

THE PORT OF NEW YORK AUTHORITY

# 1955 ANNUAL REPORT

# 1955 A YEAR OF CHALLENGE ...



The front cover picture shows how the Brooklyn-Port Authority Piers will look on completion of the Port Authority's development program.

# ANNUAL REPORT

## THE PORT OF NEW YORK AUTHORITY

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

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

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

### COMMISSIONERS

#### NEW JERSEY

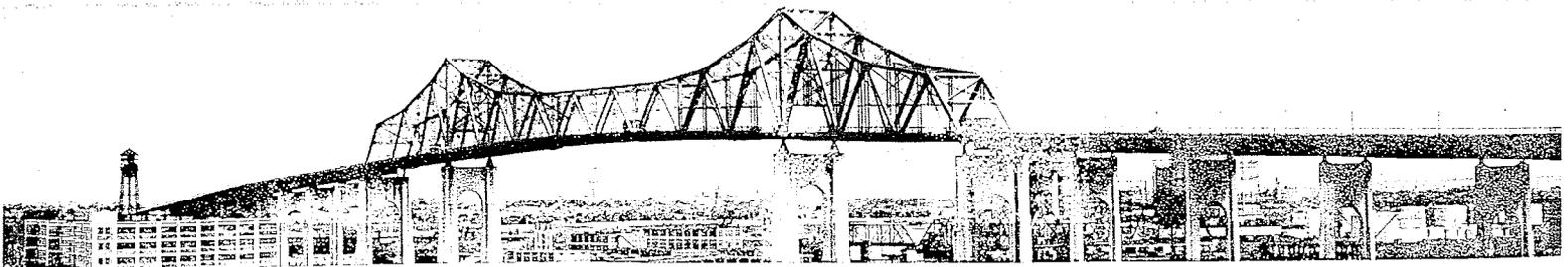
Donald V. Lowe, Chairman  
Horace K. Corbin  
Jess Harrison Davis  
Dow H. Drukker, Jr.  
James C. Kellogg, III  
Thorn Lord

#### NEW YORK

Howard S. Cullman, Hon. Chairman  
Eugene F. Moran, Vice-Chairman  
S. Sloan Colt  
Charles S. Hamilton, Jr.  
Chas. H. Sells  
N. Baxter Jackson

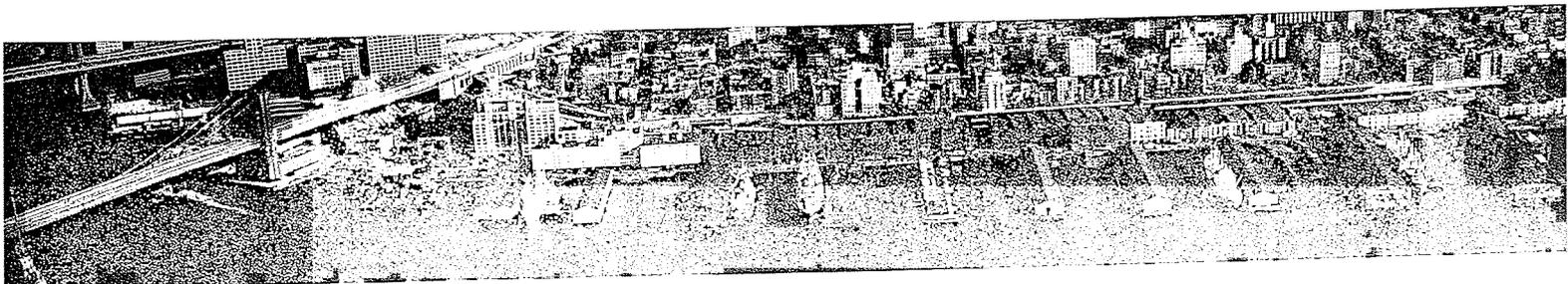


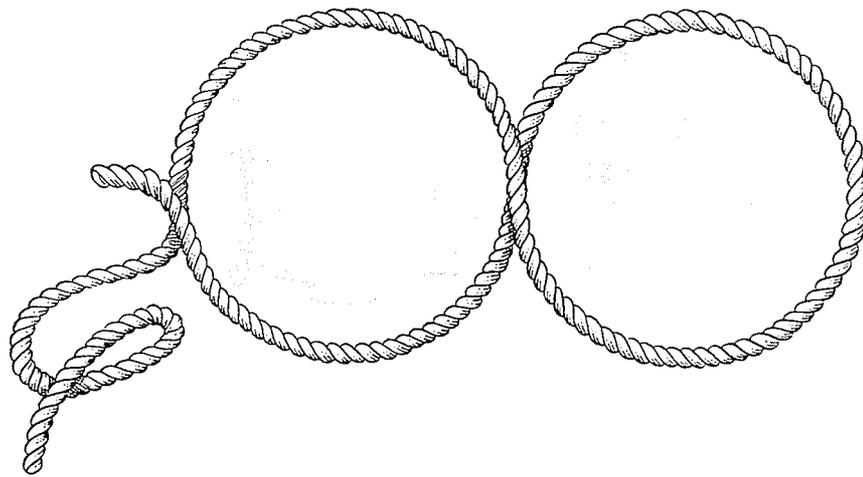
**HONORABLE ROBERT B. MEYNER**  
**GOVERNOR OF THE STATE OF NEW JERSEY**



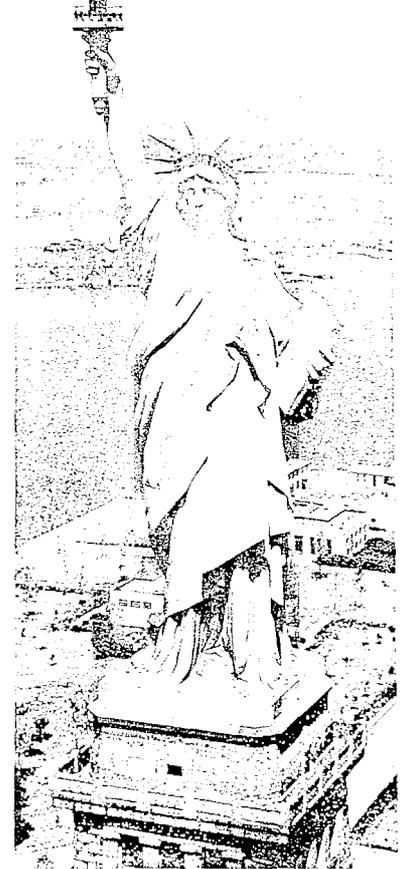


**HONORABLE AVERELL HARRIMAN  
GOVERNOR OF THE STATE OF NEW YORK**





## THE STORY OF THE PORT AUTHORITY



The Port of New York Authority came into being nearly thirty-five years ago when New Jersey and New York entered into a Compact, with the consent of Congress, by which the States solemnly pledged “each to the other, faithful cooperation in the future 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.”*

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

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

According to the Compact:

*“The port authority shall constitute a body both corporate and politic with full power and authority . . .*

*“ . . . to purchase, construct, lease and/or operate any terminal or transportation facility within said [port] district; and to make charges for the use thereof;*

*“ . . . and for any of such purposes to own, hold, lease and/or operate real or personal property, to borrow money and secure the same by bonds or by mortgages upon any property held or to be held by it.”*

The agency was also authorized to . . .

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

And to . . .

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

### **A Continuing Responsibility**

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

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

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

### **A Self-Supporting Agency**

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

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

And the Comprehensive Plan vested the Port Authority with:

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

### **Port Authority Activities**

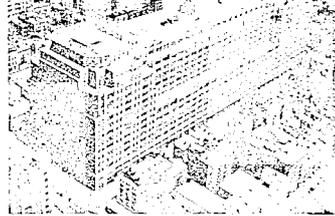
The Comprehensive Plan for the Development of the Port of New York, adopted by the two States under and pursuant to the Compact, directed the Port Authority to proceed with the development of the Port *“as rapidly as may be economically practicable.”*

Today, the Port Authority operates seventeen terminal and transportation facilities. These comprise six interstate bridges and tunnels, four airports, three marine terminals, an inland less-than-carload rail freight station, and a union bus terminal. The Authority is also planning to develop two additional marine terminals. Plans for purchase by the Authority of the two-mile-long Brooklyn waterfront facilities of the New York Dock Company were announced in 1955, as were plans for development by the Authority of a new port at Elizabeth, New Jersey.

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



BAYONNE BRIDGE



PORT AUTHORITY BUILDING



NEWARK UNION MOTOR TRUCK  
TERMINAL



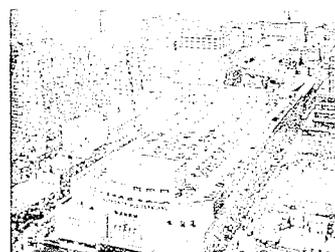
## THIRTY-FIVE YEARS OF ACHIEVEMENT

- 1921 Creation of the Port Authority by the Port Compact, April 30, 1921
- 1922 Comprehensive Plan for the development of the Port District — Adopted July 1, 1922
- 1928 Goethals Bridge — Opened June 29, 1928  
Outerbridge Crossing — Opened June 29, 1928
- 1930 Holland Tunnel — Acquired by the Port Authority April 21, 1930
- 1931 George Washington Bridge — Opened October 25, 1931  
Bayonne Bridge — Opened November 15, 1931
- 1933 Port Authority Building — Dedicated February 25, 1933
- 1937 Lincoln Tunnel — South Tube — Opened December 22, 1937
- 1944 Port Authority Grain Terminal — Acquired May 1, 1944
- 1945 Lincoln Tunnel — North Tube — Opened February 1, 1945  
Chicago Trade Promotion Office — Opened October 1, 1945
- 1947 La Guardia Airport — Leased to Port Authority June 1, 1947  
New York International Airport (at that time uncompleted) — Leased to Port Authority June 1, 1947
- 1948 Newark Airport — Leased to Port Authority March 22, 1948  
Port Newark — Leased to Port Authority March 22, 1948  
New York International Airport — Opened July 1, 1948  
Washington Trade Promotion Office — Opened September 1, 1948  
Cleveland Trade Promotion Office — Opened November 1, 1948

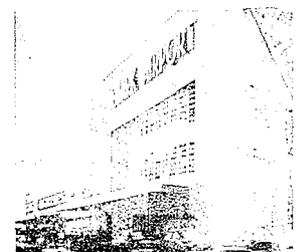
BROOKLYN-PORT AUTHORITY PIERS



PORT AUTHORITY BUS TERMINAL



NEWARK AIRPORT





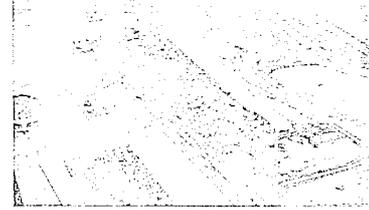
GEORGE WASHINGTON BRIDGE



OUTERBRIDGE CROSSING



HOBOKEN-PORT AUTHORITY PIERS



NEW YORK INTERNATIONAL AIRPORT

Teterboro Airport — Acquired April 2, 1949  
New York Union Motor Truck Terminal—Opened November 1, 1949

