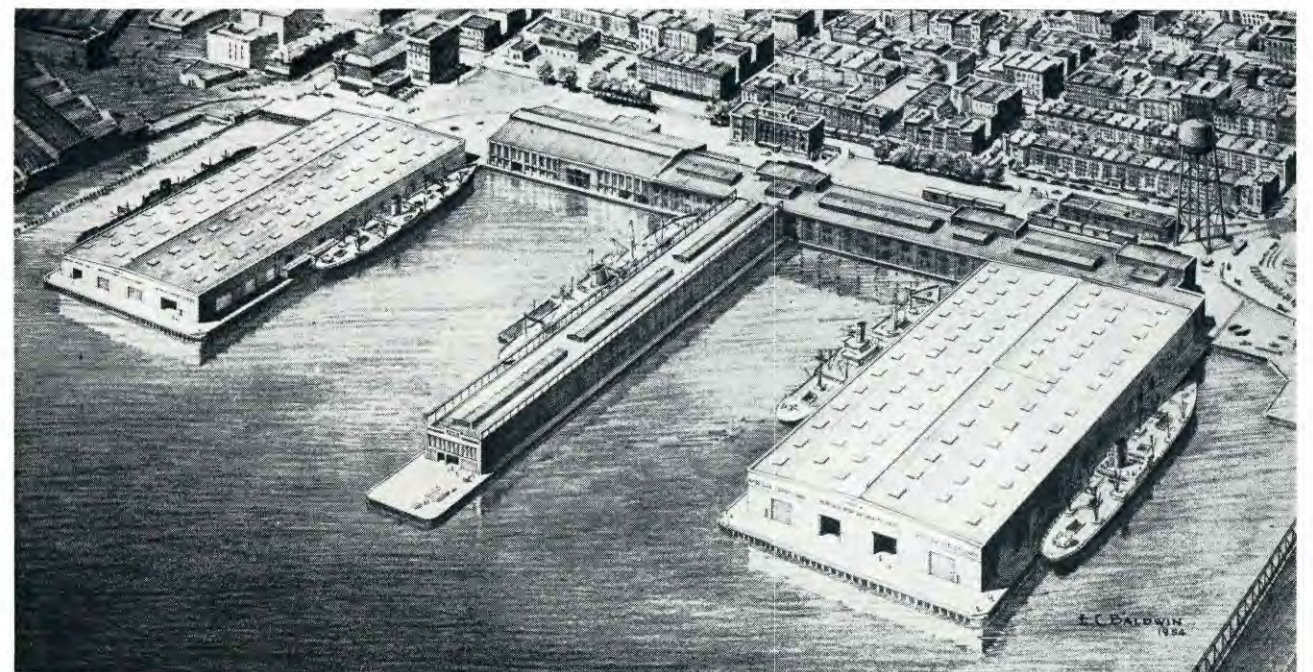
chapter in Port Newark's history when city, state and Port Authority officials joined in dedicating yesterday the ultra-modern . . . marine terminal. . . . With this event, Newark arrives as a port."

Construction of the Waterman Terminal began in September, 1952, following the signing of a ten-year lease under which Waterman will pay the Port Authority an average annual rental of \$413,746. The terminal consists of three contiguous cargo buildings, each 200 feet wide and 450 feet long, providing a total of 270,000 square feet of covered cargo-handling space. A wharf apron, 50 feet wide and 1,650 feet long, is equipped with double railroad tracks for rail-to-keel operations, and is capable of accommodating simultaneously three large freighters.

The Waterman Terminal is the largest single improvement of the extensive construction program underway at Port Newark since the Port Authority assumed operation of the seaport in 1948 under a fifty-year lease with the City of Newark. In six years of Port Authority develop-

This rendering shows how the Hoboken-Port Authority Piers will look in 1956—when all construction and rehabilitation have been completed for American Export

Lines. Wide, ultra-modern Pier A (right) and Pier C will flank rehabilitated existing Pier B. Pier A will replace two old piers, demolition on which began in 1954.





The most significant event at Port Newark during 1954 was the opening of the Waterman Terminal. Here, witnessing transfer of first slingload of cargo from ship to terminal are (from left) Port Authority Vice-Chairman Donald V. Lowe, Newark Mayor Leo P. Carlin, New Jersey Governor Robert B. Meyner, and Port Authority Chairman Howard S. Cullman.

ment, more than \$20,000,000 has been spent or committed at the Newark facility, resulting in the heaviest concentration of new and improved marine facilities in the entire Harbor. During this relatively short period of time, the Port Authority has built seven cargo terminal buildings equipped with five new wharves, two lumber storage buildings, a fifteen-acre public lumber terminal, a large modern heated warehouse, a fumigation building, and a new service building for Port Authority maintenance. In addition, the Port Authority has rehabilitated over thirteen miles of the seaport's railroad track, several miles of public roads, and numerous existing buildings and wharves.

PORT NEWARK CONTINUES ON UPSWING

In 1954, a record-breaking 2,089,526 long tons moved over Port Newark wharves. (This figure does not include substantial military cargo handled by the Air Force at wharves leased to it on the north side of the seaport for the processing of overseas shipments.) Non-military tonnages during 1954 were 20 per cent greater than during 1953, and the year was the seventh in a row that Port Newark's tonnages increased under Port Authority operation. The year's tonnages were more than two and one-half times those of 1947, the last full year of operation by the City of Newark. A total of 769 vessels operated by 87 steamship lines docked at the seaport during the year.

Helping to boost tonnage figures at Port Newark were significant movements of lumber, chrome ore, cork, canned foods, woodpulp, and scrap steel. The seaport maintained its position as the East Coast's foremost lumber port, handling 254,940,096 board feet of lumber in 1954.

In 1954, for the fourth successive year, Port Newark's gross revenues of \$3,277,000 produced

The new Waterman Terminal consists of three connected buildings large enough to store the entire cargo of three large-sized freighters, a 1,650-foot wharf with 50-foot-wide aprons, and a platform for loading directly onto trucks and railroad cars. Waterman began regular sailings from this new terminal at the end of March, 1954.

net revenues after all operating expenses and debt service had been paid. The annual gross payroll for all workers at the seaport was \$12,647,588. Employment at Port Newark averaged 3,418 employees throughout the year, more than double the number of workers employed during 1947.

Busy Grain Terminal Continues Important Services

The Port Authority Grain Terminal, which includes a 1,800,000-bushel grain elevator, a five-acre public lumber terminal, and the 1,250-foot Columbia Street Pier, experienced a busy 1954. This facility, which was turned over to the Port Authority by the State of New York in 1944, has been developed into a first-class, self-supporting marine terminal. Combined grain, lumber, and general cargo handled at the terminal totaled 325,759 long tons.

Our grain elevator is unique in the Harbor in that it is capable of direct loading of deep-sea vessels. Last year, 4,771,908 bushels of grain were loaded for export into forty-three deep-sea vessels, out of the entire 5,183,660 bushels received at the elevator. Despite the greatly depressed export

market, our elevator was filled nearly to capacity for most of 1954. Our \$455,643 revenues from grain storage were almost double those of 1953.

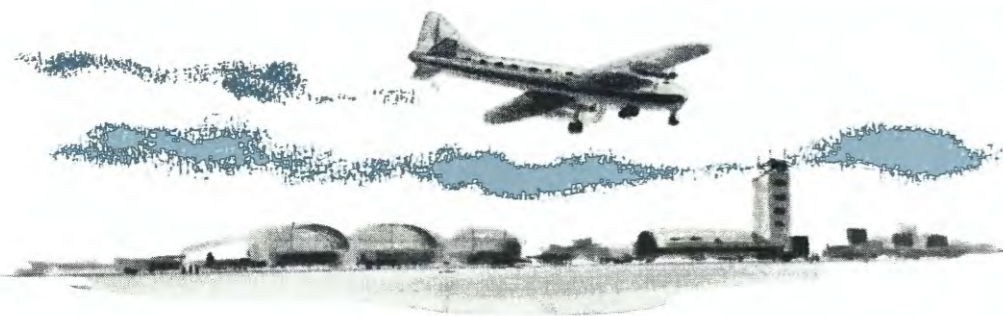
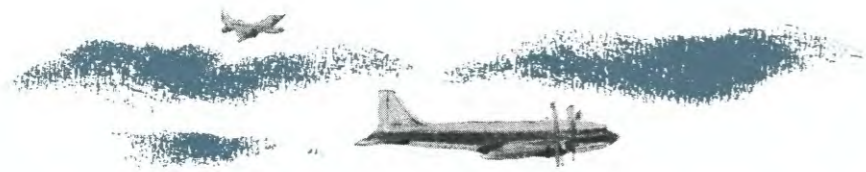
Forty-four vessels discharged 64,309,630 board feet of West Coast lumber during the year. Most of this was stored in the public lumber terminal and distributed throughout the greater metropolitan area. A 19 per cent decrease in lumber volumes was due to the March longshoremen's strike in the New York Harbor and the three-month strike of lumber mill workers on the West Coast.

As part of our continuing program to improve the facility, installation of a new grain dust control system was completed in 1954. Dust raised by grain movement within the elevator is caught by a powerful vacuum system, thus keeping the air relatively clean and further minimizing the possibility of dust explosions.

The Fern Line and the Isthmian Steamship Company continued as co-users of the Columbia Street Pier for the seventh consecutive year. As of December 15, 1954, however, the Chilean Line replaced the Isthmian Steamship Company and, under a three-year lease, now occupies the pier jointly with the Fern Line.

Combined tonnages (grain, lumber and general cargo) at the Grain Terminal and the adjoining Columbia Street Pier in Brooklyn totaled 325,759 long tons. As part of the Port Authority's safety program, a new grain dust control system was installed in this facility's 1,800,000-bushel grain elevator during the year, thus assuring better working conditions and further minimizing the possibility of dust explosions.





Hangar construction at New York International Airport was a major 1954 development in the Port Authority's regional airport system. Opened in June, 1954, Hangar 7, which is occupied by Lockheed Aircraft Service-International, is one of five hangars under construction or planned during the year.

TETERBORO AIRPORT

LA GUARDIA AIRPORT



NEWARK AIRPORT

NEW YORK INTERNATIONAL AIRPORT

AIRPORTS

OUR four airports, under the supervision of Director of Aviation Fred M. Glass, were the scene of ever-increasing activity during 1954. La Guardia Airport handled more passengers during the year than ever before. Newark Airport's traffic totals topped those of all previous years in the airport's history. Huge new structures were rising on New York International, and passenger traffic at that airport reached record volumes. At Teterboro Airport, a major improvement program was set in motion. Over 9,250,000 passengers, 122,000 tons of cargo and 40,000 tons of air mail were handled at our four airports during the year, an all-time record in all three categories.

Accelerated Construction at New York International

New York International continued during 1954 to be the scene of great building activity.

The dedication of giant Hangar 7 took place June 17, at which time Lockheed Aircraft Service-International moved into the \$3,100,000 maintenance and overhaul facility.

The previous week, Greer Hydraulics, Inc. dedicated its new \$1,500,000 building and began research, development, and manufacturing activities. The Greer building represents the first step

in a 100-acre peripheral land development program at the airport. A second industrial building, containing 25,000 square feet of space, neared completion at the end of December. Located southwest of the Federal Building, this \$239,900 structure will be rented to industrial tenants. A third industrial building, a 36,000-square-foot structure for Standard Switchboard Company, is being planned now for construction during 1955. More than 750 persons will work in these three industrial structures which will add \$3,500,000 to the annual business payrolls of Queens.

Under construction at the end of 1954 were Hangars 8 and 9—which will be leased to United Air Lines and Eastern Air Lines, respectively—and Hangar 11, which the Civil Aeronautics Administration will use as a hangar and communications center. The CAA's New York Air Route Traffic Control Center will be relocated from La Guardia Airport to New York International's Hangar 11 when this building is completed. Total cost of these three new hangar projects will reach \$12,000,000.

American Airlines is planning early construction of Hangar 10 on a site adjoining Eastern's new facility; and Pan American World Airways and Trans World Airlines have leased forty-nine acres and fifty acres, respectively, as sites for additional facilities, to be built in the near future.

Space at the overtaxed temporary terminal building was at a premium, and during the year American Airlines moved its offices and ticket counters into a new structure, built by the airline itself, adjoining the terminal's west end. Pan American completed construction of a two-story addition to the central part of the terminal; and Eastern Air Lines began a second-story expansion of its space in the east end of the building, and also began construction of a covered walkway at that end of the ramp.

During 1954, designs for permanent terminal facilities were progressed in a series of conferences with the airlines. It was found that the future traffic requirements specified by the airlines are so great that the only practical way of accommodat-

AIR TRAFFIC AT PORT AUTHORITY AIRPORTS

NEW YORK INTERNATIONAL AIRPORT AIR TRAFFIC

	1954	1953	% Change 1954/1953
Passengers			
Domestic	1,883,311	1,409,423	+ 33.6
Overseas	1,047,947	992,671	+ 5.6
*Total	2,939,968	2,410,052	+ 22.0
Mail (Pounds)			
Domestic	14,959,800	7,415,800	+101.7
Overseas	14,966,100	12,997,400	+ 15.1
Total	29,925,900	20,413,200	+ 46.6
Cargo (Pounds)			
Domestic	50,978,700	59,594,800	- 14.5
Overseas	36,157,000	28,681,900	+ 26.1
Total	87,135,700	88,276,700	- 1.3
Aircraft Movements			
Domestic Air			
Carrier	59,744	49,894	+ 19.7
Overseas Air			
Carrier	34,306	32,870	+ 4.4
Non-Commer-			
cial	6,926	5,121	+ 35.2
Total	100,976	87,885	+ 14.9

NEWARK AIRPORT AIR TRAFFIC

	1954	1953	% Change 1954/1953
Passengers			
Domestic	1,453,235	1,111,750	+ 30.7
Overseas	7,858	12,245	- 35.8
*Total	1,471,030	1,133,733	+ 29.8
Mail (Pounds)			
Domestic	6,846,200	4,366,300	+ 56.8
Overseas	1,400	3,700	- 62.2
Total	6,847,600	4,370,000	+ 56.7
Cargo (Pounds)			
Domestic	51,415,400	37,320,100	+ 37.8
Overseas	1,700	5,400	- 68.5
Total	51,417,100	37,325,500	+ 37.8
Aircraft Movements			
Domestic Air			
Carrier	77,422	63,973	+ 21.0
Overseas Air			
Carrier	139	210	- 33.8
Non-Commer-			
cial	17,770	16,246	+ 9.4
Total	95,331	80,429	+ 18.5

* Includes non-commercial passengers.