Newark Union Motor Truck Terminal — Completed and ready  
for use July 12, 1950  
Port Authority Bus Terminal — Opened December 15, 1950

Latin-American Trade Promotion Office — Opened December  
21, 1951

Hoboken-Port Authority Piers — Leased to Port Authority  
September 24, 1952

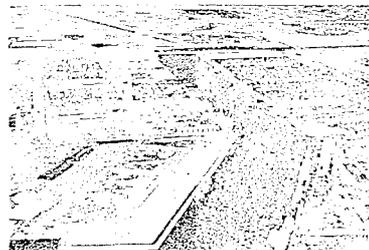
Arterial Program — The recommended program includes construction  
by the Port Authority of a Narrows Bridge and a second  
deck to the George Washington Bridge; and by the Triborough  
Authority of a new bridge between Queens and The Bronx.  
Announced January 17, 1955

Eastern Trade Promotion Office — Opened June 22, 1955  
Brooklyn-Port Authority Piers — Purchase by the Port Authority  
of the two-mile stretch of the Brooklyn waterfront, formerly  
owned by the New York Dock Company, announced June 29,  
1955

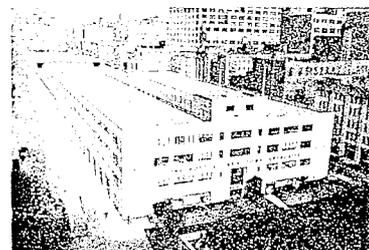
Lincoln Tunnel Parking Area — Opened, and connecting bus  
service to Manhattan inaugurated, November 1, 1955

Elizabeth-Port Authority Piers — Plans for the development of a  
seaport at Elizabeth, New Jersey, announced December 2, 1955

Throughout the entire thirty-five year period, the Port Authority, in cooperation  
with many public agencies and private port interests, has participated in proceedings  
before regulatory bodies to assure reasonable transportation rates and routes for  
the Port of New York; has attracted commerce to the Port through its commerce  
promotion program; and has conducted studies and made recommendations for im-  
proving the transportation facilities and methods of handling commerce at the Port.



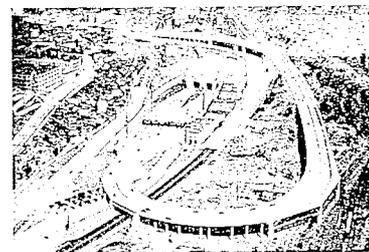
PORT NEWARK



NEW YORK UNION MOTOR TRUCK  
TERMINAL

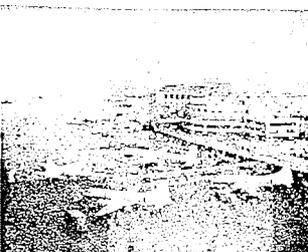


PORT AUTHORITY GRAIN TERMINAL



LINCOLN TUNNEL

LA GUARDIA AIRPORT



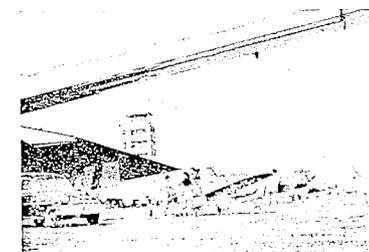
HOLLAND TUNNEL

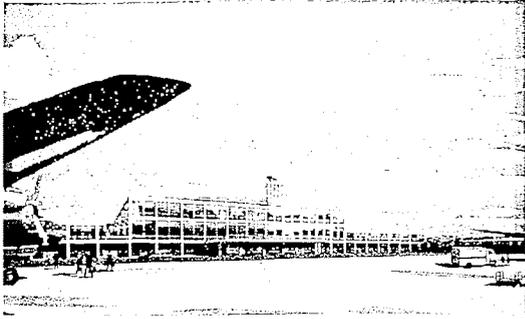


GOETHALS BRIDGE



TETERBORO AIRPORT





## MARINE TERMINALS

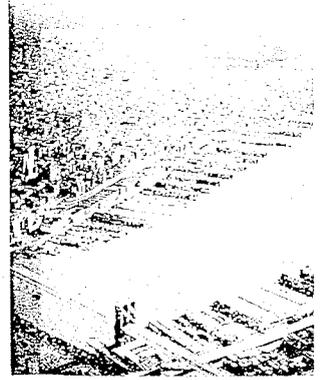
Brooklyn-Port Authority Piers — greatest waterfront development program in Port's history—announced.

Elizabeth-Port Authority Piers — general plan for development of new seaport at Elizabeth, N. J.,—announced.

New \$9,300,000 terminal to be constructed at Port Newark.

Record 1,044,610 tons of cargo handled at Port Authority's marine facilities.

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## AIRPORTS

Record traffic at P.A. airports totaled 10,852,914 passengers, 302,363,500 pounds of air cargo, 86,456,300 pounds of air mail, and 671,739 aircraft movements.

\$60,000,000 passenger terminal area under construction at N. Y. International, and extensive building program in high gear.

Major improvement program completed at Teterboro.

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# A YEAR OF CHALLENGE...

## TUNNELS AND BRIDGES

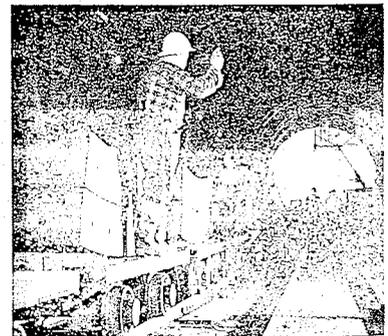
Automotive traffic at P.A. crossings totaled 85,634,000 vehicles, a new record.

Third Tube construction over two-thirds completed.

Lincoln Tunnel Parking Lot opened.

Roadway improvement program launched at Staten Island Bridges.

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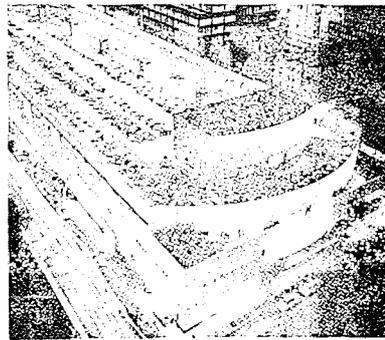




## ARTERIAL FACILITIES PROGRAM

Three new bridge projects proposed and arterial connecting highways recommended by Port Authority and Triborough Authority to enable traffic to bypass midtown Manhattan.

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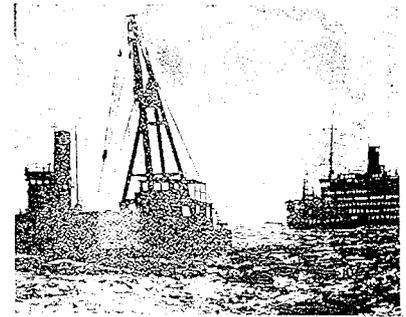


## TERMINALS

Record 44,200,000 passengers accommodated at Port Authority Bus Terminal. New high of 245,764 tons of freight handled at N. Y. Union Motor Truck Terminal.

Newark Union Motor Truck Terminal vacated by U.S. Air Force and readied for inauguration of commercial trucking operations.

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## PORT DEVELOPMENT

Waterway improvements — deepening of six and one-half mile center stretch of Arthur Kill and replacement of B&O swing bridge, progressed by Congressional appropriations.

Eastern Trade Promotion Office opens in downtown Manhattan — the fifth such regional office operated by Port Authority to attract commerce to the Harbor.

Comprehensive survey of interstate rapid transit needs undertaken by Metropolitan Rapid Transit Commission with Port Authority financial assistance.

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# THE PORT OF NEW YORK AUTHORITY

## OUR STAFF

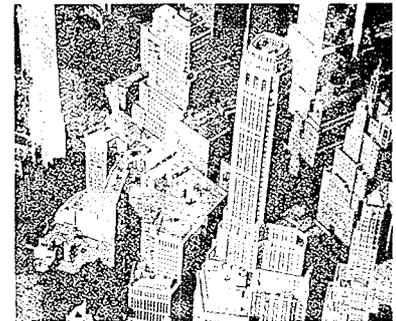
Medals awarded to fourteen staff members for deeds or service of exceptional merit.

Salary adjustment increased salaries of staff members earning less than \$9,984 by average of 3.8 per cent.

1,889 employees helped themselves improve on-the-job performance or prepare for advancement through training programs.

Suggestion system won gold plaque for achieving highest rate of participation among government agencies.

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## ADMINISTRATION

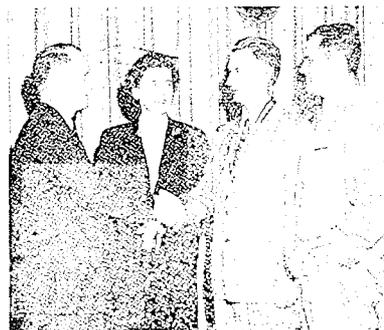
Donald V. Lowe elected Chairman of Port of New York Authority.

Howard S. Cullman elected to the newly created post of Honorary Chairman.

Eugene F. Moran elected Vice-Chairman of the Authority.

Safety award presented to Port Authority by National Safety Council for second year in row.

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## FINANCIAL

Facility investments totaled \$579,054,157. Gross operating revenues up 7 per cent to \$68,615,184.

Net operating revenues amounted to \$38,118,188, an 11.3 per cent increase.

\$6,736,968 available for reserves after deduction of debt service.

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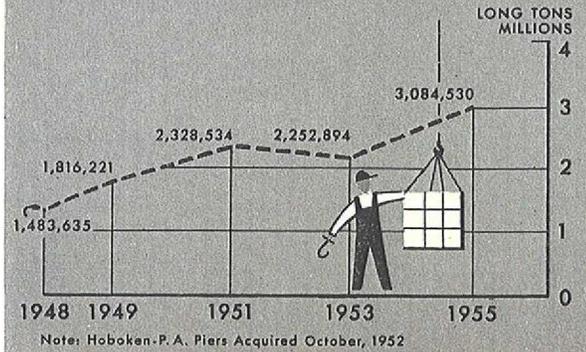
# MARINE TERMINALS

## The Port Authority Meets A Major Challenge in Waterfront Development

In 1955, the Port Authority opened a new chapter in the history of the Port by announcing plans for an \$85,000,000 self-supporting harbor redevelopment program along a two-mile stretch of the Brooklyn waterfront. The improvement of this, one of the most important port areas in the world, has been made possible by the agency's \$13,961,000 purchase of the waterfront properties of the New York Dock Company. These properties, now called the Brooklyn-Port Authority Piers, extend southward from a point near the Brooklyn Bridge and include the Atlantic Basin.

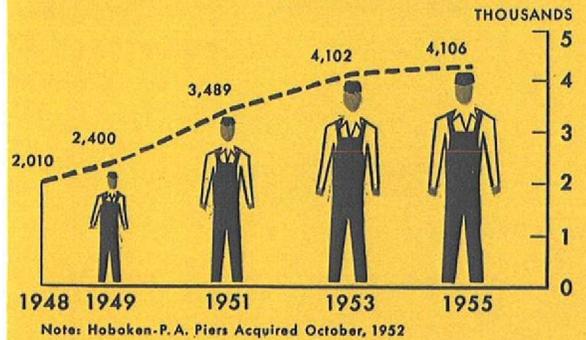
The transfer of this section of the Brooklyn waterfront is an important step in the fulfillment of the basic objectives of the two States as set forth in their Port Compact which created the Port Authority. The

**TONNAGES**  
(Exclusive of Military Cargoes)

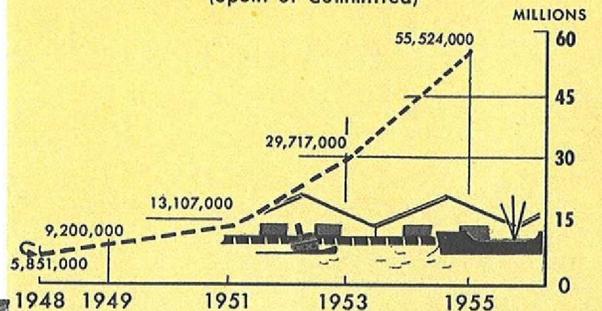


**EMPLOYMENT**

(Longshoremen, Clerks, Checkers, P. A. Employees, etc.)



**CUMULATIVE PORT AUTHORITY INVESTMENT**  
(Spent or Committed)



Authority's Brooklyn waterfront reconstruction program will attract business to and improve the handling of shipments through the entire Port. This program is in accordance with the belief of the two States, as expressed in the 1921 Compact, that: "the future development of . . . 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 . . ." and that "such result can best be accomplished through the cooperation of the two states by and through a joint or common agency"—The Port of New York Authority.

In a statement on the Brooklyn-Port Authority Piers development program, Governor Averell Hariman of New York declared:

"This is one of a series of steps that will help to reestablish the pre-eminence of the Port of New York. Together, State government working with the Port Authority and officials of the City of New York will be able to strengthen the port's competitive position, thereby increasing the well-being of the hundreds of thousands who rely upon it for their livelihood."

The property purchased by the Port Authority includes twenty-three shedded piers, three open piers, and one marginal wharf, possessing a total of forty-

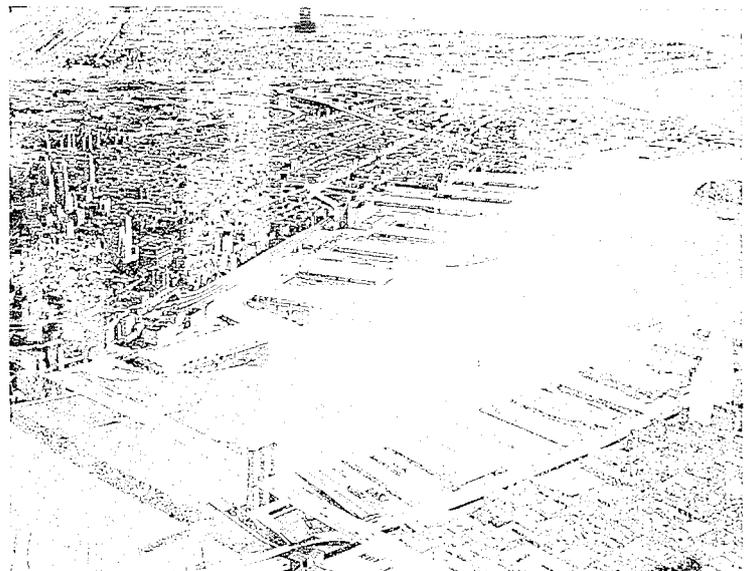
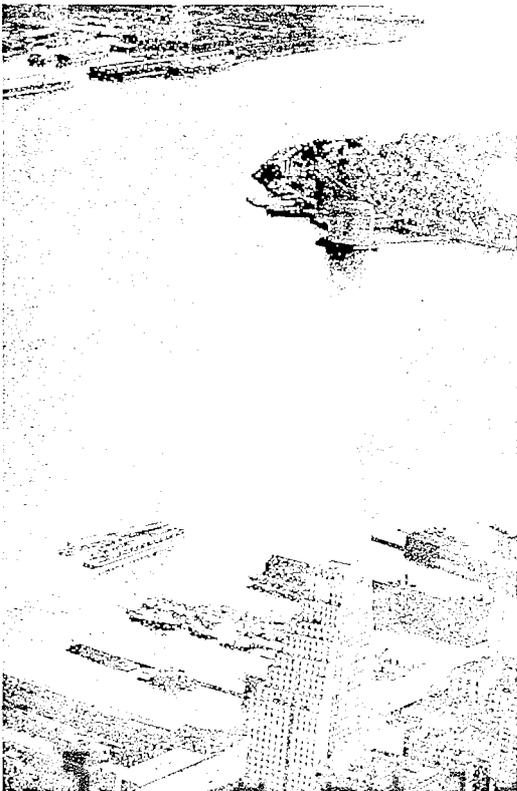
four berths. The piers, which range in age from thirty-six to sixty-five years, are chiefly the narrow outmoded type, which do not permit efficient cargo handling and trucking operations in the light of today's requirements. About fifty acres of upland area and warehouse space are also included in the purchase. The marine facility presently serves twenty-five steamship lines, and comprises an eighth of the deep-water general cargo piers in the Port District.

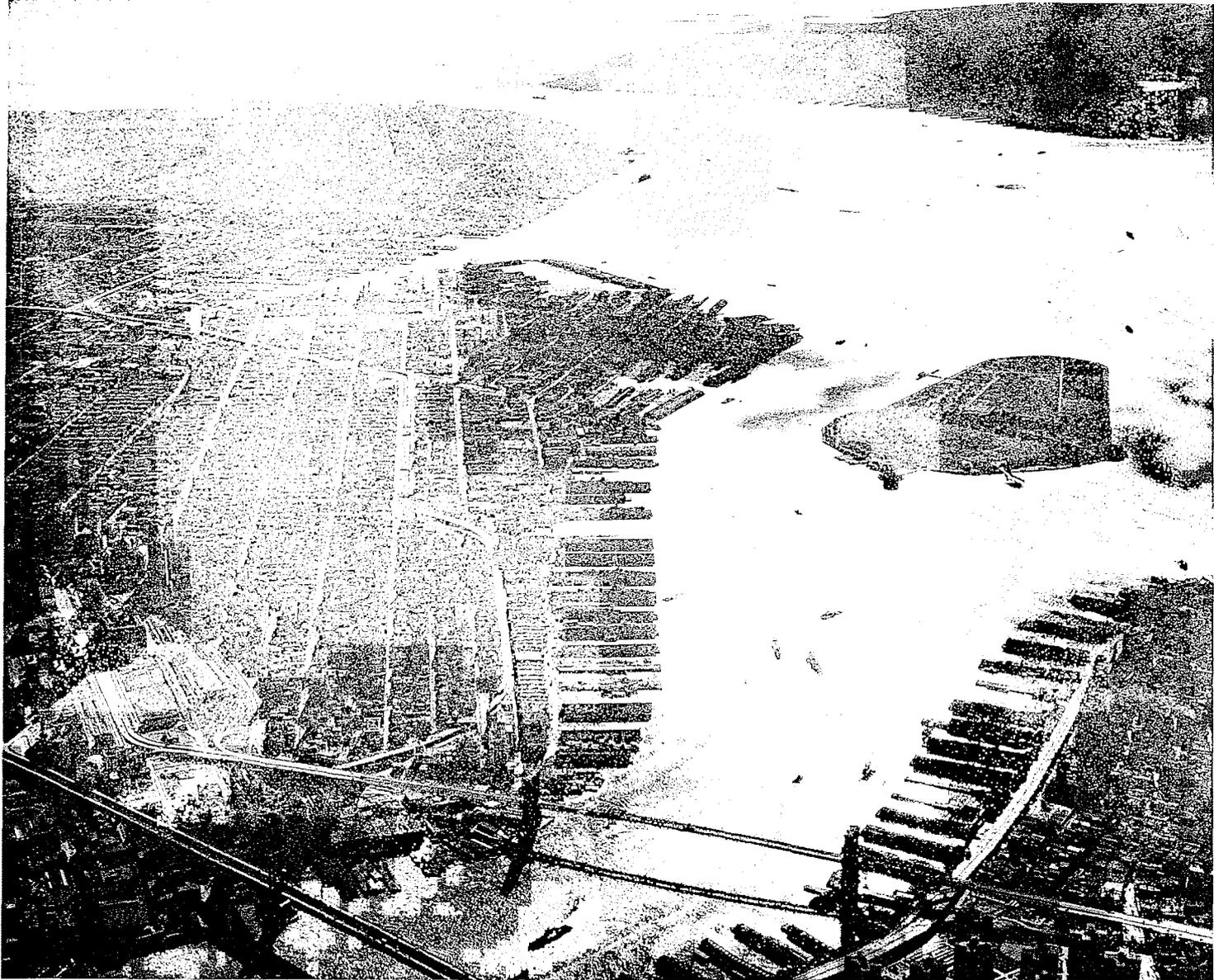
The New York Dock Company will retain certain buildings, including the Trade Facilities Building, and various of its other industrial structures. The New York Dock Railway, under private ownership, will continue to provide all-rail freight service for the terminal and the surrounding Brooklyn area.

#### **AN \$85,000,000 INVESTMENT IN THE PORT'S FUTURE**

In a seven-year redevelopment program, the Port Authority plans to invest some \$70,000,000 in addition to the purchase costs of the property, to replace the obsolete pier and terminal facilities of this premier area of the Port with marine terminals whose fundamental design will permit savings to steamship companies, estimated at \$5,000,000 annually. These new terminals will permit highly efficient cargo handling and thus will also provide substantial operating economies to shippers.

At left are the New York Dock Company properties as they look today. Below is the same stretch of Brooklyn waterfront at the completion of the Authority's \$85,000,000 redevelopment program.