LA GUARDIA AIRPORT AIR TRAFFIC

	1954	1953	% Change 1954/1953
Passengers			
Domestic	4,808,105	4,643,807	+ 3.5
Overseas	43,701	51,538	- 15.2
*Total	4,909,840	4,734,063	+ 3.7
Mail (Pounds)			
Domestic	43,937,000	40,115,200	+ 9.5
Overseas	64,000	67,400	- 5.0
Total	44,001,000	40,182,600	+ 9.5
Cargo (Pounds)			
Domestic	99,713,700	110,708,100	- 9.9
Overseas	160,800	161,000	- 0.1
Total	99,874,500	110,869,100	- 9.9
Aircraft Movements			
Domestic Air			
Carrier	172,105	173,107	- 0.6
Overseas Air			
Carrier	1,044	1,309	- 20.3
Non-Commer-			
cial	30,423	24,991	+ 21.7
Total	203,572	199,407	+ 2.1

NEW JERSEY-NEW YORK REGION (Port Authority Airports Including Teterboro)

	1954	1953	% Change 1954/1953
Passengers			
Domestic	8,144,651	7,166,242	+ 13.7
Overseas	1,099,506	1,056,454	+ 4.1
*Total	9,320,838	8,279,110	+ 12.6
Mail (Pounds)			
Domestic	65,743,000	51,897,100	+ 26.7
Overseas	15,031,600	13,068,600	+ 15.0
Total	80,774,600	64,965,700	+ 24.3
Cargo (Pounds)			
Domestic	209,239,400	214,790,200	- 2.6
Overseas	36,319,600	28,848,500	+ 25.9
Total	245,559,000	243,638,700	+ 0.8
Aircraft Movements			
Domestic Air			
Carrier	311,833	289,836	+ 7.6
Overseas Air			
Carrier	35,489	34,389	+ 3.2
Non-Commer-			
cial	262,051	246,342	+ 6.4
Total	609,373	570,567	+ 6.8

ing such volumes of passengers with dispatch and convenience is through several unit terminals spread around the periphery of the central terminal area. The possibility of a centralized or single terminal building had to be discarded in the light of the anticipated air traffic volumes because the walking distances and building size involved became impractical. By the end of 1954, functional plans for the new terminal scheme were completed. The terminal buildings, which will have a combined floor area of over one million square feet, will occupy the 655-acre central area of the airport. The largest building group will be a 2,200-foot-long (eleven city blocks) terminal for all arriving international flights and for the outgoing international flights of twelve foreign-flag lines. This building group will be under construction in 1955, and is scheduled for completion in the summer of 1957. Each of the other terminal buildings in the area will be constructed for the exclusive use of a particular airline or group of airlines. The terminal area will be more than three-quarters the size of Central Park. It will contain 176 acres of aircraft apron to accommodate 140 aircraft gate positions, 50 acres of parking lots for 6,000 cars, over seven miles of taxiways, and over 10 miles of roadway.*

Newark Traffic Highest Yet

The resurgence of air traffic at Newark Airport continued throughout 1954. Passengers totaled almost 1,500,000, exceeding the previous best year, 1951, by 8 per cent, and topping 1953's totals by 29 per cent. The airport was increasing

* On February 21, 1955, the construction program for this great air passenger terminal development was announced in the press. At the same time, agreements with airlines were announced for space in the international arrival and foreign-flag departure buildings and for the building of certain of the other individual airline terminals.

About 600 employees work in the Greer Hydraulics Building at New York International. Opened in June, 1954, this structure is part of a budding industrial development area which at present totals three buildings of which the Greer structure is the only one as yet completed. The concerns occupying these buildings will employ over 750 workers, and will contribute some \$3,500,000 annually to the payrolls of Queens.

its cargo traffic, too, handling over 51,000,000 pounds during the year. The cargo total represents an increase over 1953 of 37 per cent, whereas cargo totals at all Port Authority airports were only 0.8 per cent higher than in 1953, and cargo traffic was somewhat off nationally.

The handsome terminal building, opened in the summer of 1953, continued to attract numbers of visitors to the airport. Paid admittances to the observation deck totaled 353,483 people in 1954. More than a million dollars' gross business was achieved by the airport's eating facilities during 1954.

During the year, the Post Office Department leased space in the outgrown former terminal building, now called the Air Mail and Express Building. The Civil Aeronautics Administration increased its space in the old terminal, and United Air Lines leased space for preparing flight meals.

Air traffic control facilities at the airport were improved by Port Authority construction of an Instrument Flight Rules room for the CAA. Located at the base of the control tower, the new IFR room permitted removal of radar equipment



from the crowded cab of the tower and extension of radar control to increase the airport's capacity.

La Guardia Is Busier Than Ever

Despite the month-long American Airlines pilots' strike, which closed down one of the largest operators at La Guardia Airport during July and August, traffic at the field reached an all-time high in 1954. The nearly 5,000,000 passengers handled at the airport topped 1953's record by 3 per cent. On frequent occasions during the year aircraft movements exceeded 800 in a 24-hour period.

A \$62,300 contract for the rehabilitation of La Guardia's Instrument Runway 4-22 was completed during November, correcting a condition caused by the uneven settlement of the airport's surface. Scheduling of this repair work was coordinated with the airlines so that interference with airline flights at the field was minimized.

Interim air mail facilities in Hangar 7 in the Marine Terminal Area were provided for the Post Office Department. The Post Office vacated a temporary building adjacent to the Domestic Terminal Building to occupy the new quarters until a permanent building can be constructed at the old site.

Improvements Planned For Teterboro

In September we announced a \$500,000 improvement program at Teterboro Airport to pro-

vide better facilities for the private and corporate aircraft using the field. The program includes lengthening of the airport's two runways to 5,000 feet, extending a taxiway, and constructing a new 3,000-square-foot administration-operations building convenient to the landing area. Work on the runway extension will begin in early 1955.

In order to effect this improvement program, it was necessary to acquire 363 acres of land. At the close of 1954, the Port Authority had acquired 71 per cent of this property on a voluntary basis from 202 owners.

New Aids to Navigation

Various improved and additional navigational aids for safe instrument flying were installed at our airports during 1954. The Civil Aeronautics Administration was replacing the ASR-1 and ASR-2 Airport Surveillance Radar units with more modern ASR-3 equipment; and a new kind of electronic aid—DME or Distance Measuring Equipment—was installed at New York International and La Guardia Airports.

Accurate measurement of weather conditions at the ends of the instrument runways at the three major airports was made possible by installation of ceilometers and transmissometers, instruments that automatically register ceiling and visibility conditions and relay the information to control towers and Weather Bureau offices. The Port Authority and the National Air Transport Coordinat-

ing Committee contributed to the costs of these installations, which are operated by the Weather Bureau.

Helicopter Operations Extended

At present, the metropolitan area is served by one helicopter airline, New York Airways. During the year, whenever possible, we cooperated with this airline in order to further the expansion of helicopter operations in the New York Metropolitan Area. New York Airways' passenger schedules, formerly limited to inter-airport flights, were extended to cities in New Jersey, New York, and Connecticut during the year. Night passenger op-

erations were also introduced following extensive tests and Civil Aeronautics Administration approval. During 1954, NYA helicopters carried 4,318,000 pounds of air mail, 654,200 pounds of air freight, and almost 16,000 passengers.

The Port Authority continued its staff studies in the new field of heliport planning and actively participated in discussions and studies of helicopter operations by the International Air Transport Association. During the year, discussions were held with the City of New York directed toward assuring the availability of practical heliport sites in Manhattan and other city locations. Service to these areas is anticipated in the near future.



Right: La Guardia Airport remained the Port District's busiest air terminal, handling 53 per cent of the District's passengers, 41 per cent of its air cargo, 54 per cent of its air mail and 51 per cent of its commercial flights during 1954.



The year-old Terminal Building at Newark Airport played host to 1,500,000 air travelers during 1954—a

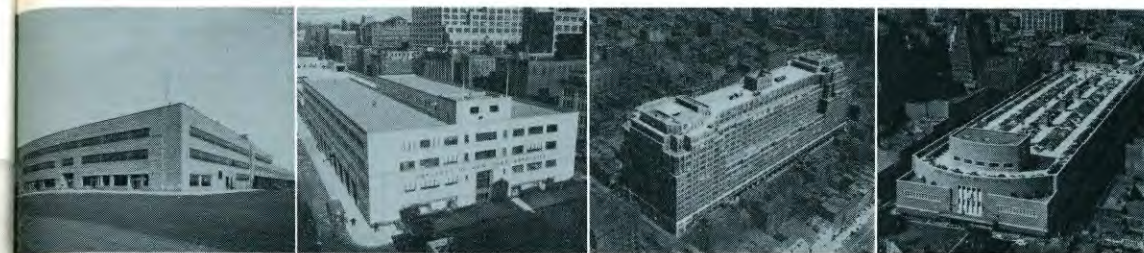
record for this airport. The building's observation deck, restaurants, and shops also attracted many non-travelers.



Right: Teterboro Airport, the Port District's center for business flying, handled 75,010 corporate plane movements out of a total of 119,720 for the entire District. Plans were made in 1954 to construct a new Administration-Operations Building and lengthen this airport's runways.



Located one block from Times Square, the Port Authority Bus Terminal has direct ramp connections to the Lincoln Tunnel. Thus, about 4,500 buses a day are kept off mid-town streets, relieving traffic and speeding bus travel time.



NEWARK UNION
MOTOR TRUCK TERMINAL

NEW YORK UNION
MOTOR TRUCK TERMINAL

UNION RAILROAD
FREIGHT TERMINAL

PORT AUTHORITY BUS TERMINAL

TERMINALS

THE year 1954 was one of continued progress for our inland terminals under the supervision of Director of Terminals John E. Carroll. The Port Authority Bus Terminal handled about as many passengers as during 1953—a record year. Freight moving across the platform of the New York Union Motor Truck Terminal continued to increase at a strong, steady rate. Under lease to the United States Air Force, the Newark Union Motor Truck Terminal played a part in the nation's defense program. At the Port Authority Building, which contains the Port Authority's main offices plus other valuable warehousing and office space, a major renovation program swung into high gear.

Bus Terminal Has Busy Year

Over 44,000,000 passengers used the Port Authority Bus Terminal last year, about equal to 1953's record-breaking totals. Because many bus lines are switching to larger vehicles, actual bus departures during the year declined slightly. Total bus departures during 1954 amounted to 837,009 or 1.2 per cent below 1953's record high of 847,180. Over 746,005 commuter bus departures were handled during the year. All of these buses used the terminal ramp connection to the Lincoln Tunnel and thus relieved New York City streets of this amount of traffic. Long-haul bus departures were up slightly, though at a decreasing rate, to 91,004.

During 1954, a sporting goods store and a pet shop were added to the ranks of the terminal's seventy-five stores, services, and restaurants. Gross retail business of all consumer services in the terminal amounted to \$11,500,000, a 5 per cent increase over 1953's sales.

New York Truck Terminal Handles Growing Business

Tonnages handled across the platform of the four-block-long New York Union Motor Truck Terminal averaged 38 per cent more than 1953's truck freight figures. The platform of this facility has grown steadily busier since it reopened in March, 1953, under the joint operation of a group of over-the-road carriers. Freight during 1954 averaged 800 tons a day, with averages topping 1,000 tons a day during the peak season.

The number of companies operating from the terminal has grown to eleven. Five of these comprise the original operating group, or joint agent that operates the platform; the other six carriers are tenants. The terminal operator maintains a consolidated public receiving platform which receives freight for movement over the lines of all carriers participating in the terminal operation. A consolidated pickup and delivery service is also provided for New York City's five boroughs.

A stone's throw from the Holland Tunnel and Manhattan's chief west side arteries, the New York Truck Terminal is in a convenient location for truck operations. Through consolidation of mixed merchandise truck freight in this terminal, the Port Authority has provided a facility that has helped reduce truck congestion in city streets and has speeded terminal handling time for truck freight.



Over 130,000 commuter and long-distance bus travelers pass through the Bus Terminal on an average weekday.

Newark Terminal Looks to The Future

The Newark Union Motor Truck Terminal has been under lease to the United States Air Force since 1951 when it became apparent that, due to a restrictive clause in the local union contract, it would temporarily not be possible to operate the terminal as planned. Thus, during 1954, this facility remained an Air Force intransit depot for the storing, handling and processing of materiel in connection with the Mutual Defense Assistance Program and for United States military establishments overseas.

The Air Force lease will expire in June, 1955, after which time we expect to launch the facility on its original course as a consolidated terminal for the handling of over-the-road, less-than-truckload freight. We propose to work out an arrangement for this facility under which several

With more patrons using the terminal's shops and services, 1954 saw a 5 per cent gain in business grosses.

over-the-road carriers will assume responsibility for operation of the terminal as a union truck terminal.

Port Authority Building Undergoes Renovation

The oldest and largest of our inland terminals, the Port Authority Building, occupying the entire block bounded by Eighth and Ninth Avenues and Fifteenth and Sixteenth Streets in Manhattan, continued to undergo extensive modernization during the year. The rehabilitation program, which started in 1953, embraces all floors of the office and warehouse areas at the building's east end.

A central air-conditioning system for the eastern section of the building was finished during 1954 and put into operation on a test basis for two months. Those areas where renovation and installation of air-conditioning ducts had been completed thus received the benefit of air conditioning



Street and basement floors of the Port Authority Building are occupied by the Union Railroad Freight Terminal

and the Railway Express Agency where rail freight is consolidated for shipment throughout the area and nation.

during the latter part of the summer. For the first time in ten successive years, the building had space to rent. This resulted from the relocation of several of our larger tenants.

The street level platforms and truck bays of the Port Authority Building comprise the Union Inland Freight Station where less-than-carload freight of eight railroads is consolidated for truck pickup and delivery. In 1954, about 32,950

tons of less-carload freight were handled through the terminal, about 14.6 per cent less than during 1953, reflecting the continuing annual shrinkage in rail less-carload freight throughout the Port District as well as throughout the nation. The Railway Express Agency, which occupies the building's basement platforms and truck bays, handled 119,623 tons during 1954, a 12 per cent decline from 1953.



Business was brisk at the New York Union Motor Truck Terminal, with 1,000 tons a day handled across the platform during the peak season. Located near the Holland Tunnel and Manhattan's chief west side arteries, this facility helps reduce truck congestion in crowded city streets and helps speed terminal handling time for truck freight.



Night as well as day, activity goes on at the great New Jersey-New York Port. Here, a tugboat moves laden railroad carfloats into the Lehigh Valley Railroad yard on the New Jersey shore. Development of commerce in the Harbor is one of the Authority's chief responsibilities.

PORT DEVELOPMENT



THE term "port development" actually sums up the overall program of the Port Authority. In other words, our function essentially is to encourage and carry on a development program which will assure that the Port of New York will continue to be the greatest crossroads of trade in the world.

In accordance with such a program, the Authority undertakes needed public terminal and transportation projects that are economically practicable but which private interests are unable to provide. This phase of the Port Authority's overall program—the planning, building, and operating of public transportation and terminal facilities—is discussed in the foregoing sections of this report. The Joint Study we have undertaken with the Triborough Bridge and Tunnel Authority is an example of our planning activities; while the tun-

Director of Port Development Roger Gilman (left) in discussion with Congressman Peter Frelinghuysen, Jr., of New Jersey and Congressman John H. Ray of New York on a Port Authority-sponsored harbor tour designed to point out the importance of various channel improvement projects in the New Jersey-New York Harbor.



nels and bridges, marine terminals, airports, and inland terminals represent the facilities the Authority has already provided to handle commerce in the New Jersey-New York Port area.