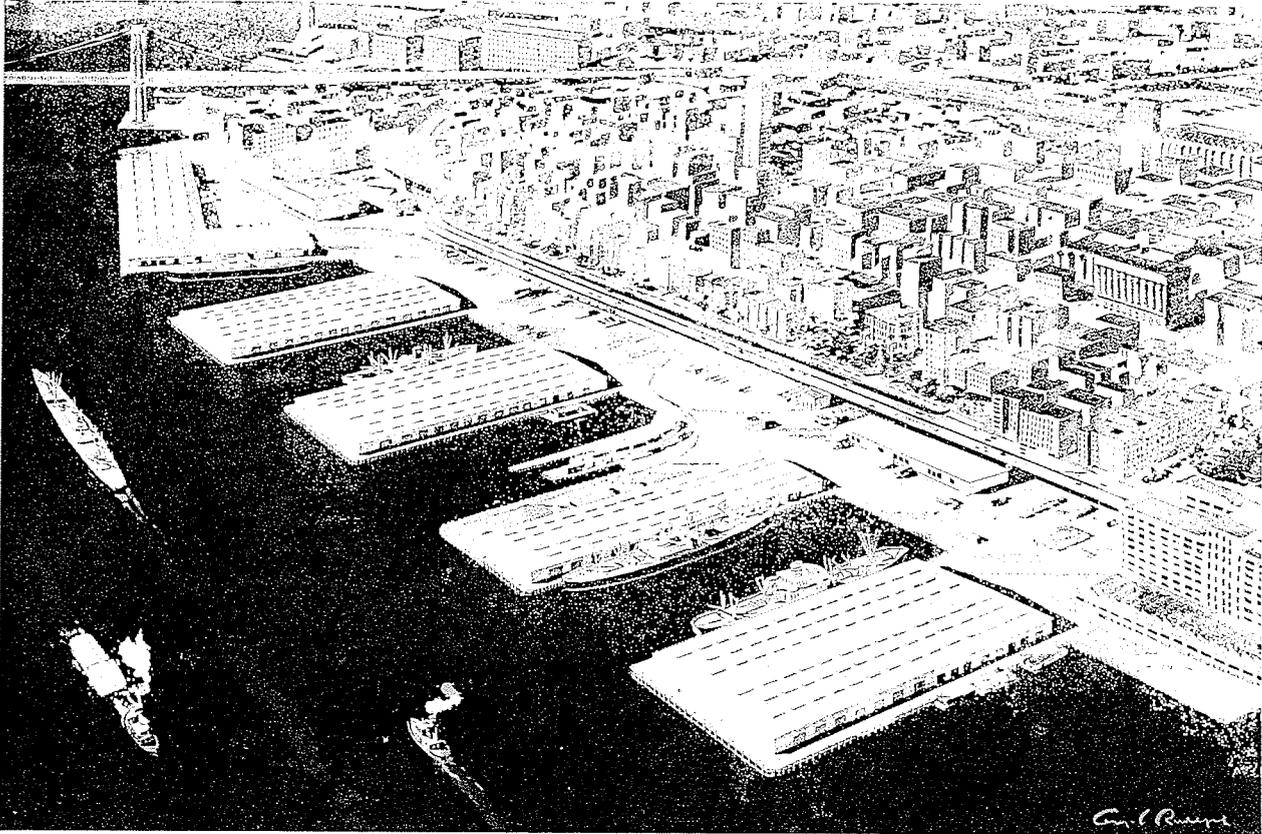


Stretching two miles along the Brooklyn shore, from the Brooklyn Bridge to the East River's mouth, the Brooklyn-Port Authority Piers lie at the heart of the Port.

The Port Authority's present program calls for replacement of twenty-six of the existing obsolete installations with ten new spacious shedded piers. The program also includes rehabilitation of one existing pier and improvement of fifty acres of upland area. Under this program, the forty-four berths now available will be replaced with twenty-five berths providing much greater wharf, shedded, and upland areas. To expedite docking and departure of vessels, these berths will provide an additional hundred feet of slip space between piers. It is planned that this, the greatest marine terminal development program in the history of the Harbor, will be accomplished with only a minimum interruption to present operations.

The new development will furnish about 2,000,000 square feet of shedded pier area, or about one-third more than the 1,500,000 square feet of such space now available. Each of the new piers will be provided with 90,000 square feet of shedded space per berth, with twenty-foot-wide loading aprons, and with extensive truck service areas. All of the new piers will be twelve feet above mean high tide—from two to two and one-half feet higher than most piers in the Harbor. Thus, the new piers will provide greater protection to cargoes from the excessively high tides that usually accompany high winds.

It is expected that the program will get underway on July 1, 1956, with construction of Pier 11, a



This artist's rendering shows the northern half of the Brooklyn-Port Authority Piers when modern steel and concrete structures will have replaced outmoded piers. Pier 1, the L-shaped structure immediately south of the Brooklyn Bridge, will provide two berths along its river frontage and a third berth on its south side.

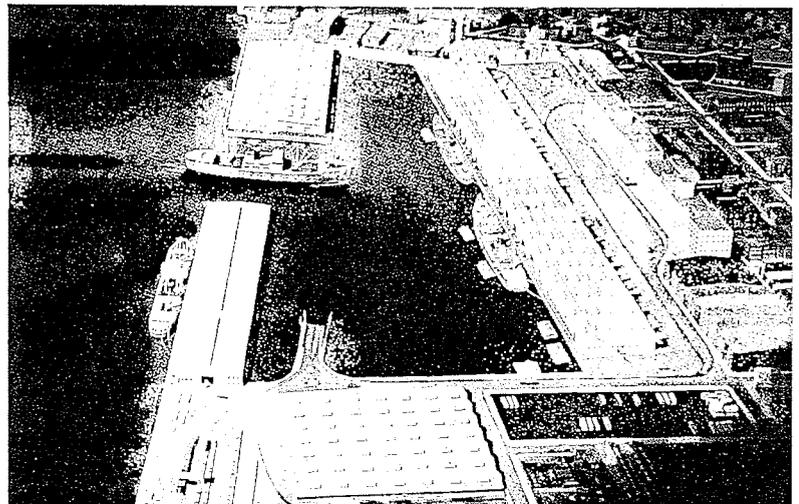
\$7,000,000 three-berth quay, in the Atlantic Basin area. To be one of the most efficient harbor installations in the world, the new quay will be 2,000 feet long by 270 feet wide, with an 1,800-foot-long by 150-foot-wide shedded area. Pier 11 will be provided with a twenty-foot-wide apron at shipside and a sixteen-foot-wide loading platform capable of accommodating 144 trucks.

Under present plans, eight of the ten new piers will be of the finger type, patterned after the wide, modern one-level piers developed by the Port Authority at the Hoboken-Port Authority Piers. The highly satisfactory operation of new Pier C at Hoboken and of the Port Authority-built piers at Port

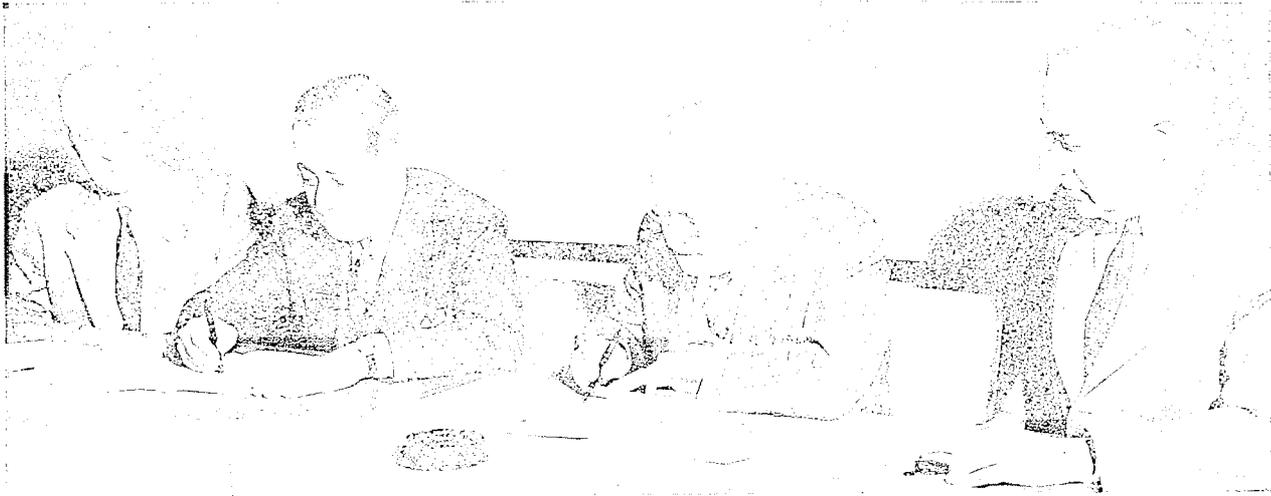
Newark proves that large cargo terminals on one level, adjacent to shipping berths, increase efficiency of freight handling, speed up ship turnaround, and permit prompt loading and discharge of trucks. The resulting savings more than compensate for the added costs for space.

The fifty-acre upland area, now occupied in part

A close-up of reconstructed Atlantic Basin in southern area of Brooklyn-Port Authority Piers shows modern quays and warehouses. Seven ship berths will be provided in this area, including three at Pier 11 on the Basin's eastern side. This pier will be the first built under the Port Authority's development program.







The Port Authority's Vice-Chairman, Eugene F. Moran, (second right) and Howard A. Flanigan, Chairman of the Board of the New York Dock Company, sign the agreement for purchase by the Port Authority of the Brooklyn waterfront properties of the New York Dock Company in presence of Port Authority Executive Director Austin J. Tobin (right) and President Clifford E. Hicks of the New York Dock Company. This waterfront is one of the world's most important port areas.

by obsolete Civil War era multi-story warehouses, will be cleared. Warehousing operations will be consolidated into three single-story structures, providing 250,000 square feet of efficient storage space. The upland area will also contain forty-five acres of paved area to accommodate cargoes and handle the 3,000 trucks a day which are expected to comprise the piers' cargo traffic. This spacious truck-handling area will help relieve the adjacent Brooklyn streets of congestion, just as the new Port Authority development in Hoboken is relieving traffic tie-ups on streets adjacent to the waterfront of that city. The more efficient truck operations will also reduce the cost of freight trucking and will eliminate truck interference with ship loading, unloading, and other phases of cargo handling.

#### **PAYMENTS TO BE MADE TO CITY IN LIEU OF TAXES**

The Authority will make annual payments to the City of New York to save the City harmless from loss of taxes on the property. The agency is authorized by statutes adopted in New York and New Jersey in 1931 to make such voluntary payments in a

fair and reasonable amount, not in excess of the sum last paid as taxes upon marine or inland terminal property prior to acquisition by the Port Authority. The Authority has advised the City that it will pay the City the maximum amount permitted by the statutes.

#### **Elizabeth Waterfront Development Program Announced**

On January 12, 1956, the Port Authority adopted a general plan for the creation of a new marine terminal facility on Newark Bay along the shoreline of the City of Elizabeth. To be called the Elizabeth-Port Authority Piers, the new harbor facility will be located immediately south of Bound Creek, which marks the boundary between Elizabeth and Newark. The new marine terminal will be developed on a site comprising about 450 acres of unused marshy tideland, 185 acres of underwater area in Newark Bay, and five acres of underwater area in Bound Creek. In 1956, the Port Authority will proceed to acquire the necessary property for development of the new facility.

The original announcement of the Port Authority proposal to develop the new port was made on Decem-

ber 2, 1955, by Governor Robert B. Meyner of New Jersey at a press conference attended by members of the Port Authority's Board of Commissioners. This announcement followed a study by the Port Authority, which had been requested by Governor Meyner, of the need for additional marine terminal facilities in the Newark Bay area of the Port of New York.

In accordance with the Port Authority's general plan, the new marine facility will ultimately be provided with a mile-long channel. The facility's upland area will provide structures and open areas to accommodate in-transit cargoes, and installations for cargo distributors. Rail connections can readily be constructed. In the interest of sound financing, the channel and port facilities will be built gradually as the demand requires.

In announcing the Elizabeth waterfront development program, Governor Meyner declared:

"... We are going to turn this unused marshland into one of the most important port areas in the world. . . . Its economic benefits to the people of our own State and the entire Port District will grow as time goes on. I am sure it will attract new industries that will be eager to use its efficient, convenient services."

### **Port Authority Marine Terminals Handle Record General Cargo**

Peak activity at the three marine terminals operated by the Port Authority in 1955—the Hoboken-Port Authority Piers and Port Newark in New Jersey, and the Grain Terminal with its adjoining Columbia Street Pier in Brooklyn—continued to prove that up-to-date, efficient marine terminals will attract shippers and steamship lines and will contribute substantially to the development of commerce at the Harbor. In 1955, our marine terminals, which are under the supervision of A. Lyle King, handled 1,044,610 tons of general cargo, a net gain of 170,363 tons over last year's cargo totals.

During the year, these harbor facilities accommodated 49 per cent of the lumber, 48 per cent of the cork, 81 per cent of the woodpulp, and 29 per cent of the export grain moving through the New Jersey-

New York Port. Cargo carried by the 935 vessels that used the facilities was valued at \$569,000,000.

In the less than eleven years during which it has operated marine terminals, the Port Authority has invested nearly \$41,000,000 in new construction and rehabilitation at the Grain Terminal, Port Newark, and the Hoboken-Port Authority Piers. During 1955, the Authority also committed \$14,696,000, which principally covers purchase costs of the properties comprising the Brooklyn-Port Authority Piers. Budgeted expenditures for marine terminal improvements, including an estimated \$7,800,000 for development of the new Brooklyn-Port Authority Piers, amount to \$22,433,000 for 1956.

### **Hoboken-Port Authority Piers Do Thriving Business**

Contributing substantially to the excellent business experienced by the Port Authority's marine terminals, was the fine performance, during the first ten months of its existence, of new Pier C at the Hoboken-Port Authority Piers. The American Export Lines, which moved a portion of its operations to Hoboken when Pier C was completed on March 1, 1955, has indicated that loading and unloading operations at the new pier are 25 per cent more efficient than operations at the piers it previously occupied. Contributing to this efficiency are reduced ship turnaround time and increased effectiveness of manpower and machinery in cargo handling.

During the ten-month period, 105 vessels handled 219,867 long tons of general cargo at Pier C. This is a 16 per cent increase over 1954's tonnage totals at the three old piers combined. Pier C's wide aprons, ample shed space, and numerous large cargo doors, which permit the speedy handling of cargo, are responsible for this fine performance.

Not only is the steamship line effecting substantial economies, but shippers making truck deliveries and pickups at Pier C are also realizing savings. These savings stem from the fact that the pier is provided with a spacious paved upland area and with wide truck lanes within the pier shed which virtually eliminate truck waiting time.

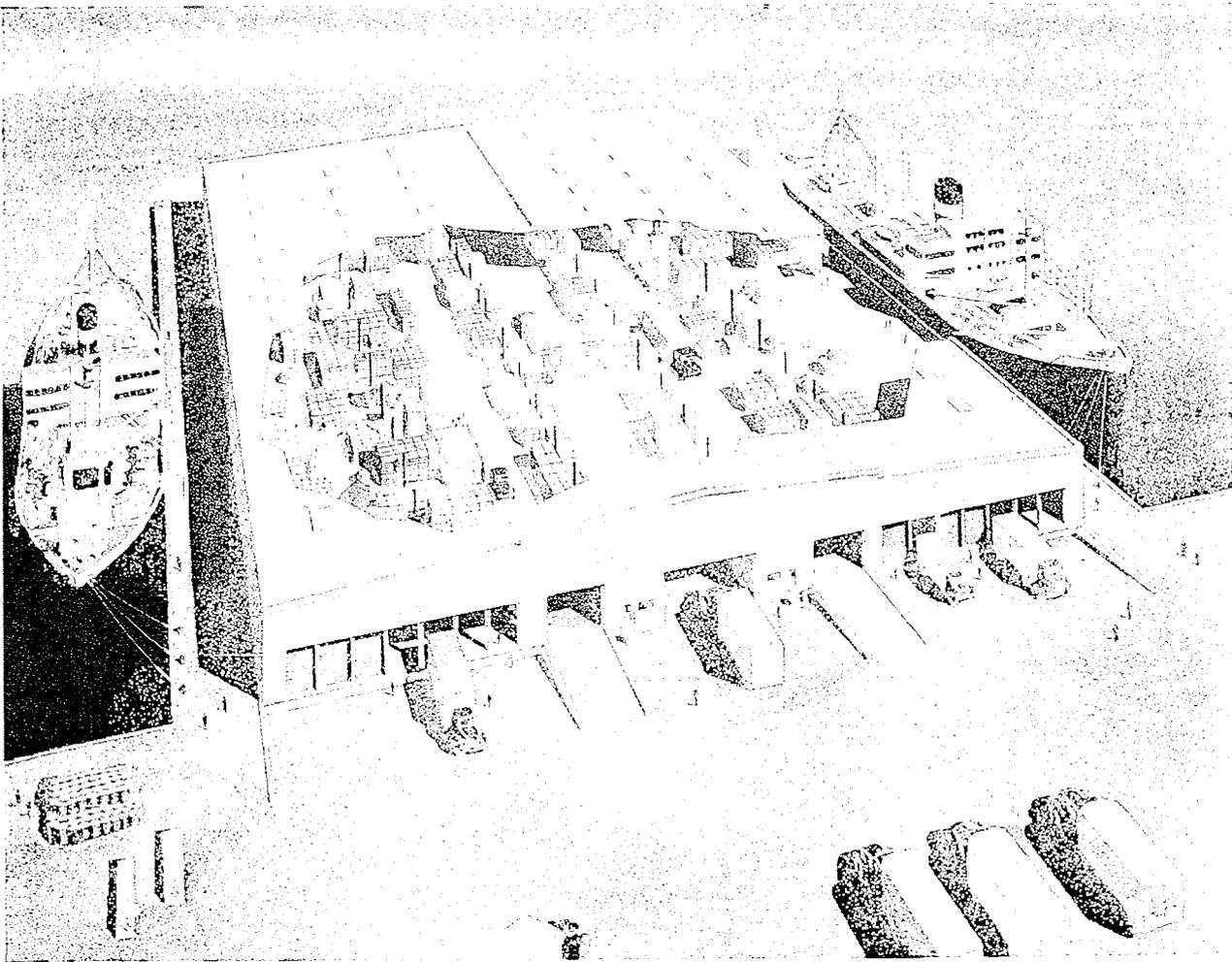
American Export Lines leased the entire Hoboken-Port Authority Piers in July, 1954. Under terms of the fifteen-year lease—which became effective when the steamship line's operations began at the terminal in March, 1955—the Authority agreed to provide a new and improved marine facility comprised of two new single-deck cargo piers of the most modern design, a rehabilitated double-deck passenger-cargo pier, and a modernized headhouse and upland area.

The opening of new Pier C and the start of American Export's operations at Hoboken was a milestone in the rebirth of this city's once busy waterfront.

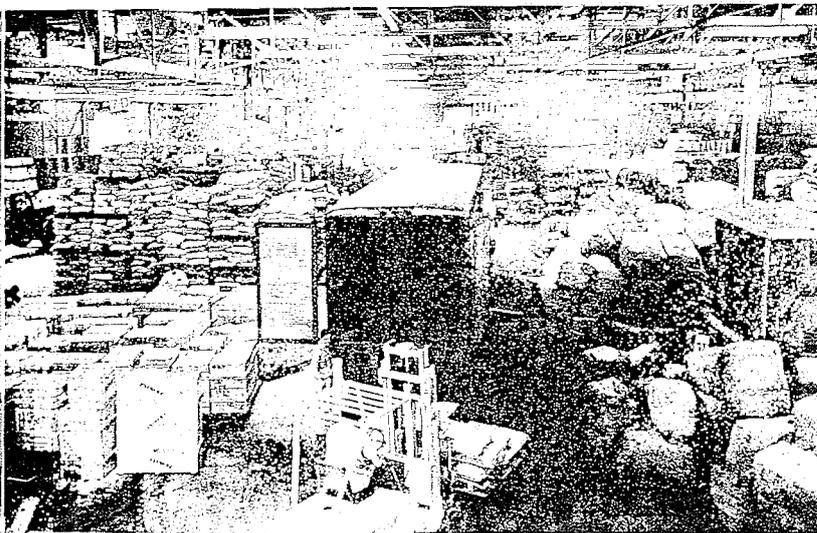
*The Jersey Journal* pointed out the significance of this event in an editorial which stated in part . . .

“The opening of the newly built \$6,300,000 pier at Hoboken is significant, because it marks the first step in the creation of the ‘new’ Hoboken. . . . What does all this mean? Simply that Hoboken is embarking on a new era of economic betterment.”

During 1955, the Port Authority's construction program at the Hoboken facility moved ahead in high gear. As soon as Pier C was completed, and the operations of American Export Lines were pro-



Illustrated above is a wide, modern pier, of the type now being built at the Hoboken-Port Authority Piers, and typical of the finger piers planned for the Brooklyn-Port Authority Piers development program. Ample storage and truck lane space streamline cargo handling and allow savings to shippers and shipping lines.



Opened in March 1955, Pier C at the Hoboken-Port Authority Piers accommodated 219,867 tons of cargo, a 16 per cent increase over tonnages in 1954.

ceeding smoothly in their new quarters, construction of Pier A, the terminal's second new pier began. By summer, narrow obsolescent Piers 1 and 2 had been demolished. As of the end of 1955, Pier A, which will be almost identical to Pier C, was about 65 per cent finished, and rehabilitation of existing Pier 3 was about 25 per cent completed.

#### **AMERICAN EXPORT'S SHIPPING TO BE CONSOLIDATED AT HOBOKEN**

Pier A and rehabilitated Pier 3 will be ready for occupancy by November, 1956, at which time the American Export Lines will consolidate most of its shipping operations at the new Hoboken terminal. The steamship company will use the Hoboken facility for twenty-four cargo vessels serving ports throughout the world as well as for its four combination passenger-cargo vessels.

Once the terminal gets into full operation, it will be able to handle about 800,000 tons of general cargo annually, and will produce employment for 975 workers at an annual payroll estimated at \$4,605,000. Thus, tonnages and employment at the completed marine terminal will be four times greater than in 1954.

Creation of this modern marine terminal was made possible in 1952 by an agreement between the U.S. Maritime Administration, the City of Hoboken, and the Port Authority which transferred responsibility for operating the Federally-owned third-of-a-mile-

long stretch of the Hoboken waterfront to the Authority. Under this fifty-year lease, the Port Authority assumed the obligation of constructing two new piers and of rehabilitating various existing structures by 1960 at a cost of at least \$15,000,000.

The present construction program for American Export Lines will cost some \$17,000,000. This is about \$2,000,000 more than the estimated cost of the program originally planned for the steamship line. The increase will cover additional rehabilitation in the headhouse and on existing Pier 3 requested by American Export. It will also account for increased construction costs.