Our port development program, which is carried on by Director of Port Development Roger H. Gilman and his staff, has several other aspects. We encourage commercial interests to ship via Port of New York and make them aware of the superior facilities and the many shipping advantages available in the Port District through a vigorous trade promotion program. Closely allied to this work is our program of helping to protect the Port of New York against handicaps that might be detrimental to its competitive position. These take the form of freight rates and restrictions that favor competing ports over the Port of New York. Our efforts to improve the competitive position of the Port of New York are directed toward providing better and more frequent transportation service to and from the Port District, expediting the transfer of goods in and through the Port, and reducing the cost of freight handling.

Promotion Program Accelerated

In the face of increasing competition from other ports, our trade promotion program was emphasized to a greater extent during 1954 than ever before. During the year, plans were made to move the trade solicitation staff of our New York trade promotion headquarters to new branch office quarters in the heart of lower Manhattan's ship-



Joseph Marcal, Jr., Manager of our Rio de Janeiro Trade Promotion Office, is greeted by Charles Hafner, of our Chicago Office at a gathering of shipping people in Chicago. Trade Promotion Manager Robert Unrath is fourth from right.

ping, foreign trade, and financial center. To be located at 32 Broadway, the Eastern Trade Promotion Office, as it has been named, will be but a step from the majority of importers, exporters, transportation representatives, bankers, freight forwarders, custom brokers, and other foreign trade representatives—all of whom play a vital part in the commerce of the Port of New York.

Establishment of the new office is a natural outgrowth of our New York staff's trade promotion activity. During 1954, in addition to making nearly 2,500 regular local solicitation and service calls to help shippers in the movement of cargoes through the Port, our New York representatives made a total of 541 calls on exporters and importers in New York State, New Jersey, Pennsylvania, and New England. In its new downtown location, this staff will be able to work even more effectively with our four other branch Trade Promotion Offices—in Chicago, Washington, D. C., Cleveland, and Rio de Janeiro. These offices regularly notify the New York trade promotion staff when on-the-spot assistance is needed by out-of-town shippers. Our New York representatives then contact the proper metropolitan area transportation representatives (most of whom are located in downtown New York) to assure a solution to each problem.

In addition to their heavy solicitation schedule to interest shippers in their territories in routing via Port of New York, our out-of-town Trade

Promotion Offices daily handled scores of requests for assistance. In many cases, shippers have realized considerable savings in shipping costs because of the expert aid rendered by these offices.

For the past two years, United States importers and exporters concerned with Latin-American trade have benefited from the efforts of, and information provided by, our on-the-spot representative in Rio de Janeiro, Brazil. In the summer of 1954, our Rio Manager traveled to the United States, and thus many shippers were able to discuss their problems directly with him. While in New York, and during visits to Chicago, Washington, Pittsburgh, and Cleveland, he met with numerous railroad, steamship, and foreign trade officials of these cities.

During 1954, our twenty-seven-minute sound and color film "Via Port of New York" was shown to over 87,000 persons at special showings in the United States and abroad as well as to large television audiences. Spanish, Portuguese, and French versions of this film, which portrays the unmatched cargo-handling facilities available in the Port of New York, were prepared during the year to broaden the motion picture's potential audience and increase its promotional value.

AIR COMMERCE PROMOTION EMPHASIZED

Promotion of air commerce received special attention during 1954, with the Port Authority intensifying its long-range program to promote the

Port District as an air commerce center for passengers and cargo. This program was carried out by our Aviation Department through numerous personal contacts with shippers, traffic managers, export-import concerns, forwarders, airlines, government agencies, and others concerned with air shipping. To supplement our air commerce promotion program, a revised edition of the "Guide to Air Shipping Via the Port of New York" was published during 1954 and distributed widely to air commerce interests.

Other promotional aids prepared by various departments in the Port Authority include publications designed to provide information on, and to promote the use of, the land, air, and harbor transportation facilities of the New York Metropolitan Area. Foremost among these is our monthly commerce magazine "Via Port of New York," which celebrated its fifth birthday during 1954. This magazine is now distributed each month to 10,000 executives and officials concerned with transportation and commerce in this country and abroad. A new edition of our Metropolitan New Jersey-New York highways map, revised issues of our various steamship directories, and brochures on our various facilities and programs were distributed during the year. A number of special exhibits were also prepared for display in banks and in trade shows.

Guarding the Great Port's Commercial Pre-eminence

During 1954, we maintained our concerted efforts to obtain and keep competitive shipping rates and arrangements at the Port of New York. During the year, the Port Authority, often in conjunction with other interested parties, participated in thirty proceedings affecting land, air, and waterborne commerce in the District. A number of these proceedings were concluded satisfactorily for the Port of New York. In fact, various of 1954's decisions by the Interstate Commerce Commission, the Civil Aeronautics Board, and other regulatory agencies may well have a profoundly beneficial effect on the future well-being of the New Jersey-New York Port area.

For a detailed summary of ICC and other commerce protection cases, please see page 76.

During 1954, after five years of litigation, the ICC rendered a decision which, in effect, means that the Port of New York at long last possesses railroad rates on grain moving for export from Buffalo and other lake ports that are competitive with rates in effect to competing North Atlantic ports. This lengthy proceeding originated in 1949 when, encouraged by the Port Authority, the New York railroads equalized their rates on this grain with rates prevailing at the Ports of Philadelphia and Baltimore. This touched off rate cuts by the Baltimore and Philadelphia lines which were countered by the New York railroads with further rate cuts of their own. An ICC investigation and decision in 1950 resulted in cancellation of such equalized rates. The United States Supreme Court then affirmed a decision of the District Court for Massachusetts which set aside the order of the ICC and thus preserved the equalizing of rates for the Port of New York. The case was again taken up by the ICC as a result of a further series of railroad rate reductions; and in June of this year, equalized rates were again upheld. The June decision was reaffirmed in November when the ICC rejected a petition to reopen the case.

Another serious rail rate handicap at the Port was finally eliminated during 1954 when the New York railroads started to charge export rates, rather than the higher domestic rates, on goods which were packaged at or near the waterfront enroute to shipside and trucked to ships at owners' expense. The old in-transit packaging arrangements had proved a distinct detriment to commerce at the Port of New York since more liberal provisions were available at southern ports. The tariff revision was approved by the railroads in September of 1953, who acted favorably on Port Authority recommendations, and the new, lower rates went into effect in April, 1954.

Yet another important port protection development occurred during 1954 when certain rail carriers withdrew their proposed charges for unloading lumber from New Jersey railroad cars to



New Jersey's Governor Robert B. Meyner (right) and Port Authority Chairman Howard S. Cullman exchange greetings at the Port of New York Night Dinner of the Foreign Commerce Club of New York.

lighters. The proposed charges were, in essence, lighterage fees, as New York consignees of the lumber could not take advantage of free lighterage until the unloading charges had been paid. The vigorous opposition of the Port Authority and Queens and Brooklyn interests led to cancellation of these charges.

In October, a significant step was taken by the eastern railroads toward maintaining competitive rates on road-making and grading machinery moving for export. Earlier in the year, certain southern railroads had reduced their rates on such machinery moving for export from the Midwest via southern ports. The Port Authority notified the New York roads of this detrimental rate change. To meet the competition of the southern lines, the New York railroads cut their rates on these commodities. Thus, railroad cooperation with our continuing port protection efforts has helped maintain New York's competitive position for handling this important segment of the general cargo trade.

Because of another railroad rate development, all export machinery and other freight weighing

up to and including twenty-five tons can now be transferred from rail cars to lighters in the New Jersey-New York Port without incurring extra charges for the use of heavy-lift equipment. This has resulted from the decision of the New York, New Haven and Hartford Railroad to join the Port's eight other trunk-line roads in eliminating these detrimental charges.

The Port Authority also joined in opposing numerous attempts by truckers to assess special charges at the Port which would not apply at other ports and which would thus have the effect of penalizing commerce moving through this area. Such attempts included proposals by the Eastern Central Motor Carriers Association to impose extra charges for pickup and delivery service on less-than-truckload shipments moving to and from metropolitan area piers; to publish increased motor carrier class rates applicable between mid-west municipalities and the Port's steamship piers; and to impose special pickup and delivery charges on freight moving into and out of Manhattan's garment district. Similar action was taken by the New England Motor Rate Bureau which, together with the Eastern Motor Freight Conference, attempted to impose additional charges on pickup and delivery of air cargo to and from Port District airports; and by the Middle Atlantic Conference, which proposed assessment of extra charges or "arbitraries" on the transportation of dangerous cargoes between points in New Jersey, New York City, and Long Island, as well as the imposition of "area arbitraries" (fixed amounts added to the basic rates) on shipments moving from Middle Atlantic states to the New Jersey-New York Port.

The Port Authority immediately protested all these detrimental charges to the ICC with notable results. Even before ICC proceedings developed, the various carriers withdrew the proposed tariffs on extra charges for air cargo pickup and delivery, on the transportation of dangerous articles, on the pickup and delivery of less-than-truckload freight to and from piers, and on the imposition of "arbitraries" on garment district freight. With respect to the increased motor carrier rates

proposed by the Eastern Central Motor Carriers Association on freight moving to steamship piers and the charges proposed by the Middle Atlantic Conference on "area arbitraries," our intervention, as well as that of other groups, led to an ICC investigation of the proposed increases.

To Improve the Port's Harbors and Waterways

The Port of New York is blessed with the finest system of harbors and waterways in the world. As part of our overall program of helping to keep the Port in its top-ranking position, the Port Authority keeps a watchful eye on matters affecting these harbors and waterways. When necessary, we take action to help improve or protect these vital assets of the New Jersey-New York Port.

One of the specific duties assigned to the Port Authority under the Port Compact of 1921 is to recommend to Congress and the U. S. Army Corps of Engineers needed improvements in the channels of the Port's harbors and waterways. Our recommendations are made upon careful analysis of the District's navigational and commercial needs.

At present, certain Port channel projects, already approved by Congress, have been held up for lack of the necessary Federal appropriations. During the year, we prepared an illustrated channels brochure for distribution to members of Congress, Port interests, and others concerned with channel improvements. This brochure emphasized the necessity for adequate Congressional appropriations to deepen to thirty-five feet a stretch of six and a half miles of the Arthur Kill between Staten Island and New Jersey. This vital channel project on the Port's busiest industrial waterway, which will require Congressional appropriations of \$21,000,000, will provide a second deep-water entry to the entire New Jersey-New York Harbor.

To further enhance the value of the Arthur Kill, we also stressed the need for replacing the sixty-

Workers package freight for export after it has been delivered to New York by railroad. At the request of the Port Authority and of other interests, the New York Harbor railroads effected new, more liberal intransit packaging rates and arrangements during 1954, thus further improving the Port's competitive position.

six-year-old Baltimore and Ohio Railroad bridge which now spans the waterway. This bridge has been the scene of 113 ship accidents since 1925, and its replacement with a clear-span lift bridge was ordered by the Federal Government in 1949. The project has been delayed since then for lack of the necessary Congressional appropriations.

During the year, the Port Authority was instrumental in initiating the request for a study by the U. S. Army Engineers of the serious siltation that necessitates expensive maintenance dredging in the Hudson River, particularly along the Edgewater, New Jersey, waterfront. The Port Authority, along with a number of government agencies, civic associations, and private industries, supported a petition to request Congress to authorize the study by the U. S. Army Engineers.

Port Authority to Help Finance Rapid Transit Study

On January 13, 1955, the Port Authority and the Metropolitan Rapid Transit Commission announced an agreement under which the Port Authority would finance for the Rapid Transit Commission, at an estimated cost of \$500,000, a large part of the most comprehensive study ever undertaken of the metropolitan rapid transit problem. The studies to be made under this agreement will concern themselves with the problem of maintaining an adequate and feasible system of rail rapid transit service between New Jersey and New York.





The Port Authority Board of Commissioners receives a report from Executive Director Austin J. Tobin. Commissioners are (from left): Dow H. Drukker, Jr., Jess Harrison Davis, Horace K. Corbin, S. Sloan Colt, Bayard F. Pope, Vice-Chairman Donald V. Lowe, Chairman Howard S. Cullman, Eugene F. Moran, Charles S. Hamilton, Jr., Chas. H. Sells, John F. Sly, and David Van Alstyne, Jr. With Mr. Tobin are Assistant Executive Director Matthias E. Lukens (right) and General Counsel Sidney Goldstein.

ADMINISTRATION



THE Commissioners of the Port Authority elect annually two of their members to serve as Chairman and Vice-Chairman of the Authority during the year. At the annual meeting of the Board on January 14, 1954, Commissioner Howard S. Cullman of New York City was elected to his tenth term as Chairman, and Commissioner Donald V. Lowe of Tenafly, N. J., was elected to his first complete term as Vice-Chairman of the Authority.

Prominent in the business, philanthropic, and theatrical worlds, Chairman Cullman was first appointed a Commissioner in 1927 by the late Governor Alfred E. Smith. Vice-Chairman for ten years before becoming Chairman in 1945, Chairman Cullman has been reappointed to the Board successively by Governors Herbert H. Lehman and Thomas E. Dewey.

Vice-Chairman Lowe is an officer and director of many businesses and associations, and is prominent in school, civic, and church affairs. He was appointed a Commissioner in January, 1945 by Governor Walter E. Edge and was reappointed by Governor Alfred E. Driscoll in May, 1950.

During 1954, Commissioners Eugene F. Moran of New York City and Charles S. Hamilton, Jr., of Pleasantville, N. Y., were reappointed to the Board by Governor Dewey. Commissioner Moran's term will run until July 1, 1959. He was first appointed to the Board by Governor Herbert H. Lehman in February, 1942, bringing to the Port Authority the benefit of many years of shipping and maritime experience.

Commissioner Hamilton's term will run until July 1, 1960. A seven-year Board member, Commissioner Hamilton is a member of the law firm of Sullivan and Cromwell and is an active participant in state and local government matters.

The Role of the Committees

In considering those matters which come before it, the Board of Commissioners depends to a great extent on the actions or recommendations of its four standing Commissioner committees. Those matters which require the Board's action come before it only after a review by and with a recommendation of the proper committee or committees. Likewise, in those instances when final committee action is authorized, a report on each item is made to the Board for its complete information.

THE COMMITTEE ON PORT PLANNING

This committee keeps informed on the transportation and terminal needs of the Port District and has general supervision over Port Authority transportation and terminal studies. It also authorizes or arranges for our participation before Congressional groups, the courts, and government regulatory agencies in matters of harbor regulations, airline routes, railroad and ocean freight rates, and any other regulatory issues affecting the Port's commerce.

Commissioner Horace K. Corbin is Chairman of this committee, and Commissioner John F. Sly is

COMMISSIONERS

The twelve Commissioners of the Port Authority are appointed to the Board, six by the Governor of New Jersey and six by the Governor of New York, with the consent of the respective State Senates, for overlapping terms of six years. They are dedicated to serve, without compensation, the best interests of the Port District.

NEW JERSEY

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 director of the New Jersey Manufacturers Association Insurance Companies, and was state chairman of the Citizens Committee for the Hoover Report. He is active in school, civic and church affairs. Commissioner Lowe was appointed to the Port Authority by Governor Walter E. Edge in January, 1945, and reappointed by Governor Alfred E. Driscoll. He was first elected Vice-Chairman of the Authority on July 16, 1953.

HORACE K. CORBIN of West Orange, New Jersey, chairman of the board and chief executive officer of the Fidelity Union Trust Company of Newark and director of the Prudential Insurance Company and many other insurance, business, and industrial organizations, is one of New Jersey's most prominent bankers. Greatly interested in civic and philanthropic affairs, he is a charter trustee of Princeton University. Commissioner Corbin was appointed to the Port Authority in May, 1948 by Governor Alfred E. Driscoll, and reappointed in June, 1953.

JOHN FAIRFIELD SLY of Princeton, New Jersey, is Professor of Politics at Princeton University and director of the Princeton Surveys in State and Local Government. Dr. Sly has taught in a number of leading American universities and is the editor and author of many works in the field of state and local government. He served in the 210th Regiment of the Engineers in the United States Army in 1918. Chairman of the New Jersey State Commission on Tax Policy since 1944 and a member of numerous other advisory commissions in state government, Commissioner Sly was appointed to the Port Authority in May, 1951 by Governor Alfred E. Driscoll.

JESS HARRISON DAVIS of Hoboken, New Jersey, has been president of Stevens Institute of Technology in Hoboken since 1951. Dr. Davis was formerly president of Clarkson Institute of Technology, Potsdam, New York, and at one time served as head of the Department of Mechanical Engineering at the University of Louisville's Speed Scientific School. He served as president of the New York State Association of Engineering Colleges in 1950. He is a director of the Hoboken Bank for Savings and of the First National Bank of Jersey City. Dr. Davis was appointed a Commissioner by Governor Alfred E. Driscoll in June, 1952.

DAVID VAN ALSTYNE, JR., of Englewood, New Jersey, a senior partner of Van Alstyne, Noel & Company, investment bankers and stock brokers, and former New Jersey State Senator from Bergen County, was appointed a Port Authority Commissioner on May 25, 1953 by Governor Alfred E. Driscoll. Commissioner Van Alstyne is also chairman of the board of the Hercules Steel Products Corporation, Galion, Ohio, and a director of nearly a dozen major business and manufacturing concerns throughout the country. He has rendered extensive public service, serving both as an Assemblyman and State Senator from Bergen County and as president of the New Jersey Senate.

DOW H. DRUKKER, JR. of Montclair, New Jersey, publisher of the *Herald-News*, Passaic, New Jersey, and president of the Union Building and Construction Corporation in Passaic, was appointed to the Port Authority on May 26, 1953 by Governor Alfred E. Driscoll. Mr. Drukker is an officer in a number of other companies in the building and construction field. He is also vice-president of the North Jersey Broadcasting Company, which operates Radio Station WPAT in Paterson, New Jersey, and a member of the Associated Press.

NEW YORK

HOWARD S. CULLMAN, vice-president of Cullman Bros., Inc., and an officer and director in many important business and banking enterprises, is one of the leading citizens of New York, noted for his investments in the theater and his activities in civic, philanthropic, and medical circles. He was appointed a Commissioner to the Port Authority by 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 of the Port Authority in September, 1934, and has been Chairman since February, 1945.

EUGENE F. MORAN of Brooklyn, New York, chairman of the board of the Moran Towing and Transportation Company, Inc., was for forty-seven years chairman of the Maritime Association of the Port of New York's Committee on Rivers, Harbors and Piers. Following distinguished service in the Navy in World War I, he was discharged in 1921 with the rank of lieutenant commander. Commissioner Moran was first appointed to the Board by Governor Herbert H. Lehman in February, 1942, and reappointed by Governor Thomas E. Dewey in 1948 and 1954.

BAYARD FOSTER POPE of New York City, chairman of the board of the Marine-Midland Corporation, is an outstanding figure in the business and banking community, as well as a leader in civic and welfare organizations. In November, 1951, he was awarded the gold medal of the National Institute of Social Sciences for "services to humanity." Chairman of the Community Service Society of New York, he is also a trustee of the National Foundation for Infantile Paralysis and a member of the board of the Greater New York Fund and vice-chairman of the Members Council. He was appointed to the Port Authority by Governor Thomas E. Dewey in February, 1944, and reappointed in January, 1950.

S. SLOAN COLT of New York City, president and director of the Bankers Trust Company since 1931, is a leader in the financial, business, civic, and philanthropic affairs of his community. He has served as president of the New York State Bankers Association and is treasurer and director of the Metropolitan Opera Association. In 1954, he was appointed a member of the President's Advisory Committee on a National Highway Program. A corporal when he entered World War I, he rose to the rank of major. Commissioner Colt was appointed to the Port Authority by Governor Thomas E. Dewey in April, 1946, and reappointed in February, 1950.

CHARLES S. HAMILTON, JR., of Pleasantville, New York, is a member of the law firm of Sullivan & Cromwell. In 1954, he was designated by Governor Thomas E. Dewey as a Moreland Act Commissioner to continue an inquiry on the administration of Workmen's Compensation in New York State. He is also a member of the Westchester Park Commission. He was appointed to the Port Authority by Governor Dewey in June, 1947, and was reappointed by Governor Dewey in 1954.

CHAS. H. SELLS of Cross River, Westchester County, New York, is a consulting engineer with offices in New York. Formerly Superintendent of Public Works for the State of New York, he was also Westchester County Engineer and the county's first Commissioner of Public Works. He was in charge of the building of supply lines in Iran under the Lend-Lease agreements. Commissioner Sells was appointed to the Port Authority in January, 1949 by Governor Thomas E. Dewey and reappointed in March, 1953.



NEW JERSEY



NEW YORK



Donald V. Lowe



Horace K. Corbin



John Fairfield Sly



Jess Harrison Davis



David Van Alstyne, Jr.



Dow H. Drukker, Jr.



Howard S. Cullman



Eugene F. Moran



Bayard Foster Pope



S. Sloan Colt



Charles S. Hamilton, Jr.



Chas. H. Sells

PORT AUTHORITY ORGANIZATION



THE PORT OF NEW YORK AUTHORITY BOARD OF COMMISSIONERS



SPECIAL ASST.
T. S. MENKEL



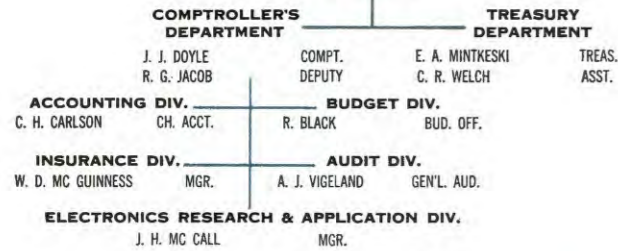
OFFICE OF THE EXECUTIVE DIRECTOR
A. J. TOBIN
M. E. LUKENS



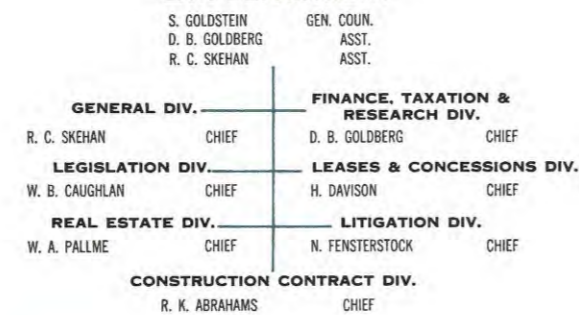
J. G. CARTY
P. HUNTER
SECY. TO BD.
ASST.



DIRECTOR OF FINANCE
C. J. KUSHELL, JR.



LAW DEPARTMENT



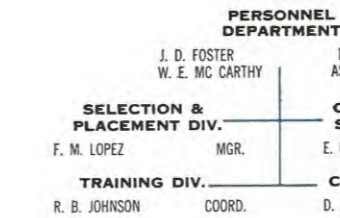
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DIR.



DIRECTOR OF ADMINISTRATION

D. L. KURSHAN



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S. I. KOOPERSTEIN
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ASST. MGR.

PURCHASE & ADM. SERVICES DEPT.

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PURCHASE & STORES DIV.

C. H. REILLY
CHIEF

SPECIAL SERVICES DIV.

A. E. CRESSWELL
CHIEF

OFFICE SERVICES DIV.

A. PRIOLETTA
CHIEF

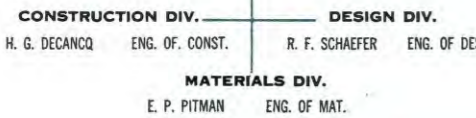


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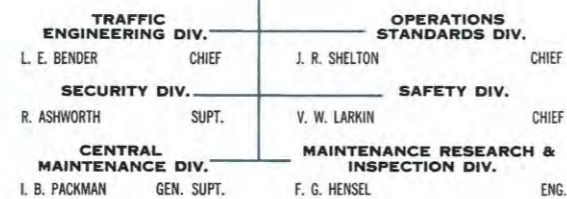
ENGINEERING DEPARTMENT

J. M. KYLE
J. J. FITZGERALD
CH. ENG.
DEPUTY



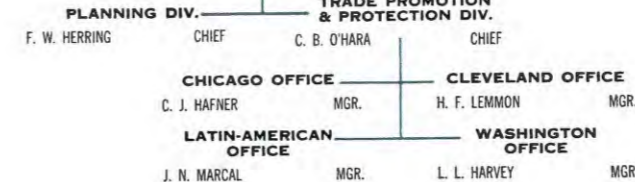
OPERATIONS DEPARTMENT

D. N. MANDELL
DIR.



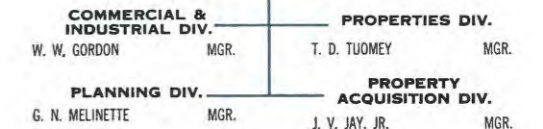
PORT DEVELOPMENT DEPARTMENT

R. H. GILMAN
DIR.



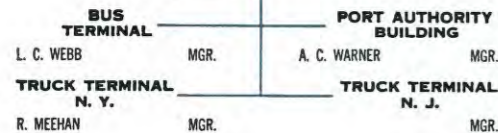
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R. S. CURTISS
W. M. SCHWARZ
DIR.
DEPUTY



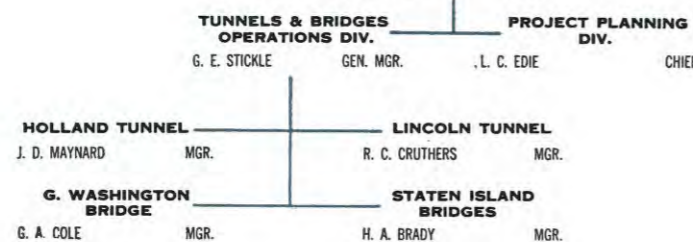
TERMINALS DEPARTMENT

J. E. CARROLL
DIR.



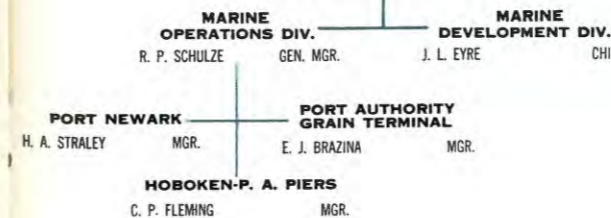
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C. H. TAYLOR
A. Z. SCHNEIDER
DIR.
DEPUTY



MARINE TERMINALS DEPARTMENT

A. L. KING
DIR.



AVIATION DEPARTMENT

F. M. GLASS
J. R. WILEY
DIR.
DEPUTY





Having finished inspection of Port Newark, the New Jersey Legislators board the ship on which they will con-

tinue their fifth annual inspection of the New Jersey-New York Port and of the Port Authority's facilities.

Vice-Chairman. Other members are Commissioners Bayard F. Pope, Charles S. Hamilton, Jr., and Jess Harrison Davis.

THE COMMITTEE ON FINANCE

The Port Authority's basic financial policies are established or recommended to the Board by the Committee on Finance, including the management of the Authority's debt, financial reserves, investment of funds, insurance, accounting, and auditing.

This committee has the power to appoint paying agents and registrars for Port Authority bonds, notes, or other securities; to authorize payments into sinking funds and reserve funds; to establish sinking funds and to call bonds for sinking-fund purposes; to select depositories for Port Authority funds; to exercise general supervision over the books and accounts of the Port Authority; and to authorize or arrange for surety bonds and insurance.

The Committee on Finance is headed by Commissioner Bayard F. Pope as Chairman. Other members are Commissioner S. Sloan Colt, Vice-Chairman of the Committee, and Commissioners

Horace K. Corbin, John F. Sly, and David Van Alstyne, Jr.

THE COMMITTEE ON CONSTRUCTION

The Committee on Construction has general supervision over all construction projects including major capital improvements and additions to existing projects. It authorizes or arranges for construction contracts.

Commissioner Eugene F. Moran serves as Chairman of this committee, with Commissioner Jess Harrison Davis as Vice-Chairman. Commissioners Chas. H. Sells, Donald V. Lowe and Dow H. Drukker, Jr., are its other members.

THE COMMITTEE ON OPERATIONS

This committee has general supervision over the operation and maintenance of Port Authority facilities and properties and over personnel matters.

Within the appropriations and authorizations of the Board, this committee authorizes and arranges for facility maintenance contracts, and for the acquisition of equipment, tools, materials, and other operational requirements. This committee

can also adopt, rescind, or modify facility regulations; establish or recommend tolls, fees, or other facility-use charges; and authorize leases, permits, and agreements for the use of facilities and facility property.

Under the Chairmanship of Donald V. Lowe and the Vice-Chairmanship of Charles S. Hamilton, Jr., this committee's membership consists of Commissioners Eugene F. Moran, S. Sloan Colt, and David Van Alstyne, Jr.

Executive Director Heads Career Staff

Serving directly under the Board of Commissioners is the Executive Director, who is appointed annually by the Commissioners. At the first meeting of the Board in January, 1954, Austin J. Tobin was selected Executive Director for his twelfth year. In this post he is responsible to the Board for staff performance and for carrying out the policies set by the Commissioners.

The Port Authority staff organization is the group upon which Mr. Tobin relies for the effective carrying out of the Port Authority's program

as determined by and through Port Authority policies. During the year, several notable changes occurred in the ranks of our staff. Matthias E. Lukens was appointed Assistant Executive Director, having served as First Assistant to the Executive Director for the past eight years.