Under the present construction program for American Export, the Port Authority will thus fulfill the terms of its agreement four years ahead of schedule.

#### **Further Development Planned For Port Newark**

Of great significance to the continued development of Port Newark was the announcement during 1955 of the Port Authority's plans to construct a \$9,300,000 four-berth marine terminal development for lease to Norton, Lilly & Company. The steamship lines managed by this company will bring to Port Newark its first regularly scheduled around-the-world foreign-flag service.

Scheduled for completion July 1, 1957, the new terminal will be located on a twenty-four-acre site of presently undeveloped land south of the seaport's Waterman terminal. The new development will include a 2,400-foot-long wharf area; two transit sheds, each 880 feet long and 200 feet wide; a two-story air-conditioned office building; and a 400-car employee parking lot. The entire 1,760-foot length of the sheds on the terminal's land side will have a spacious truck-loading area served by a sixteen-foot-wide platform capable of handling 140 trucks at one time. On the water side, a fifty-foot-wide apron will be equipped with double railroad tracks. Construction is scheduled to begin in early 1956.

This construction will bring to \$31,000,000 the amount the Port Authority has spent on new and improved facilities at Port Newark since assuming op-

eration of the seaport in 1948 under a fifty-year lease with the City of Newark. Since that time, Port Newark has become one of the fastest-growing terminals in the New Jersey-New York Harbor.

With the opening of the Norton, Lilly development, an additional 400,000 tons of general cargo will be handled at the seaport. Shipping and cargo operations at the Norton, Lilly terminal will bring increased employment to Port Newark, adding \$1,-700,000 to its annual payroll of \$12,694,000.

#### **PORT NEWARK CONTINUES RECORD ACTIVITY**

The year 1955 once again brought increases in commercial tonnages, revenues, and payrolls to Port Newark, reflecting this marine terminal's continued growth and progress under Port Authority management. A record-breaking 2,430,552 long tons of cargo moved over Port Newark's wharves in 1955, a 16 per cent increase over last year. Contributing to this increase were significant movements of lumber, canned foods, cork, woodpulp, and scrap metal. Port Newark maintained its position as the East Coast's leading lumber port, handling 230,383,-253 board feet of lumber. In terms of community benefits, the busy seaport provided jobs for 3,255 people, more than double the number of workers

employed during 1947, the last full year of seaport operation by the City of Newark.

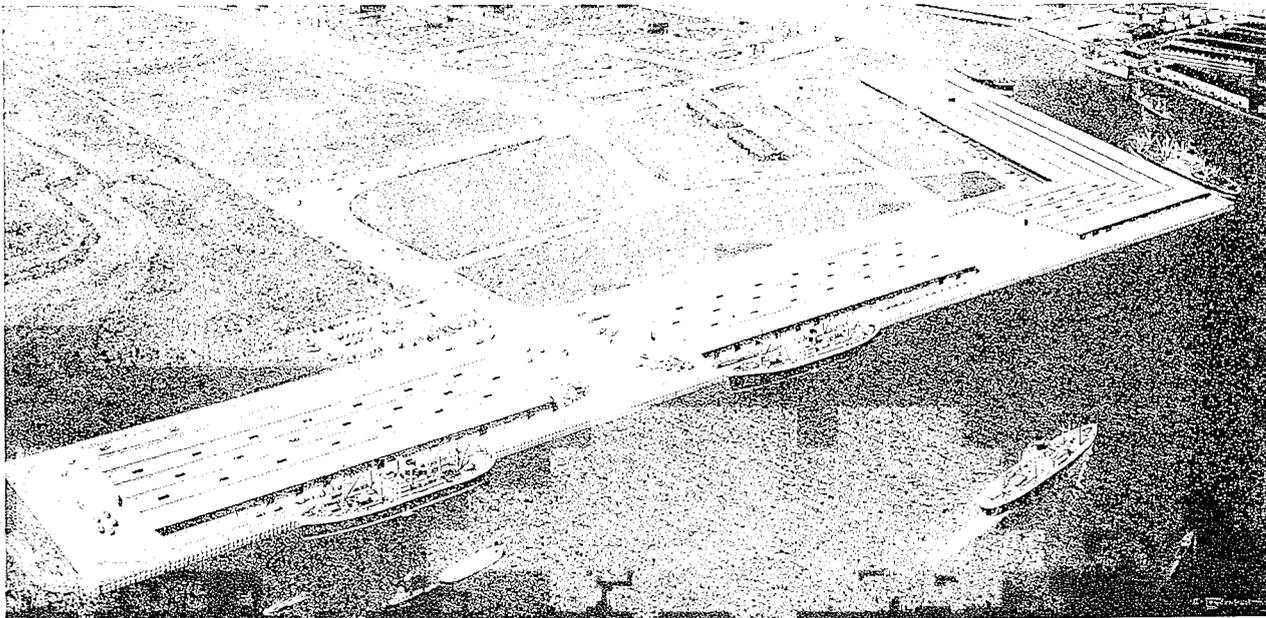
Contracts totaling close to a million dollars were let during the year for wharf repair and reconstruction. On the channel's south side, a wharf and bulkhead, which had been settling and slipping toward the channel, are under stabilization at a cost of about \$310,000. A \$688,000 program for reconstruction of an open timber pier, damaged by fire on Good Friday, 1955, was also underway by year's end.

#### **AIR FORCE TERMINATION AT ARMY BASE AREA OPENS NEW DEVELOPMENT VISTAS**

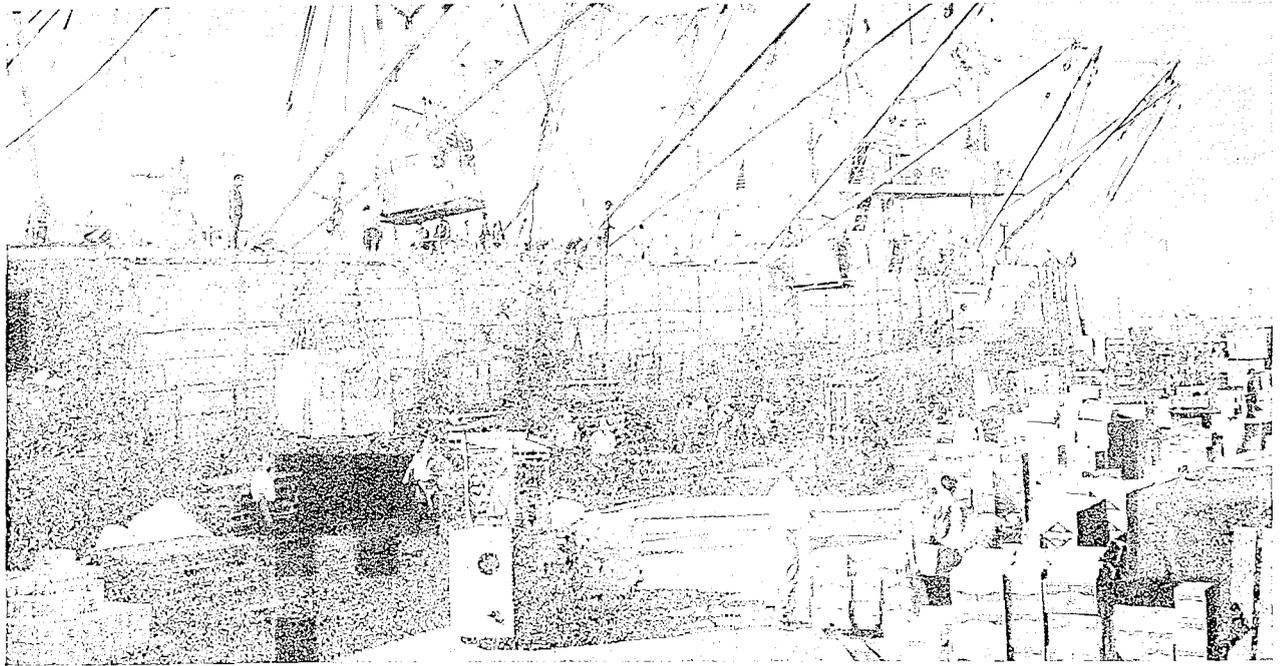
On August 31, 1955, the U.S. Air Force terminated its lease of the Army Base area on the north bank of Port Newark's channel. The Air Force had occupied this area in 1951 on a temporary basis for processing of overseas military shipments.

This 137-acre site, with its seven vessel berths and 2,000,000 square feet of covered space, is now available for development by the Port Authority, thus leading to the further expansion of Port Newark's commercial tonnages and employment.

Before the Port Authority could proceed with the necessary extensive alterations and improvements in this area, an amendment to Public Law 730 of the



In December, 1955, the Port Authority announced plans for a \$9,300,000 four-berth marine terminal at Port Newark. The terminal will be leased to the Norton, Lilly Company, which will provide the seaport's first scheduled foreign-flag service.



2,430,552 long tons of cargo moved over Port Newark's wharves in 1955, a new high for this facility.

74th Congress was required. This law, under which the City of Newark purchased the Army Base in 1936, gave the Federal Government the right to recapture the property during a national emergency upon payment of a fixed annual rental of \$60,000. The Authority would have been unable to make extensive investments in physical improvements without an amendment to provide a rental rate which reflects a more reasonable return on the cost of the necessary alterations and improvements.

Pending amendment of Public Law 730,\* space in the old Army area was assigned under short-term leases to commercial tenants requiring a minimum investment at this time. By the end of the year, ten such short-term tenants were occupying 470,403 square feet of space in various buildings in the area. These tenants are bringing an additional million dollars to the seaport's annual payroll.

\* The necessary amendment was passed by the United States Senate in 1955 and by the House of Representatives on February 6, 1956. This legislation was submitted in the Senate by Senators Clifford Case and H. Alexander Smith of New Jersey. Companion bills were introduced in the House of Representatives by Representatives Robert Kean and Frank Thompson, Jr., of New Jersey. In addition, Representative Osmer of New Jersey supported this legislation.

#### **TRADE BARRIER REMOVED**

The year 1955 saw the crumbling of a "customs wall" that for almost 100 years has been a barrier to the optimum development of Port Newark's import-export trade. Through the joint efforts of the Port Authority, New Jersey legislators, local officials, customs personnel, and the Newark Chamber of Commerce, Port Newark has ceased to be a separate port of entry, and, for customs purposes, has been designated by the Federal Government as part of the Port of New York.

Before the change, Port Newark's separate status resulted in complicated customs procedures for import-export goods arriving at the seaport for shipment to other points in the Harbor. The bonding and documentary procedure was almost identical to that which prevails in moving goods from ports as distant as those on the West Coast to the New Jersey-New York Port. Foreign trade cargoes arriving at other points in the Harbor and destined for Port Newark suffered the same handicaps.

This change—which the Port Authority has been advocating for twenty years—will permit the con-

tinued expansion of foreign trade services at the seaport. Because of the savings in time and money resulting from the change of status, increasing import-export trade should be attracted to the marine terminal.

### **Grain Terminal Has a Busy Year**

The Port Authority Grain Terminal, with its 1,800,000-bushel Grain Elevator, five-acre public lumber terminal, and 1,250-foot-long Columbia Street Pier, had one of its busiest years since it was built by the State of New York in 1922 as part of the New York State Barge Canal system.

The combined lumber, grain, and general cargo handled at the terminal totaled 395,137 tons, an increase over 1954's totals of 21 per cent. This terminal, which was transferred by the State of New York to the Port Authority in 1944, has been developed on a self-supporting basis into an important port facility.

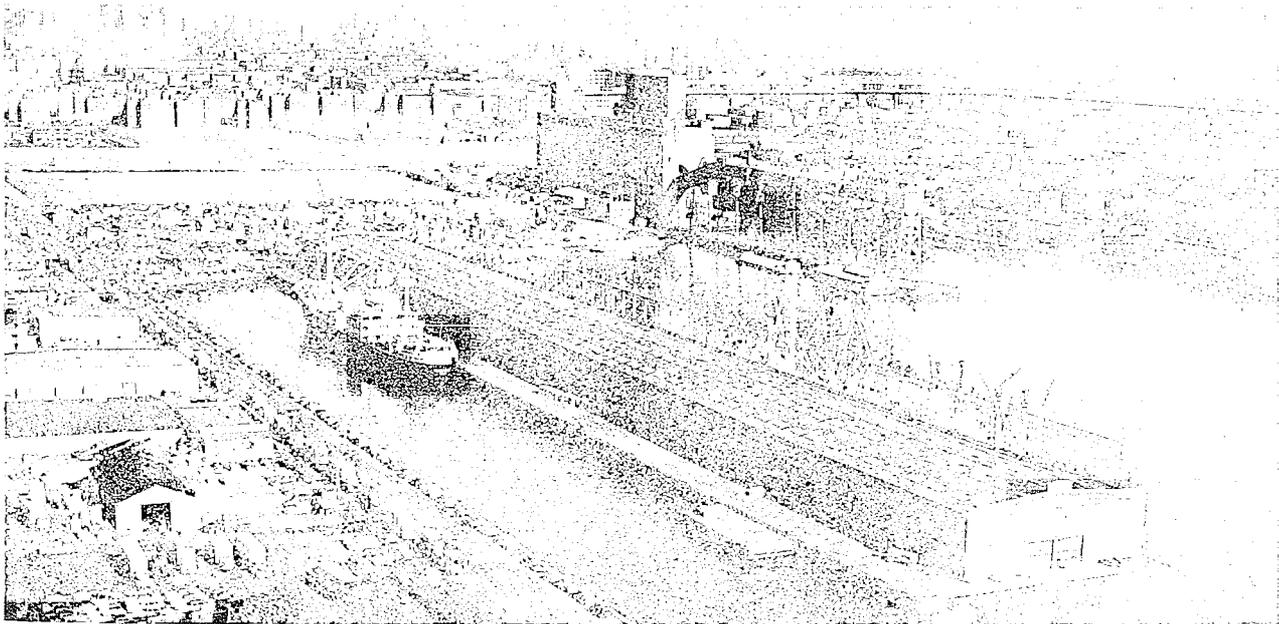
The Grain Elevator, which is the Harbor's only marine terminal equipped for direct loading of grain to deep-sea vessels, elevated 5,337,248 bushels during the year, an increase of 3 per cent over last year's totals. Some 5,008,230 bushels were loaded for ex-

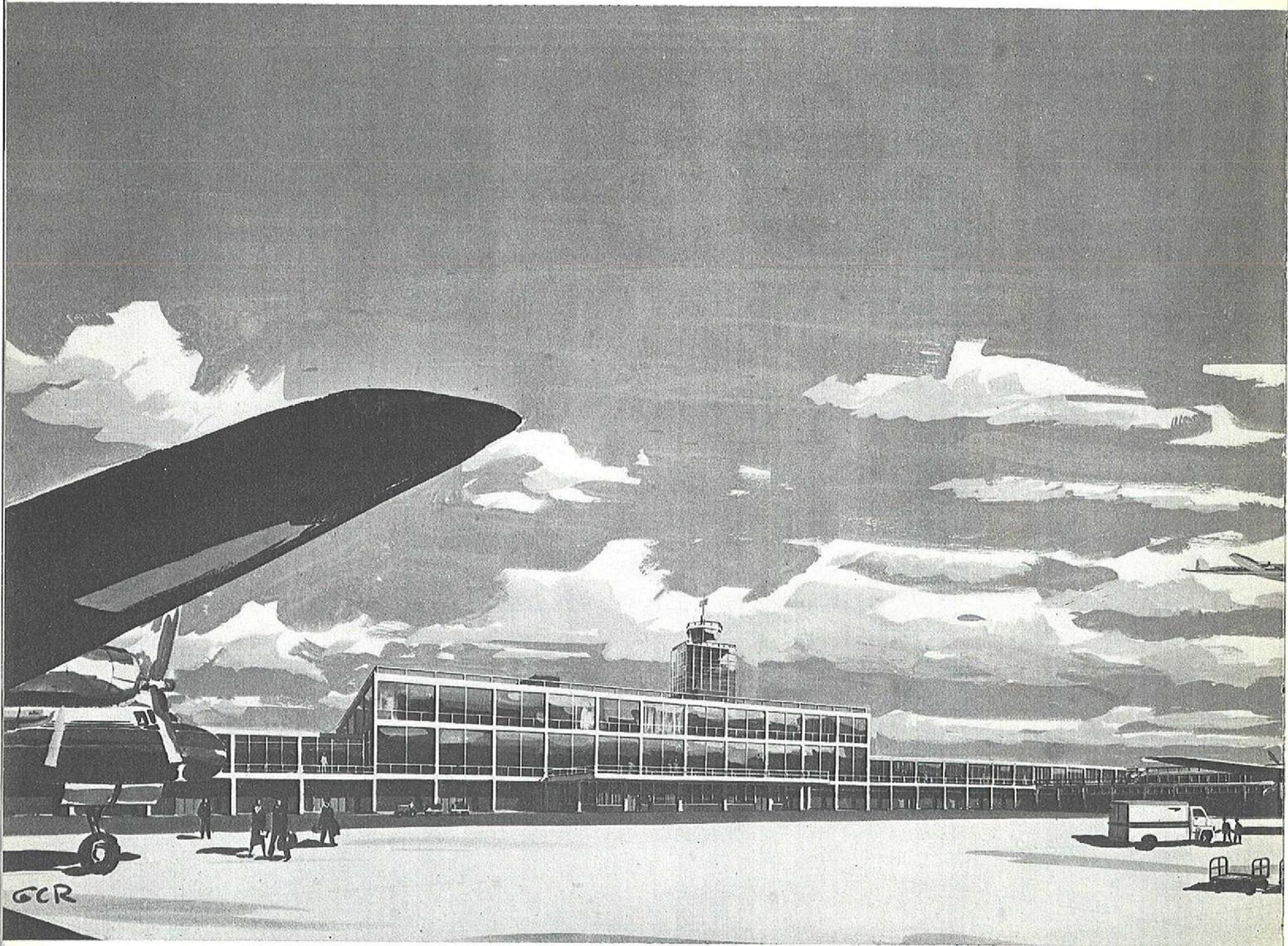
port aboard forty-eight ocean vessels. The Port Authority's active solicitation efforts attracted for elevation 3,352,476 bushels of commercial export grain, which in the last few years had moved only in small quantities to our elevator. Government farm-loan grain has in recent years provided the bulk of the grain stored and handled at the terminal.

Late in 1954, a new tenant, the Chilean Line, moved into the Columbia Street Pier as co-user with the Fern Line. Total cargoes handled by these two steamship companies in 1955 amounted to 155,739 tons, an increase of 42,386 tons over 1954's pier activity. The Chilean Line provides service to South American ports, and the Fern Line serves United States Gulf ports and ports in Japan and the Philippines.

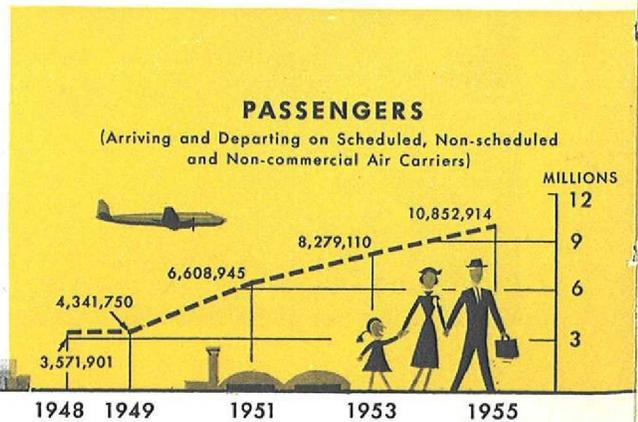
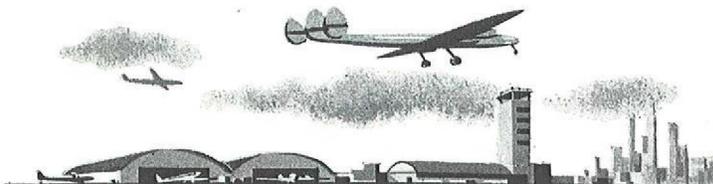
The public lumber terminal, operated by the Pittston Stevedoring Company, discharged a total of 74,505,180 board feet of West Coast lumber, which exceeded last year's volume by 16 per cent. Most of this lumber was stored at the terminal and distributed throughout the greater New Jersey-New York metropolitan area for home building and for all types of industrial construction.

The Port Authority's Grain Terminal and adjacent Columbia Street Pier handled 395,137 tons of grain, lumber, and general cargo in 1955.





International Arrival Building with its adjacent Wing Buildings comprise chief structures of \$60,000,000 passenger terminal development at N.Y. International.



# AIRPORTS

## \$126,524,000 Spent and Committed To Meet Increasing Demand for Metropolitan Area Airport Facilities

Passengers, air cargo, and air mail soared to new highs during 1955 at the Port Authority's regional airport system, which is under the general supervision of Director of Aviation John R. Wiley. The four metropolitan air terminals—La Guardia and New York International in New York, and Newark and Teterboro Airports in New Jersey—handled some 10,853,000 passengers, 302,363,500 pounds of air cargo, and 86,456,300 pounds of air mail. These figures represent increases over 1954's totals of 16.4, 23.1, and 7 per cent respectively. At the end of 1955, the New York region was served by thirty-three airlines. In 1956, Braniff International Airways and Delta Air Lines will be added to this roster. With the inauguration of service by these two air carriers, the Port District will be served by all trunkline air carriers operating east of the Mississippi.

To provide facilities to keep pace with the aviation industry's needs within the Port District, the Authority had invested or committed \$126,524,000 in the region's four airports as of the end of 1955. Over \$18,600,000 of this figure was spent or committed in the year just passed. Some \$69,621,000 has been budgeted for capital expenditures at the regional airport system in 1956. Gross operating

revenues for the four airports totaled \$14,206,000 for 1955. This represents an increase of 17.3 per cent over 1954's gross revenues.