Charles H. Taylor, formerly Deputy Director of the Tunnels & Bridges Department, was promoted to Department Director. Daniel N. Mandell, who has served as General Superintendent of Terminals, Chief of Surveys & Budget Control, and Deputy Director of Operations, was appointed during the year as Director of the Operations Department. Both of these appointments took place upon the retirement of Billings Wilson after thirty-two years of Port Authority service.

The new post of Director of Administration was created, and Daniel L. Kurshan, formerly an Assistant to the Executive Director, was named to this position, with responsibility for Port Authority-wide administrative management and for guiding the programs of three departments—Personnel, Purchase & Administrative Services, and Medical—and of our Procedures Office.



Executive Director Austin J. Tobin (left, foreground) addresses some of the New York Legislators and their

families in Newark Airport's new terminal building during their fifth annual tour of the Port of New York.



During a Port Authority harbor tour, President William V. S. Tubman, of the Republic of Liberia, discusses shipping via the Port of New York with Port Authority

Executive Director Austin J. Tobin, Commissioner David Van Alstyne, Jr., and Port Development Consultant Walter P. Hedden. The tour took place in November.

Staff Organization

The Port Authority staff is organized with four operating or "line" departments, each of which is responsible for the development, operation, and field-level maintenance of a certain group of related facilities. Our Tunnels & Bridges Director, Charles H. Taylor, is thus directly responsible to the Executive Director for the efficient operation of our six vehicular crossings; Marine Terminals Director A. Lyle King for our three waterfront facilities; Aviation Director Fred M. Glass for our four airports; and Director of Terminals John E. Carroll for our four inland terminals. The work of these line departments as well as of our Port Development Department is discussed in other chapters of this report. These line departments and the Port Development Department are aided by a sizeable team of specialists in our "staff" departments, the work of which is discussed below.

General Counsel Sidney Goldstein is the legal advisor of the Port Authority. He heads the Law Department, which is made up of a career staff of lawyers. He furnishes legal opinions, advice and counsel to the Board of Commissioners, the Execu-

tive Director and staff, and represents the Port Authority in all legal matters. The Law Department also functions as a staff service department, giving advice and counsel to the staff in the day-to-day work of the Port Authority, with a view not only toward solving legal problems as they arise, but also toward preventing legal problems from arising.

Our Public Relations Department, under the supervision of Lee K. Jaffe, carries out our policy of keeping the public and the press informed on our activities and services and provides Port Authority information to newspapers and other communications media.

The Financial Departments function under the guidance of Director of Finance Charles J. Kushell, who serves as our chief financial officer. Comptroller James J. Doyle and Treasurer Eugene A. Mintkeski report to the Director of Finance.

The Port Authority's accounting functions are handled in the Comptroller's Department, which is also responsible for preparation of financial reports, current and long-range budgeting, internal and external auditing, and administration of the Port Authority's insurance program. The Treasury Department is responsible for planning

the long-range financial program of the Port Authority, for handling investments, and for administering credit policies.

ENGINEERING PREPARES FOR CONSTRUCTION

The job of our Engineering Department is to provide the best and most economical structures in accordance with each line department's functional and operational requirements. Headed by Chief Engineer John M. Kyle, this department prepares engineering designs and plans for new facilities and for improvements to existing facilities; for the specification and testing of materials; and for supervision during each project's construction. Actual construction is done by contractors selected by means of competitive bidding.

During 1954, this department prepared designs for seventy-one separate engineering contracts, the total construction value of which amounted to \$27,500,000. To assure that materials used in Port Authority construction met our exacting standards, members of the department traveled to manufacturing plants from Massachusetts to Oklahoma to conduct on-the-spot tests. During 1954 alone, over sixty-six miles of wire and cable were tested and some 410,000 board feet of lumber and creosoted piling were examined. About 8,000 separate samples of concrete and other basic construction materials were also tested in the Engineering Laboratory in the Port Authority Building.

During the year, the Engineering Department pioneered in applying several new techniques which may well have widespread application in the future of the Port. Notable among these is a unique cathodic protection system which retards rusting of the steel-bearing piles which are used to support piers and wharves. In this system, carbon rods connected by copper wires are suspended under water in the midst of a group of pier supports. A weak electric current is passed between the rods and the piles, with the result that the rods, rather than the pier supports, deteriorate.

Through the use of pre-stressed concrete in pier construction at the Hoboken-P.A. Piers, the department is employing an advanced technique that requires less construction material and produces a stronger structure. In pre-stressing, the concrete beams are formed around stretched wires which, when released, permanently hold the concrete in compression under all conditions of loading. As a result, cracking—which inevitably occurs in concrete—is minimized, and deterioration is retarded.

OPERATIONS AIMS FOR EFFICIENCY

Well-built facility structures must be operated wisely and with foresight to realize the principles of efficiency and safety that were inherent in their construction. To help the managers of Port Au-



Retiring Director of Operations Billings Wilson (left) accepts best wishes from Commissioners Dow H. Drukker, Jr., Charles S. Hamilton, Jr., and Bayard Foster Pope.



Chairman Howard S. Cullman is presented Award of Honor plaque by Harold Kramer, past president of the National Safety Council, as Commissioner Bayard F. Pope looks on. The Port Authority achieved this honor through a remarkable improvement in employee safety.

thority facilities achieve these aims, the Operations Department, directed by Daniel N. Mandell, provides experts in safety, security, research, maintenance, and industrial and traffic engineering.

During 1954, Operations staff members aided the line departments in projects which ranged from the development of automatic gates for unattended parking lots at airports to the ventilating fan motor replacement project at the Holland Tunnel discussed on page 22. The department also conducts a detailed formal inspection of each facility every twelve months as an aid toward assuring that the highest standards of public and employee safety are met, and that operating and maintenance standards are observed.

PORT AUTHORITY WINS SAFETY AWARD

This past year, the Port Authority was presented with the National Safety Council's highest award—the Award of Honor—for our outstanding safety record during 1953. This award symbolizes the success of the Operations Department's vigorous safety education program which was initiated two years ago and has been carried for-

ward with the enthusiastic cooperation of our entire employee staff. The Port Authority qualified for the Award of Honor through a remarkable 60 per cent reduction in accident frequency rate and an 82 per cent reduction in accident severity rate.

REAL ESTATE REVENUES HELP FACILITIES ACHIEVE SELF SUPPORT

During 1954, almost \$5,700,000—or nearly one-third of the gross revenues of our air, marine, and inland terminals—came from rentals paid by tenants engaged in retailing, food service, industrial, or various business and professional activities. These tenants operate the famous shops and services available in the Bus Terminal and the Newark Airport Terminal Building as well as those in our other public terminals. Such tenants also include those who occupy the office and warehousing areas in the Port Authority Building and the growing area of industrial buildings at New York International Airport.

Development of maximum revenues from these non-operating activities is one of the responsibilities of our Real Estate Department, headed by Robert S. Curtiss. Toward this end, this department is responsible for contacting and negotiating with consumer service and other non-operating tenants for those Port Authority facilities where areas are available for such revenue development and such rentals are necessary to achieve a facility which is self-supporting.

TO ASSURE ADEQUATE CONSUMER SERVICES FOR PUBLIC

In line with the Port Authority's responsibility for assuring that adequate shops, restaurants, and services are available for the traveling and general public, this department exercises management responsibility over such consumer services in our public terminal buildings. In negotiating leases for such tenants, this department makes a thorough investigation to assure that the new tenants will provide, at fair and reasonable prices, good quality merchandise, or good food in sanitary surroundings. Members of this department also make regu-

lar inspections of our consumer service tenants to see to it that the public is adequately and fairly served by them.

The most extensive of these inspections—the department's year-round food sanitation and equipment inspection program — completed its first calendar year during 1954. During the year, almost 500 separate inspections were made of the nearly fifty individual restaurants and other food preparation services at our facilities. In every inspection, the establishment was checked in numerous particulars, including sanitation, properly maintained equipment, and employees' cleanliness habits.

The Real Estate Department also cooperates with other departments to help assure that space for adequate and efficient consumer services is allotted and carefully laid out in plans for future public terminal buildings and for new facilities.

This department also acquires property needed for facility improvements or for new facilities, arranges for disposal of surplus real property, and manages Port Authority real estate. The Third Tube relocation program discussed on page 19

was an important Real Estate Department assignment during 1954.

SERVICE DEPARTMENTS PROVIDE NEEDED ASSISTANCE

Guided by Director of Administration, Daniel L. Kurshan, three of our departments—Personnel, Medical, and Purchase & Administrative Services—and our Procedures Office provide services necessary and helpful to the activities of all departments and facilities.

Personnel administration in the Port Authority has one goal—the assembling of the finest career staff of any public agency in the United States, and the motivation of this staff to render the most effective public service. Throughout its operations, the Port Authority attempts to apply the best of business management to the large enterprises in which it is engaged. In the field of personnel management, a conscious effort is likewise made to take the best from both public and industrial personnel administration.

Toward this end, the Port Authority has developed a program of selection that is designed to



One of three employee organizations in the Port Authority, Police Benevolent Association members meet regularly to discuss matters with John D. Foster, Personnel

Director, (second, left). Association members shown here are (from left): Paul Beneventine, James Doyle, Albert Hellinger, George Krieger and John Murphy.



Chairman Howard S. Cullman (right) accepts another addition to his growing roster of honors—the Abraham Lincoln Award, presented by Abraham Lincoln High School for "distinguished services on behalf of New York City." Dr. Gabriel Mason makes the presentation.

bring into the Port Authority men and women of ability and character, and to provide our people with the training and tools they need to give the public the high level of service which it has a right to expect and demand.

To keep such people interested in and dedicated to a career in public service, and to give them the sense of achievement which this worthwhile service

can provide, a deliberate effort is made to create the best possible climate for their work. Certainly, general conditions of employment which compare with the best are a most important part of such a climate.

PERSONNEL DEPARTMENT ADMINISTERS MODERN PROGRAM

The Personnel Department is responsible for recommending policies and providing services which will attract, equip, and motivate Port Authority people. Among these policies are: career opportunities; assuring appointment and advancement solely on the basis of merit without preferential consideration being accorded for political or other influence; a program of salary administration, assuring that Port Authority salaries will compare favorably with those paid for like work in the community; adequate vacation and sick-leave policies; adequate life, health, and retirement insurance programs; and a communications program that recognizes the need of Port Authority employees to be well informed.

Some facts and figures on how these policies affect Port Authority people are contained in the section entitled "Our Staff."

MEDICAL DEPARTMENT HELPS ASSURE A HEALTHY STAFF

Because the Port Authority recognizes that a healthy staff will be alert, efficient, and happy in its work, we require each new applicant to pass a thorough physical examination. During 1954, our Medical Department under the supervision of Dr. S. I. Kooperstein, conducted 1,652 such pre-placement examinations. To help assure the continued good health of our staff, this department also gives every employee an annual physical examination, checks up on the physical condition of those who have been absent due to illness for four or more days, and provides a health counseling service for employees and their families. Medical and first-aid clinics for employees are located at the Port Authority Building, the Holland and Lincoln Tunnels, and at La Guardia and Newark Airports.

PURCHASE AND ADMINISTRATIVE SERVICES DEPARTMENT

Practically all administrative services required in the Port Authority are centralized in the Purchase & Administrative Services Department, directed by James Clark McGuire. These include a centralized purchasing agency which, during 1954, procured over \$4,500,000 worth of equipment, supplies, and services and sold \$155,000 in surplus goods. The department also operates a photographic laboratory, reproductions section, library, and a central files unit. This department's special services section conducted about 400 inspections and tours for about 30,000 government and business officials during 1954, and built facility models and promotional exhibits for fifty-five different showings.

During 1954, the employees' cafeteria in the Port Authority Building, which is operated by this

department, was expanded and modernized. Possessing two counter lines and the most up-to-date food-handling and dispensing devices, the cafeteria can serve 300 employees an hour. Port Authority employee cafeterias served 257,754 meals at reasonable prices during 1954.

PROCEDURES OFFICE HELPS STREAMLINE METHODS

Our Procedures Office, which is ever on the alert for new methods of streamlining Port Authority administrative procedures, cooperated with other departments in carrying out numerous methods-improvement projects during 1954. These include: development of new administrative controls for our overall maintenance program; development of a detailed administrative manual for the Engineering Department; and inauguration of a more effective accident reporting procedure.



Vice-Chairman Donald V. Lowe (far right) and Commissioner Eugene F. Moran (center) were on hand to

promote the Port of New York with corporation executives from Pittsburgh at a reception during September.



Surrounded by his admiring family, Bridge Painter Richard Dean displays Medal of Honor he achieved for his heroic rescue of a would-be suicide at the George Washington Bridge.



OUR STAFF

THE Port Authority is known chiefly for its impressive array of tunnels and bridges, airports, harbor installations, and land terminals. Behind the scenes, however—contributing to the development, construction, and efficient operation of these facilities—is our able and dedicated employee group, which has long been famous in its own right for its high standard of public service. Every year, numerous facility patrons take the time and trouble to write about the efficient, courteous treatment they have received from Port Authority staff members. A sampling of the many such letters received in 1954 includes statements such as:

"The good will shown us . . . saved us considerable inconvenience and waste. I think the incident reflects the efficiency of a superbly well-ordered operation of the Port Authority."

* * *



Nine men achieved Commendation Medals for quick thinking during emergencies. From left: Paul Watkins, Rocco Zuccaro, George Kirkland, Jeremiah Cronin, Edward Kraus, William Dunleavy, George Ginter, John Edmonds and Bernard Polakoski.

"The qualities of these two officers are indicative of the type of service which has been rendered by the New York Port Authority and has made it such a noteworthy operation."

* * *

"I have occasion to travel many thousand miles throughout the country and I must say, truthfully, I have never encountered such kind and courteous treatment."

* * *

That many of our members have earned such praise is due both to the ability, enthusiasm, and dedication to service of our entire employee group and to the Port Authority's program of encouraging top-level performance through fair treatment for everyone and fitting recognition for deserving service.

Meet The People

During the year, 474 new employees were added to the staff, a 34 per cent reduction from the previous year. At the end of 1954, the Port Authority

Distinguished Service Medal winners—Transportation Economist Nathan Cherniack, Director of Purchase & Administrative Services James Clark McGuire, Electrician John Kiernan, and Maintenance Foreman IV Walter Bennet—accept congratulations from Executive Director Austin J. Tobin during ceremonies in October.

staff totaled 3,859 members, 87 per cent of whom were men, and 13 per cent women. Our employees are career minded and are dedicated to public service. The "average" Port Authority employee is thirty-two years of age, is married, and has one or more children. Chances are, he is active in civic and community affairs, and participates in one or more of the Port Authority's many clubs and other activities.

During the year, thirty-five of our staff became members of our Port Service Club after having achieved twenty-five years of service. Active membership in this group now totals 154.

OUR MEDAL WINNERS

At our annual medal award ceremony in October, 1954, the Port Authority honored fourteen of our staff for either deeds of valor, long and distinguished service, or effective service during emergencies.

Our highest award, the Port Authority Medal of Honor, was awarded to Bridge Painter Richard Dean for his outstanding meritorious act at great personal risk in saving the life of a man who attempted to commit suicide at the George Washington Bridge on December 9, 1953.

The Authority's Distinguished Service Medal, which is awarded for unusually efficient or distinguished service over a period of years, was presented to Walter Bennet, Nathan Cherniack, John Kiernan, and James Clark McGuire.

The Commendation Medal, awarded for unusually effective service on a particular occasion, was earned by nine employees for the following accomplishments. Police Officer Jeremiah Cronin and Electrician Edward Kraus prevented an attempted suicide at the George Washington Bridge. Police Officer John Edmonds carried a crippled man out of a burning building and led other tenants to safety. Watch Engineer George Ginter pulled a woman from a burning car, sustaining third-degree burns in accomplishing the rescue. Tunnel Equipment Maintainer George Kirkland received the medal retroactively for rescuing a workman who fell down a hatchway at the Lincoln



Executive Director Austin J. Tobin presents Best Suggestion of 1954 Awards to Mollie Levine and John A. Holdampf in presence of department heads Charles H. Taylor of Tunnels & Bridges and Daniel Mandell of Operations. Cash awards in 1954 numbered 440.

Tunnel in 1942. Police Officers Paul Watkins and Rocco Zuccaro both performed commendatory acts while off duty, the former disarming and arresting a man who had attacked a child, and the latter rescuing a woman who had fallen on a subway track. Police Officer Bernard Polakoski and Sergeant William Dunleavy won the medal for capturing an armed fugitive at the Holland Tunnel.

Our Personnel Policies Encourage Staff

To attract and keep the kind of employees who will render the type of service the public expects of us, we have established salaries that compare favorably with those paid elsewhere in the Port District for similar work. To keep our salaries at the proper level, we conduct an annual Salary Survey which evaluates wage trends and personnel practices within the Port community. In 1954's Salary Survey, forty-six progressive private companies and three state and municipal agencies were studied to obtain more than 65,000 rates on thirty-four carefully selected representative job classifications. As a result of this survey, the Board of Commissioners authorized a salary adjustment which increased our overall payroll by 2.4 per cent. This increase, which became effective December 26, 1954, affected employees earning under \$9,984 annually.



Left: One of 258 promoted during 1954, Fred Kaempf receives his Captain's shield from Executive Director Austin J. Tobin in presence of wife and daughter.



Above: Our employee publication, the P.A. DIARY, took first prize in its class in a contest run in connection with the Bergen County Industrial Exposition. Editor Dona Chumasero and assistant editor Marcie Shlansky, with justifiable pride, show the award to editorial board members: Ian Packman, Lee Webb, and Duncan Reid.



Above: At reading clinic, staff members improve reading speed by learning to read numbers flashed by Instructor Paul Leedy on a screen at 1/100th of a second.



Right: Port Authority people with 25 or more years' service totaled 154 during 1954. Commissioner John F. Sly here chats with a group of long-service leaders.



Some 1,200 boatriers sailed to Rye Beach on the annual boatribe sponsored by Port Authority employees.



Port Authority people enjoy the eighth annual Veterans' Day dance of the Port Authority's Legion Post 1660.



Above: Drawing a bead on target, members of our Police Pistol Team (from left) Joe Wraga, George Michelin, Joe Lawless and Al Cutillo display form that won North Jersey Police Pistol competition for the second year running.

Right: Our women's basketball team—the Portettes—were undefeated in first season of Center Basketball League play.



Through competitive promotion examinations our most competent employees are given the opportunity to forge ahead. During 1954, 258 Port Authority employees achieved promotions. A total of 1,792 employees were admitted to promotion examinations, of whom 459 were placed on eligible lists.

TRAINING HELPS DEVELOP TOP-LEVEL PERFORMANCE

We maintain an extensive training program in order to provide opportunities for employees to gain more knowledge and education to fit them better for their duties, and to help ambitious employees take advantage of our promotion plan. During the year, 1,416 employees participated in the fifty-three job-related training courses made available to them. Training programs have now been extended to cover any area of the Port Authority where an operating problem can be solved in whole or in part through training. Advisory committees of key operating personnel determine the scope and content of such courses, and most of the instruction is provided by Port Authority staff specialists. New on-the-job courses were developed in 1954 for foremen, first-time supervisors, and middle-management and executive personnel. Five young men also completed our junior administrative and professional assistant training program and went on to responsible positions in the organization.

Through our Education Refund Plan, we also encourage employees to better fit themselves for their work or to increase their knowledge and skills in order to qualify for promotions. By means of this plan, we pay tuition to those of our staff who have successfully completed college and other courses related to their Port Authority careers. During the year, 352 Port Authority people took courses under this plan. The Port Authority also



Assistant Executive Director Matthias E. Lukens (left center) pays backstage visit to cast of 1954's Pony Players' show. In addition to giving three performances for Port Authority audiences, this troupe of P. A. employees traveled to three hospitals to entertain patients.

provided college extension training in speed reading, and enabled selected staff members to participate in courses given by the American Management Association, and graduate schools at Harvard, Massachusetts Institute of Technology and Yale.

SUGGESTION SYSTEM GETS WIDE SUPPORT

During 1954, participation in our suggestion system by employees eligible for cash awards was 36.93 per cent—almost nine times the 1953 average for participation by public utility and transportation groups as listed by the National Association of Suggestion Systems. During 1954, 3,086 suggestions were submitted by 1,324 employees. A total of 440 cash awards amounting to \$5,297 was given out for accepted suggestions.



Wall Street—the financial hub of the nation and the world — is the primary market where Port Authority bonds are sold to banks, insurance companies, trust funds, individuals, and others seeking a sound investment.

FINANCIAL

AS in past years, our financial program stressed a fundamental objective of the Port Authority, namely to finance and carry out a self-supporting transportation and terminal development program without burden to the general taxpayer. The maintenance of a strong financial position was of greater importance during 1954 than ever before, for this year saw us on the threshold of our most extensive and costly transportation development project—the arterial facilities program which we have recommended jointly with the Triborough Bridge and Tunnel Authority. (See pages 6 to 15.)

The recommended program includes a \$220,000,000 twelve-lane, double-deck suspension Narrows Bridge connecting Fort Hamilton in Brooklyn and Fort Wadsworth in Staten Island; a \$106,000,000 six-lane lower deck of the George Washington Bridge; and a \$93,000,000 six-lane single-deck suspension Throgs Neck Bridge connecting Cryders Point in Queens and Fort Schuyler in The Bronx.

The Port Authority is financially concerned with only the Narrows Bridge and the lower deck of the George Washington Bridge. The Narrows Bridge would be financed and built by the Port Authority and leased for operation and maintenance to the Triborough Authority, which would purchase the bridge from the Port Authority not later than 1969.

While this vehicular program is of major importance to the economy of the whole Port District, it is only one phase of the comprehensive and continuing program to finance, construct, and operate such public terminal and transportation facilities as are economically practicable and necessary to the continued development and prosperity of the Port District in accordance with the basic objectives set for The Port of New York Authority when the States of New Jersey and New York created it through their Port Compact of 1921. The Port Authority also continues the very necessary program of developing the four airports to meet the constantly expanding requirements of air traffic. In addition, modernization of waterfront facilities at Port Newark and Hoboken continues at a rapid pace.

The Port Treaty of 1921, which directed the Port Authority to plan for the development of the Port District on an interstate regional basis, also directed us to finance this program without dependence on taxes or the credit of either State. The ten-year statement which follows indicates the extent to which this has been accomplished. Our investment in Port Authority facilities has reached \$519,198,351 while our funded debt stands at \$246,770,000. Net revenues from the facilities are pooled in the General Reserve Fund—which now contains \$24,677,000 in cash and U. S. Government securities, equivalent to 10 per cent of outstanding funded debt—and in the special reserve funds, as required by statute and agreements with bondholders. The total of these reserve funds—\$30,988,732 — met the requirement that such funds equal or exceed debt service for the next two years.

Ten-Year Statement — Net Revenues, Reserves,

Funded Debt and Investment In Facilities 1945-54

	1954	1953	1952
NET REVENUES—(Note A)			
Gross Operating Revenues	\$ 64,111,850	\$ 59,241,848	\$ 53,823,158
Operating Expenses	29,893,679	26,823,883	24,430,000
Net Operating Revenues	\$ 34,218,171	\$ 32,417,965	\$ 29,393,158
Other Income	394,330	319,261	352,000
Net Revenues	\$ 34,612,500	\$ 32,737,226	\$ 29,745,158
Debt Service	29,638,189	28,350,534	10,520,681
Available for Reserves	\$ 4,974,311	\$ 4,386,692	\$ 19,224,477
RESERVES			
Additions to Reserves			
Revenues Available for Reserves as above	\$ 4,974,311	\$ 4,386,692	\$ 19,224,477
Income from Reserve Fund Investments	760,763	765,066	631,729
Total Additions	\$ 5,735,075	\$ 5,151,758	\$ 19,856,206
Deductions from Reserves			
General Reserve Debt Service—(Note B)	\$ 4,088,232	\$ 2,097,949	\$ 9,155,649
Debt Retirement Acceleration	403,655	5,089,015	12,592,747
Capital Expenditures, Restoration and Improvement— (Note C)	—	—	—
Adjustment of Reserve Fund Securities to Market	(408,447)	(375,895)	68,071
Employees Retirement and Insurance—(Note C)	—	—	—
Total Deductions	\$ 4,083,440	\$ 6,811,069	\$ 21,816,469
Net Changes in Reserves	1,651,635	(1,659,311)	(1,960,262)
Reserves—At Year End			
General Reserve	24,677,000	24,160,800	24,168,800
Special Reserves	6,311,732	5,176,297	6,827,608
Total	\$ 30,988,732	\$ 29,337,097	\$ 30,996,408
FUNDED DEBT—AT YEAR END			
General and Refunding Bonds—(Note D)	\$ 92,377,000	\$ 98,215,000	\$113,288,000
Air Terminal Bonds	67,384,000	72,384,000	74,400,000
Marine Terminal Bonds	9,009,000	9,009,000	10,000,000
Consolidated Bonds	75,000,000	55,000,000	35,000,000
Other—(Note D)	3,000,000	7,000,000	9,000,000
Total	\$246,770,000	\$241,608,000	\$241,688,000
INVESTMENT IN FACILITIES—AT YEAR END			
	\$519,198,351	\$479,782,100	\$437,530,200

	1951	1950	1949	1948	1947	1946	1945
Gross Operating Revenues	\$ 50,270,382	\$ 42,198,237	\$ 37,524,910	\$ 31,930,328	\$ 28,566,834	\$ 25,491,344	\$ 19,344,475
Operating Expenses	21,064,566	16,390,639	15,113,934	11,968,205	8,141,311	7,176,168	6,038,265
Net Operating Revenues	\$ 29,205,815	\$ 25,807,597	\$ 22,410,975	\$ 19,962,123	\$ 20,425,523	\$ 18,315,176	\$ 13,306,210
Other Income	294,023	360,565	255,374	259,219	276,118	184,610	167,626
Net Revenues	\$ 29,499,839	\$ 26,168,162	\$ 22,666,349	\$ 20,221,342	\$ 20,701,641	\$ 18,499,786	\$ 13,473,836
Debt Service	11,345,907	11,243,082	8,486,838	7,500,107	7,161,062	7,114,756	7,100,746
Available for Reserves	\$ 18,153,932	\$ 14,925,078	\$ 14,179,510	\$ 12,721,235	\$ 13,540,579	\$ 11,385,028	\$ 6,373,088
RESERVES							
Additions to Reserves							
Revenues Available for Reserves as above	\$ 18,153,932	\$ 14,925,078	\$ 14,179,510	\$ 12,721,235	\$ 13,540,579	\$ 11,385,028	\$ 6,373,088
Income from Reserve Fund Investments	438,539	1,693,518	479,840	365,524	506,793	313,460	670,897
Total Additions	\$ 18,592,471	\$ 16,618,596	\$ 14,659,350	\$ 13,086,759	\$ 14,047,372	\$ 11,698,488	\$ 7,043,985
Deductions from Reserves							
General Reserve Debt Service—(Note B)	\$ 4,625,424	\$ 9,090,000	\$ 1,741,476	\$ 3,806,633	\$ 2,931,250	\$ 2,854,604	\$ 2,330,786
Debt Retirement Acceleration	11,675,044	17,113,000	7,197,417	9,469,053	2,598,322	1,562,070	1,833,631
Capital Expenditures, Restoration and Improvement— (Note C)	—	749,047	3,028,217	(1,185,986)	—	—	1,925,000
Adjustment of Reserve Fund Securities to Market	761,854	—	—	—	—	—	—
Employees Retirement and Insurance—(Note C)	—	—	(5,597,764)	—	—	—	—
Total Deductions	\$ 17,062,322	\$ 26,952,047	\$ 6,369,346	\$ 12,089,700	\$ 5,529,572	\$ 4,416,674	\$ 6,089,417
Net Changes in Reserves	1,530,148	(10,333,451)	8,290,004	997,059	8,517,799	7,281,814	954,569
Reserves—At Year End							
General Reserve	23,717,200	24,843,800	31,289,400	23,399,900	21,573,500	18,932,900	16,673,293
Special Reserves	9,239,470	6,582,721	10,470,573	10,070,067	10,899,408	5,022,208	—
Total	\$ 32,956,670	\$ 31,426,521	\$ 41,759,973	\$ 33,469,967	\$ 32,472,908	\$ 23,955,108	\$ 16,673,293
FUNDED DEBT—AT YEAR END							
General and Refunding Bonds—(Note D)	\$140,772,000	\$146,358,000	\$217,530,000	\$168,696,000	\$179,624,000	\$176,326,000	\$161,620,000
Air Terminal Bonds	74,400,000	74,400,000	61,400,000	30,000,000	—	—	—
Marine Terminal Bonds	10,000,000	10,000,000	7,000,000	7,000,000	—	—	—
Consolidated Bonds	—	—	—	—	—	—	—
Other—(Note D)	12,000,000	17,680,000	26,964,000	28,303,000	36,111,000	13,003,000	21,500,000
Total	\$237,172,000	\$248,438,000	\$312,894,000	\$233,999,000	\$215,735,000	\$189,329,000	\$183,120,000
INVESTMENT IN FACILITIES—AT YEAR END							
	\$393,239,400	\$370,760,000	\$330,511,500	\$292,365,600	\$251,351,000	\$242,363,800	\$239,353,800

NOTE A—This total is 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 \$1,419,575 of debt refunding expense in 1945.

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

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.

**THE \$519,198,351 THAT THE PORT AUTHORITY HAD INVESTED
IN FACILITIES AT YEAR'S END BREAKS DOWN AS FOLLOWS:**

Holland Tunnel	\$ 54,432,982	Central Maintenance Shop	217,604
Lincoln Tunnel	156,384,214	Port Newark	20,959,035
George Washington Bridge	76,216,811	Hoboken-Port Authority Piers	6,754,457
Bayonne Bridge	13,097,162	Grain Terminal, Columbia St. Pier	3,360,017
Goethals Bridge	7,411,053	La Guardia Airport	7,068,637
Outerbridge Crossing	9,910,079	Newark Airport	26,747,433
Port Authority Building	20,854,327	New York International Airport	66,579,005
Port Authority Bus Terminal	23,581,378	Teterboro Airport	7,520,746
New York Truck Terminal	9,923,805	Heliports	10,677
Newark Truck Terminal	8,168,919		

Increasing air, marine and vehicular traffic during the year produced gross revenues of \$64,111,850, a gain of 8 per cent over 1953. Deduction of operating expenses and debt service left \$4,974,311 available for reserves, while further obligatory debt retirements amounting to \$4,088,232 were paid from reserve funds. Debt retirements from reserve funds in anticipation of future requirements were \$472,000 at par value.

The General and Refunding Bond facilities—the six bridges and tunnels, the four inland terminals and the Port Authority Grain Terminal and Columbia Street Pier—produced gross revenues of \$48,437,961, a 4.2 per cent gain over 1953, and had net operating revenues of \$30,373,642, representing an increase of 1 per cent.

The air terminals—La Guardia, New York International, Newark, and Teterboro — achieved gross revenues of \$12,101,079, or 26.9 per cent over last year, and net operating revenues of \$2,670,583 before debt service, 82 per cent greater than in 1953.

Marine Terminal Bonds are secured initially by the net revenues of Port Newark. Gross revenues of this facility were \$3,277,329, a 12.5 per cent gain over 1953, while net operating revenues were \$1,304,591, up 26 per cent.

The recently acquired Hoboken-Port Authority Piers had gross revenues of \$295,481. The net operating deficit of this facility decreased to

\$125,000 from \$140,000 in 1953. Construction in progress limited the activities of this facility in 1954. However, more than \$350,000 of gross revenues are anticipated for 1955.

Outstanding Consolidated Bonds at the end of the year amounted to \$75,000,000 out of a total outstanding funded debt of \$246,770,000. As of December 31, 1954, 30 per cent of our outstanding funded debt was in the form of Consolidated Bonds as compared to 23 per cent for 1953. These bonds are thus playing an increasingly important role in the financing of the Port Authority's facilities. The Authority has pledged that no new bonds in the General and Refunding, Air Terminal, or Marine Terminal series will be issued. Consequently, each year a greater share of facility net revenues will become available through the General Reserve Fund to secure Consolidated Bonds.

Until our outstanding General and Refunding, Air Terminal, and Marine Terminal Bonds are retired, they have a prior lien on the revenues of their related facilities.

The Authority's record of debt management and its present financial position assure the ability to continue the program under way and assume the additional financial responsibilities for the added vehicular program as set forth above, all in accordance with the Comprehensive Plan of port development to which the two States pledged themselves in their Port Treaty of 1921.

PRICE WATERHOUSE & CO.

56 PINE STREET
NEW YORK 5

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

February 4, 1955

In our opinion, the accompanying statement of financial position and related statements of revenues and reserve funds operations fairly present the financial position of The Port of New York Authority at December 31, 1954 and the results of its operations for the year then ended, in conformity with accounting principles set forth in Note A of Notes to Financial Statements, applied on a basis consistent with that of the preceding year. Our examination 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.

Revenues and Reserve Funds Operations

Year ended December 31

	1954			1953
	Operating funds (See accompanying statement)	Reserve funds	Combined total (Note A-6)	Combined total (Note A-6)
GROSS OPERATING REVENUES	\$64,111,850	\$ —	\$64,111,850	\$59,241,848
OPERATING EXPENSES (Note A)	29,893,679	—	29,893,679	26,823,883
Net Operating Revenues	\$34,218,171	\$ —	\$34,218,171	\$32,417,965
OTHER INCOME				
Income on investments—net	394,329	760,763	1,155,093	1,084,327
Security valuation adjustment	—	408,447	408,447	375,895
	\$34,612,500	\$ 1,169,211	\$35,781,711	\$33,878,188
OBLIGATORY DEBT SERVICE				
Interest on funded debt	(4,319,396)	(88,232)	(4,407,628)	(4,269,814)
Serial maturities and sinking fund requirements	(5,368,792)	(4,000,000)	(9,368,792)	(8,678,670)
Short-term note maturities (Note A-5)	(19,950,000)	—	(19,950,000)	(17,500,000)
APPROPRIATIONS FROM RESERVE FUNDS AND DISPOSITION OF REVENUES				
Debt retirement acceleration	—	(403,655)	(403,655)	(5,089,015)
Transfers to and from reserves—net	(4,974,311)	4,974,311	—	—
	\$ —	—	—	—
NET CHANGE IN RESERVES		\$ 1,651,635	\$ 1,651,635	(\$ 1,659,311)

Financial Position

December 31

	1954				1953
	Capital funds	Operating funds	Reserve funds	Combined total	Combined total
ASSETS					
INVESTMENT IN FACILITIES (Note A)	\$519,198,351	\$ —	\$ —	\$519,198,351	\$479,782,158
CASH	2,414,579	1,287,949	236,631	3,939,159	3,465,675
INVESTMENT IN SECURITIES					
U. S. Government securities	29,380,349	6,712,432	30,670,269	66,763,051	71,153,710
The Port of New York Authority bonds	—	4,498	46,724	51,223	—
Accrued interest receivable	133,600	36,535	41,200	211,336	386,834
	\$ 29,513,950	\$ 6,753,466	\$30,758,194	\$ 67,025,611	\$ 71,540,545
OTHER ASSETS	280,456	5,140,229	—	5,420,685	5,315,297
ADVANCES FOR WORKING CAPITAL	2,110,000	—	—	2,110,000	2,100,000
TOTAL ASSETS	\$553,517,337	\$13,181,644	\$30,994,826	\$597,693,808	\$562,203,676
LIABILITIES					
FUNDED DEBT	\$246,770,000	\$ —	\$ —	\$246,770,000	\$241,608,000
DEBT RETIRED THROUGH INCOME	257,842,487	—	—	257,842,487	227,329,121
RESERVES	—	—	30,988,732	30,988,732	29,337,097
ACCOUNTS PAYABLE, ACCRUED EXPENSES AND DEPOSITS	5,918,537	6,767,775	6,093	12,692,406	10,319,959
COMMITMENTS (Note A-4)	42,986,313	824,938	—	43,811,251	48,383,103
PROVISION FOR SELF-INSURANCE	—	987,710	—	987,710	633,117
DEFERRED CREDITS TO INCOME	—	2,491,220	—	2,491,220	2,493,277
LIABILITY FOR WORKING CAPITAL ADVANCES	—	2,110,000	—	2,110,000	2,100,000
TOTAL LIABILITIES	\$553,517,337	\$13,181,644	\$30,994,826	\$597,693,808	\$562,203,676

Notes to Financial Statements

December 31, 1954

NOTE A—ACCOUNTING PRINCIPLES:

1. The Port of New York Authority was created as a corporate instrumentality in 1921 by compact between the States of New York and New Jersey with the approval of Congress. The Authority has no stockholders nor equity holders and 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 for amounts 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. "Investment in facilities" consists primarily of amounts expended to acquire, construct, place in operation and improve the various facilities of the Port Authority and includes the net discount and expense incurred in connection with bonds and notes issued for construction purposes as well as the net interest expense during the period of construction.
4. Commitments are recorded in the accounts at the time contracts are awarded and as orders are placed for construction work, supplies, etc.
5. In accordance with provisions of the resolution establishing the issue of Consolidated Bonds, debt service on such bonds and notes of the Authority is secured, first, by revenues of facilities financed wholly by Consolidated Bonds, and secondly, by the General Reserve Fund. Short-term Consolidated Notes issued during 1954, which were paid off at maturity from current net revenues, are reflected as obligatory debt service of Consolidated Bonds.
6. The combined total revenues as shown on the statement of revenues and reserve funds operations is presented for general information purposes only and the amounts stated do not represent net revenues applicable to any type of bonds. The disposition of

net revenues related to General and Refunding, Air Terminal, Marine Terminal, and Consolidated Bonds is set forth in the statement of Operating Funds Revenues

NOTE B—CONTINGENT LIABILITIES:

Under an agreement with The City of New York dated April 17, 1947 for the lease to the Authority of the Municipal Air Terminals, the Authority agreed to provide funds up to the sum of \$198,500,000 in the aggregate, if necessary, for the rehabilitation, expansion, improvement and development of said air terminals. The lease further provides that a substantial portion of this amount be expended prior to June 1, 1954.

Under an agreement with The City of Newark dated October 22, 1947 for the lease to the Authority of the Newark Marine and Air Terminals, the Authority agreed to provide funds up to the sum of \$70,500,000 in the aggregate, if necessary, for the development of said terminals with a substantial portion of this amount to be expended prior to March 22, 1955.

While the dollar expenditure requirements of the foregoing agreements, to June 1, 1954 and to March 22, 1955 have not been satisfied and will not have been satisfied, the Authority is proceeding steadily with the development of the modern facilities contemplated in the agreements.

Under an agreement with The City of Hoboken dated September 24, 1952 for the lease to the Authority of the Hoboken Piers, the Authority agreed to provide funds prior to October 1, 1960, up to the sum of \$15,000,000 (adjusted to October 1952 costs) in the aggregate, if necessary, for the rehabilitation, expansion, improvement and development of said piers. A substantial portion of this amount is to be expended prior to October 1, 1956.

The aforementioned 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. The lease with The City of Hoboken 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.

Operating Funds Revenues

Year ended December 31, 1954

	<i>Related to</i>				<i>Total (Note A-6)</i>
	<i>General and Refunding Bonds</i>	<i>Air Terminal Bonds</i>	<i>Marine Terminal Bonds</i>	<i>Consolidated Bonds (Note A-5)</i>	
GROSS OPERATING REVENUES	\$48,437,961	\$12,101,079	\$3,277,329	\$ 295,481	\$64,111,850
OPERATING EXPENSES (Note A)	18,064,318	9,430,496	1,972,737	426,126	29,893,679
Net Operating Revenues	\$30,373,642	\$ 2,670,583	\$1,304,591	(\$ 130,645)	\$34,218,171
OTHER INCOME					
Income on investments—net	337,941	43,430	5,773	7,183	394,329
	\$30,711,584	\$ 2,714,013	\$1,310,364	(\$ 123,461)	\$34,612,500
OBLIGATORY DEBT SERVICE					
Interest on funded debt	(1,553,195)	(1,808,719)	(216,380)	(741,100)	(4,319,396)
Serial maturities and sinking fund requirements	(5,368,792)				(5,368,792)
Short-term note maturities (Note A-5)				(19,950,000)	(19,950,000)
TRANSFERS TO AND FROM RESERVES					
Appropriation from General Reserve to cover net deficit				20,814,562	20,814,562
Disposition of revenues					
To General Reserve—(to bring to 10% of funded debt)	(22,565,763)	(858,599)	(1,037,168)		(24,461,532)
To special reserves	(1,223,832)	(46,694)	(56,814)		(1,327,341)
NET BALANCE	\$ —	\$ —	\$ —	\$ —	\$ —

Summary of Proceedings Affecting the Port's Commerce

Under the Port Compact, the Port Authority has a duty to intervene in proceedings before governmental regulatory agencies that affect the commerce of the Port. During the year the Port Authority participated in the following proceedings involving transportation routes and rates in an attempt to correct situations within the Port District that hamper commerce locally or to preserve or enhance the Port of New York's position in relation to all other competitive ports:

ICC Docket I&S M-3509—Inside Pickup and Delivery. In 1951, motor carriers serving the East proposed to levy an extra charge on freight delivered to consignees inside buildings. The Port Authority objected to such charges, which would have had a detrimental effect on such buildings as the Port Authority and Starrett-Lehigh Buildings, which are equipped with special elevators permitting movement of motor vehicles to the various floor levels. During 1954, the Interstate Commerce Commission handed down a decision which prohibits truckmen from assessing additional charges for pickups and deliveries in buildings equipped with truck elevators.

PSCNY Docket 12877—General Investigation, New York Motor Carrier Rates. In May, 1952, the Public Service Commission of New York State issued a report prescribing a new motor carrier rate structure within the State of New York. The Port Authority participated in this proceeding to protect the competitive position and regional unity of the Port. At the time of the commission's report, a committee of Public Service Commission officials, motor carrier representatives, and shippers was formed to review the results of the proposed rate structure. The proceeding has continued pending conclusion of the study and submission of the committee's report.

FMB Docket 706—Port Authority vs. Swedish Steamship Lines. In 1950, the Port Authority filed a complaint with the Federal Maritime Board against five Scandinavian steamship lines which were assessing added charges on woodpulp imported via the Port of New York without assessing similar charges at other ports. A 1953 Federal Maritime Board decision ruled that no injury had been suffered by the Port of New York and ordered dismissal of the Port Authority complaint. A petition for reopening and reconsideration of this case was filed by the Port Authority in August, 1953. This petition was denied by the Federal Maritime Board in 1954. Meanwhile, the Port Authority is giving further study to ways and means of effecting the removal of these discriminatory charges.

ICC Docket I&S 5500—Unloading Charges, Fruits and Vegetables, New York. In 1947, the ICC permitted railroads to assess charges for the unloading of fresh fruits and vegetables at New York City pier stations. Following appeals by the Port Authority and other interests, the ICC reduced these charges in May, 1952. However, the Commission permitted the principle of an extra charge for unloading to stand. An appeal to the courts followed this adverse decision and, during 1954, the United States Supreme Court directed the ICC to re-examine its decision. As a result, the ICC has reopened the case and assigned it for further hearing. The Port Authority and various other interests will continue to fight imposition of these charges, which are levied in excess of the line-haul rates and which thus materially increase the food bill of the consumers located in the New Jersey-New York Port District.

ICC Dockets I&S 5641 and I&S 5990—Ex-lake Grain, Buffalo to North Atlantic Ports. Since 1947, the Port Authority has actively encouraged and supported the New York Harbor railroads in their attempts to achieve rate equalization on grain moving for export from Buffalo and other points on the Great Lakes to North Atlantic ports. Equalization of these ex-lake grain rates were permitted by a decision of the United States Supreme Court in 1951. To regain their former rate advantage on this commodity, railroads serving the Ports of Philadelphia and Baltimore proposed lower ex-lake grain rates than those in effect at New York. To retain equalization, the New York Harbor railroads again cut their rates on ex-lake grain. At this point, the ICC suspended all rate reductions and called

for an investigation. In June, 1954, the ICC rejected attempts by railroads serving other ports to restore the differential on ex-lake grain. The ICC's decision was reaffirmed in November, 1954 when the Commission rejected a petition to reopen the case. The ICC's action eliminates one of the main handicaps to the movement of ex-lake grain through the Port of New York, and will enable our port to compete on equal terms with other ports for this important tonnage.

ICC Docket I&S 6074—Iron Ore, Eastern Ports to Midwest Points. Following publication of rates by the Pennsylvania Railroad aimed at placing the Port of Philadelphia on a parity with Baltimore for movements of import iron ore to western Pennsylvania, Ohio, and West Virginia, the New York Central and Erie Railroads cut their import iron ore rates to equalize rates at New York with those in effect at the competing ports. This action was followed by further rate cuts by the Baltimore and Philadelphia railroads. An ICC investigation resulted, and the Port Authority intervened in this proceeding to present evidence supporting rate equalization. In September, 1953, an ICC Examiner recommended equalization of iron ore rates at all North Atlantic Ports. Early in 1954, Division II of the ICC reversed the position of its own Examiner and approved equalized rates only for the Port of Philadelphia with Baltimore. The Port Authority and the New York railroads therefore petitioned the ICC for reopening, further hearing, and reconsideration of the Division II report. This petition resulted in new hearings before the ICC Examiner in November, 1954, at which time additional supporting evidence was placed before the Commission by the Port Authority, the New York railroads, and by certain New England railroads—which were also seeking equalized rates from the Port of Boston. The case now awaits the report of the ICC Examiner. Final action by the Commission is expected sometime in 1955.

ICC Docket I&S M-5080—Imported Cheese, Safeway Truck Lines. In October, 1953, the Port Authority filed testimony urging that Safeway Truck Lines, Inc., be permitted to reduce their motor carrier rate on imported cheese moving from the Port of New York to midwest points in order to meet rail competition from the Ports of New Orleans and Baltimore. The reduced rates were opposed by other motor carriers, and by the Philadelphia and Baltimore railroads and port interests. In May, 1954, the ICC handed down a decision disapproving the reduced motor carrier rates.

Docket W-388 (Sub 7) Waterman Steamship Corporation Extension. In October, 1953, the Port Authority submitted evidence and testimony in support of the application of the Arrow Line of the Waterman Steamship Corporation for revision of the line's certificate to permit it to operate vessels in the intercoastal trade eastbound from California ports to the Port of New York and other Atlantic ports north of Philadelphia. (Waterman was already certificated to operate westbound from the Port of New York to all Pacific coast ports but was limited eastbound to carrying cargo only from North Pacific coast ports to Atlantic ports north of Philadelphia.) In October, 1954, the ICC granted the extension sought by the Waterman Corporation.

ICC Docket 31014—Alabama Great Southern et al, vs. Seatrains Lines et al. In 1951, railroads located in the East and South filed a complaint with the ICC against a competitive service operated by Seatrains Lines, which carries railroad cars on ocean-going vessels between the Port of New York and ports in Louisiana, Texas, and Georgia. The railroads' complaint requested an investigation of relationships between all railroads and Seatrains. To protect this essential service at the Port of New York, the Port Authority was prepared to intervene and urge continuance of coastwise services in the movement of railroad cars on ocean vessels. In July, 1954, the complainant railroads withdrew the complaint, and in August, the ICC dismissed the proceeding. The action by the railroads and the establishment of joint Seatrains-railroad rates and routes assure the continuance of an efficient mode of transportation which will serve to improve and encourage coastwise service to and from the Port of New York.

ICC Docket W-543 (Sub 3)—Seatrains Lines Extension to Savannah, Georgia. In March, 1953, the Port Authority supported Seatrains Lines in its attempt to obtain a permanent certificate to permit it to operate coastwise service between Edgewater, New Jersey, and Savannah, Georgia. In April, 1954, the ICC approved Seatrains' operations and granted a permanent certificate for the service. As a result of requests by the railroads, the effective date of the certificate has been postponed since then. Action by the railroads has resulted in a reopening of the proceeding by the ICC to determine whether or not limitations should be imposed to restrict Seatrains to the handling of railroad cars and bulk liquids. Such limitations would preclude Seatrains from handling conventional break-bulk cargo. No action has as yet been taken by the ICC in determining the type of certificate under which Seatrains may operate on the Savannah run. Seatrains service is continuing to Savannah under a temporary certificate issued by the Commission in 1951.

ICC Docket DW-1033 (Sub 2)—States Marine Corporation, Lumber and Forest Products. In December, 1952, the Port Authority intervened in an ICC proceeding in support of an application by the States Marine Corporation to permit the company to haul lumber in the intercoastal trade eastbound from North Pacific coast ports to the Port of New York. In September, 1953, the ICC granted the certificate. The West Coast Transoceanic Steamship Company, which was also seeking intercoastal rights, and which was denied an intercoastal certificate by the ICC, filed a petition requesting reopening and reconsideration of the ICC action in the States Marine Corporation case. Late in December, 1953, the Commission reaffirmed its previous action and made effective the granting of a certificate to the States Marine Corporation.

ICC Docket I&S 5946—Cancellation Routing, Ocean Steamship Company of Savannah. In 1951, the Port Authority intervened before the ICC in opposition to a move by eastern and southern rail carriers to eliminate joint rail and water rates and routes with the Ocean Steamship Company of Savannah, a non-operating prewar coastwise carrier. This action was taken because elimination of these rates and routes would hamper resumption of the services of this line or of any other carrier which might take its place. In 1953, the ICC opposed cancellation, but ruled that the question could be raised again after a lapse of one year. During 1954, cancellation of all rates and routes with the exception of those for the Central of Georgia Railway were approved with the consent of the Ocean Steamship Company.

ICC Docket I&S 6240—Unloading Lumber, New York Harbor. In August, 1954, a number of New York railroads proposed imposition of unloading charges on lumber transferred from rail cars on the New Jersey side of the Port to lighters moving to points in Brooklyn, Queens, and Manhattan. The proposed charges were protested by the Port Authority, the Brooklyn Chamber of Commerce, and New York lumber interests on the grounds that the cost of unloading and delivery was included in the line-haul rates of the carriers, and that similar charges were not being applied on lumber movements at competing ports. The ICC suspended the proposed charges and ordered an investigation. Subsequently, the railroads cancelled the charges, thus barring a heavy increased expense and discrimination against lumber movements at the Port of New York.

ICC Docket I&S M-5998—Pickup and Delivery Charges, Piers in New York District. In May, 1954, the Eastern Central Motor Carriers Association filed tariffs providing for substantial increases in charges applicable for pickup and delivery services to and from steamship piers at the Port of New York. Because no similar charges were to be assessed at competing ports, the Port Authority filed a protest seeking suspension and investigation of the proposed charges on the grounds that the increases were not justifiable and would discriminate against the Port of New York. The proposed increases were suspended by the ICC, which ordered an investigation. Subsequently, the motor carrier association cancelled the proposed charges and the ICC dismissed the proceeding.

ICC Docket I&S M-5979—Rates on Dangerous Articles, New York Short-Haul Area. In May, 1954, motor carriers of the Middle Atlantic Conference filed tariffs proposing the imposition of extra charges over the line-haul rate on dangerous articles moving to or from locations in New York City. Because shippers and consignees on one side of the port were being unduly discriminated against, these charges were opposed by the Port Authority. The motor carriers contended that extra compensation was necessary because trucks carrying dangerous cargoes had to be routed circuitously as a result of Port Authority regulations prohibiting movement of such cargoes through the Holland and Lincoln Tunnels. As a result of numerous protests, the ICC suspended the charges and called for an investigation. The motor carriers, however, later requested that they be permitted to cancel the proposed charges, and the ICC dismissed the proceeding.

ICC Docket I&S M-6020—Special Charges for Truck Deliveries at Airports, New York City Area. The New England Motor Rate Bureau and the Eastern Motor Freight Conference, acting for motor carriers operating between the Port District and New England, published tariffs imposing special charges on the pickup and delivery of air cargo to and from Port District airports. These charges would have been in excess of the existing line-haul rates for these services. While the carriers contended that the proposed charges were justified because they had to perform a special expedited service in carrying airborne freight to and from Port District air terminals, the carriers did not guarantee under the new tariffs to provide a special expedited service. The Port Authority protested the proposed charges on the grounds that the charges would discriminate against a free flow of air carrier commerce. The ICC suspended the charges and called for an investigation, whereupon the motor carriers cancelled the charges and petitioned the ICC to allow the withdrawal of the tariffs.

ICC Docket MC-C1646—Class Rates Between Points in Middle Atlantic Territory. The Eastern Central Motor Carriers Association, in May, 1954, proposed publication of a tariff establishing new class rates on shipments between the Midwest and the Port District. The proposed rates were based on a uniform level of railroad class rates which are applicable to domestic rail freight. However, the tariffs proposed by the motor carriers incorporated extra charges for the New York area in addition to the line-haul rates, while no such extra charges were proposed for competing ports. Moreover, no such extra charges were included in the uniform level of railroad class rates upon which the motor carriers had based their tariffs. Because the proposed charges were discriminatory to the Port of New York, the Port Authority and other commercial interests protested them. As a result of the protests, the ICC agreed to investigate the proposed rate revisions but declined to suspend the tariffs. Hearings on this proceeding are scheduled early in 1955.

ICC Docket MC-C1683—Class Rates Between Central Territory of the East. In September, 1954, the Eastern Central Motor Carriers Association proposed revised class rates to reflect an all-rail uniform rate level which had been in effect for some time. In addition to increases in the line-haul rates, the motor carriers proposed to charge extra for pickup and delivery of freight at steamship piers at the Port of New York, despite the fact that no similar rail charges are made on carload freight under the uniform class rate level. The proposed increases were protested before the ICC by the Port Authority and other commercial interests, and the ICC announced that it would investigate the charges but would not suspend the proposed tariffs. Hearings on this matter will be held before the ICC early in 1955.

ICC Docket MC-F5647—McLean Trucking Company, Merger with S. C. Loveland Company. The McLean Trucking Company, which operates between South and North Atlantic seaboard states, applied to the ICC for authority to purchase the operating rights and routes of the S. C. Loveland Company, Inc., a water common carrier. The McLean Company intends to use the operating rights to inaugurate a new coastwise water service between Wilmington, North Carolina, and the Port of New York. The proposed service would involve the movement

of truck trailers on ocean-going vessels of special design. In line with Port Authority policy to encourage coastwise service, the Port Authority intervened in support of the McLean application and presented evidence and testimony on the need for a coastal service of the type proposed. ICC action on this matter is pending.

Garment Area Arbitrations, Eastern Central Motor Carriers. The Eastern Central Motor Carriers Association, in June, 1954, published tariffs which would have imposed charges in addition to the line-haul rates on freight picked up or delivered in the garment district of Manhattan Island. The Port Authority filed a protest with the ICC opposing the charges on the ground that they penalized merchants in a specialized segment of the Port District. Following the Port Authority protest, the motor carriers postponed the effective date of the proposed charges before the Commission was able to act. Subsequently, the carriers cancelled the proposed charges.

Port Authority Participation in Proceedings Before the Civil Aeronautics Board

DURING 1954, the Port Authority met its statutory obligation by participating in a number of cases before the Civil Aeronautics Board in order to further the improvement of air service to and from the Port District. The status of the most important of these cases, at the year's end, was as follows:

Trans-Atlantic Cargo Case. The Port Authority has urged certification of one or more U.S.-flag all-cargo air carriers to operate between the United States and Europe/Middle East. All procedural phases of the proceeding have now been completed.

New York-Balboa Through Service Proceeding. The Port Authority has urged authorization of competitive, through (single-plane) service between the Port District and the west and southeast coasts of South America by means of equipment interchange at Miami. All procedural phases of the proceeding have now been completed.

United Restriction Case. The Port Authority has urged that United Air Lines be authorized to operate non-stop between the Pacific Northwest and Chicago and the Port District, but requested that the grant be made concurrently with an authorization of Northwest Airlines to serve Chicago on its transcontinental flights between the Port District and the Pacific Northwest. The CAB concurred with the Port Authority's position that

these issues should be determined concurrently, and deferred its decision on United's application pending concurrent decision on Northwest's application, which is being considered in the New York-Chicago Service Case.

New York-Chicago Service Case. The Port Authority has requested authorization of Northwest Airlines to serve Chicago on its transcontinental flights between the Port District and the Pacific Northwest, and to inaugurate competitive service between the Port District and Buffalo, and competitive turn-around service between the Port District and Pittsburgh. An initial decision by the Examiner is awaited.

South Atlantic Renewal Case. The Port Authority urged renewal of Pan American's authority to operate between the Port District and the major traffic points in the western and southern portions of Africa. Such renewal has been authorized by the Board and approved by the President.

Additional Southwest-Northeast Service Case. The Port Authority has urged approval of effective competitive air service between the Port District and the six southern and southwestern major air traffic centers of Atlanta, Memphis, New Orleans, Houston, Dallas/Fort Worth, and San Antonio. Hearings in the case have been concluded and briefs to the Examiner are presently scheduled to be filed on April 15, 1955.

Air Freight Certificate Renewal Case. The Port Authority has urged temporary renewal of the presently authorized all-cargo air carrier routes between the Port District and virtually all major and medium-sized traffic points in the United States to continue competition with the domestic combination (passenger, mail, and cargo) carriers. Hearings in the case are continuing.

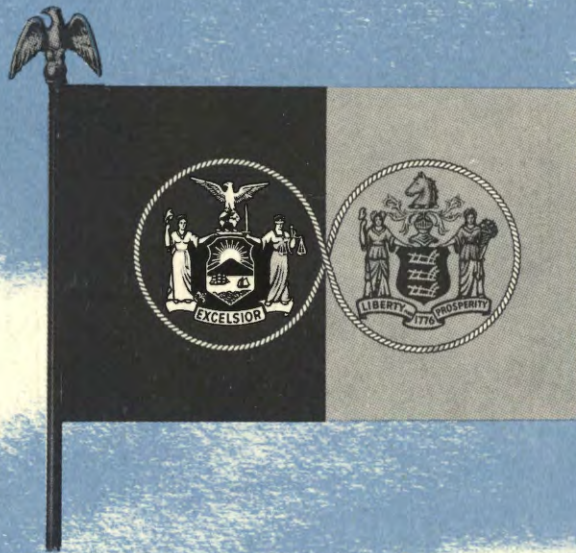
New York-Mexico City Non-Stop Service Case. The Port Authority has urged authorization of U.S.-flag non-stop air service between the Port District and Mexico City. An initial decision by the Examiner is awaited.

Denver Service Case. The Port Authority has urged authorization of competitive service between the Port District and Denver and Kansas City, and authorization of non-stop and one-stop service via Chicago between the Port District and San Francisco by a third transcontinental carrier. An initial decision by the Examiner is awaited.

In addition to participating in these and other route certificate cases, the Port Authority has continuously studied the question of air passenger and cargo rates and, when necessary, has taken appropriate action in order to prevent the filing of air rates which would discriminate against the Port District.

The new flag of the Port Authority is featured on the back cover. The flag bears the seals of the State of New York on "Colonial Blue," and of the State of New Jersey on "Colonial Buff," united by a continuous hawser signifying the bi-State nature of our organization.

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