### "TERMINAL CITY" UNDER CONSTRUCTION AT GROWING NEW YORK INTERNATIONAL

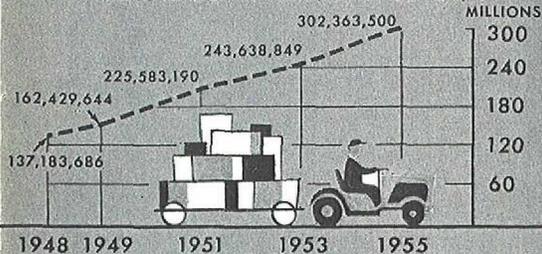
At New York International Airport alone, the Port Authority will have spent or committed some \$135,000,000 of capital funds by the end of 1956, of which an estimated \$52,000,000 will be spent or committed in 1956.

An immense \$60,000,000 "Terminal City" development at New York International Airport, announced on February 21, 1955, began taking shape during the year. This development—which will occupy a 655-acre central oval area at the airport—will provide a series of buildings for the use of passengers arriving at or departing from New York International. The principal structures of the area will be the eleven-block-long International Arrival Building and two adjacent Airline Wing Buildings. The Arrival Building will handle all incoming overseas passengers—expected to total almost three quarters of a million a year by 1965. The adjacent wing buildings will accommodate outgoing passengers on foreign-flag airlines and will contain ticket counters, lobbies, and offices of the foreign-flag carriers.

Spread about the remaining periphery of the oval will be individual airline terminals for the domestic and overseas United States-flag carriers. The present Temporary Terminal Building, so long as tenants having firm leases therein choose to remain, will also be located in the central area. The Port Authority will finance and construct the International Arrival and Airline Wing Buildings at an estimated cost of

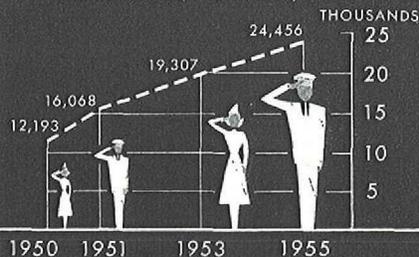
#### CARGO

(Arriving and Departing on  
Scheduled and Non-scheduled Air Carriers)



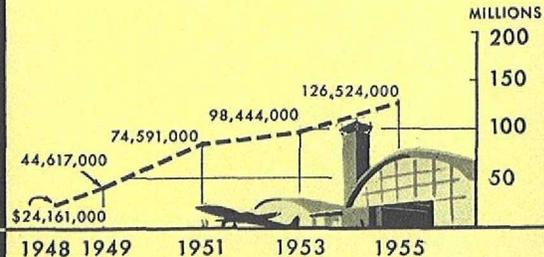
#### EMPLOYMENT

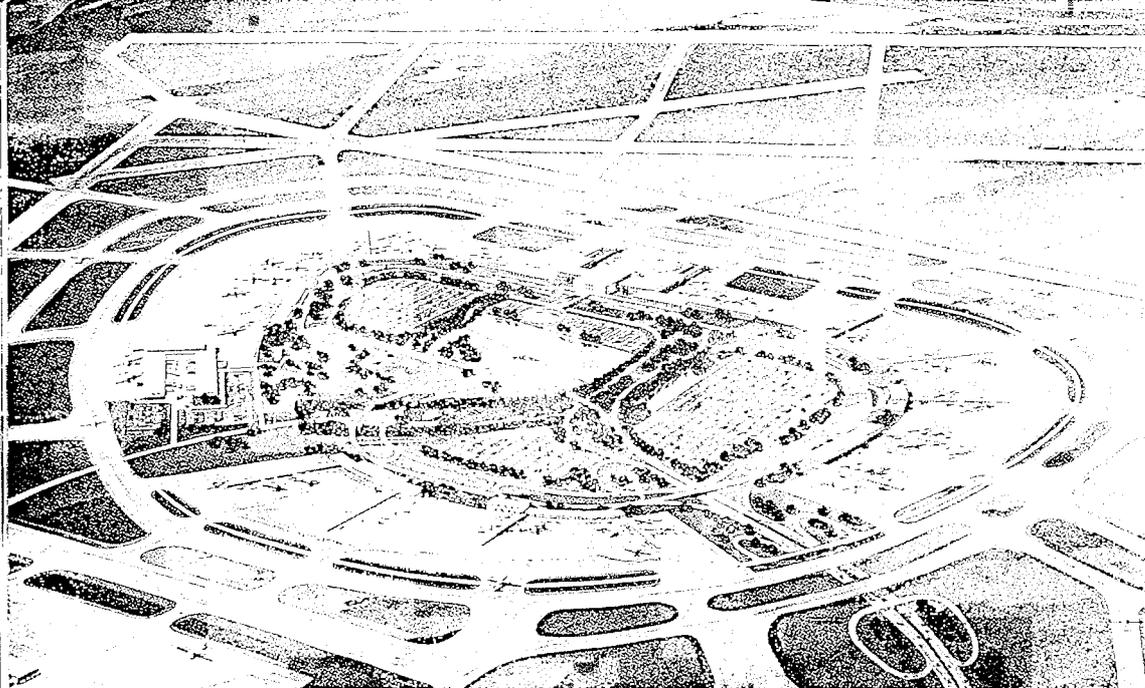
(Airline, Consumer Service,  
Other Tenant, and P. A. Employees)



#### CUMULATIVE PORT AUTHORITY INVESTMENT

(Spent or Committed)





An artist's view of N. Y. International's "Terminal City" shows the 655-acre area as it would look from the air. This central oval area will provide, in addition to the International Arrival and Airline Wing Buildings, individual terminals for U.S.-flag carriers, and loading positions for 100 aircraft on 176 acres of aircraft apron.

\$15,000,000, and will expend another \$15,000,000 on roadways, taxiways, aprons, landscaping, and utilities. The individual airline terminal buildings will be constructed on land leased from the Authority. Under present plans, these buildings may be financed and built by the air carriers themselves or by the Port Authority for leasing to the airlines.

The buildings of the terminal development, as now proposed, will provide a combined floor area of more than 1,500,000 square feet. The development's 176 acres of aircraft apron will also provide gate positions for 140 aircraft. The International Arrival Building and the Airline Wing Buildings will be in operation by the summer of 1957. The airport will then have the finest of passenger facilities, and will be able to accommodate more air travelers, airport visitors, and airplane movements than any other commercial airport in the world.

By the end of 1955, foundations for the International Arrival Building and adjacent Airline Wing Buildings were 50 per cent complete, and erection of structural steel was scheduled to start early in 1956.

#### **CONSTRUCTION PLANS MAINTAIN ACCELERATED PACE**

Also during 1955, plans for a 250-room \$2,500,000 hotel at New York International were announced. To be erected on a ten-acre site, the hotel is planned for completion in July 1957. It will be operated by the Knott Hotels Corporation under terms of a

twenty-five year lease with the Authority. The Knott Hotel Corporation, which is America's oldest hotel management chain, operates many fine hotels, providing a total of 8,000 rooms. The chain also manages numerous restaurant facilities for corporations and other organizations, including the United Nations headquarters.

Three great new hangars were completed by the Port Authority and occupied by tenants during the year. These are: Hangar 8, a \$6,000,000 facility for United Air Lines; Eastern Air Lines' \$4,600,000 Hangar 9; and Hangar 11, the combined hangar and communications center of the Civil Aeronautics Administration. The New York Air Route Traffic Control Center, which was moved to Hangar 11 from La Guardia Airport by the CAA, began its operations at New York International in early January, 1956. According to the CAA, it is the most modern of the thirty-one such centers operated by that agency.

Also during 1955, American Airlines was completing construction plans for Hangar 10, and Pan American's proposed Hangar 14 was under construction. The commissary-garage portion of Trans World Airlines' giant \$12,000,000 Hangar 12 was completed during the year, and early construction of the hangar itself is planned.

Completed or under construction were a \$492,000 one-story warehouse building for Lockheed Aircraft Service-International; a \$463,000 truck parking facility and maintenance garage for Allied New York

Commissioner S. Sloan Colt (fourth right), and Ralph S. Damon, late president of Trans World Airlines, broke ground in June for TWA's giant \$12,000,000 Hangar 12. Ceremonies were witnessed by other Port Authority Aviation officials and TWA executives.



Service, Inc., the airport's aircraft fueling operator; and two buildings for the storage of flammable materials.

Development of a permanent air cargo area got underway during the year. To cost about \$5,500,000, the area will include four cargo buildings and a cargo service building. Original plans called for only two buildings, but demand for space by the carriers and freight forwarders required provision of the additional structures.

Three additional structures were completed and occupied in 1955. These comprise a \$232,800 building leased to Trageser Copper Works, Inc., a \$353,000 building leased to the Standard Switchboard Company, and a \$157,000 structure rented to SMS Instrument Sales and Service, Inc.

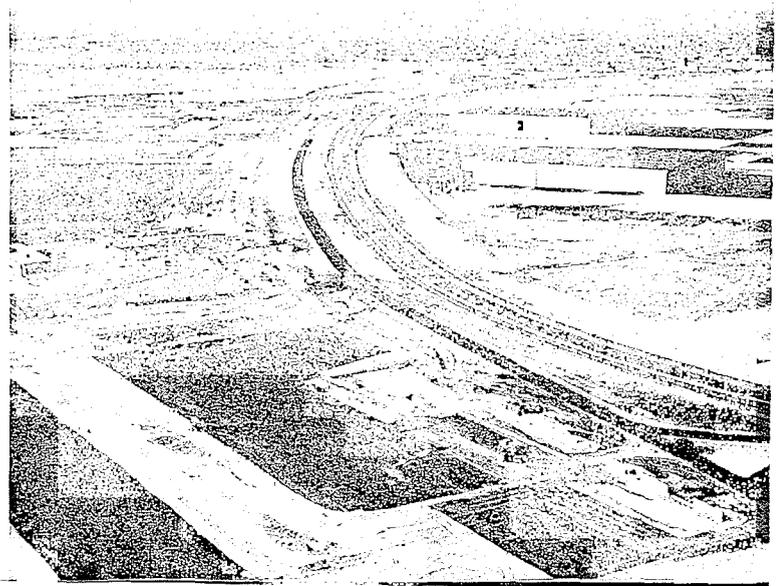
The airport's operational facilities were further developed during 1955 with the addition of three new taxiways at a contract cost of \$1,323,000. By providing additional connections between the five active runways and the terminal area, the new taxiways reduce maneuvering of aircraft on the terminal apron. The airport's fuel storage capacity was also increased by the installation of four new tanks, bringing the airfield's total to thirty-two tanks, providing a combined capacity of 4,880,000 gallons.

A new centerline approach light system was installed by the CAA on piers constructed by the Port Authority off the end of Instrument Runway 4-22. The flashing sequential lights which have won praise for Newark Airport's approach light system were added to the installation in January, 1956. The airport's control of air traffic was further improved by installation of Terminal Area Surveillance Radar.

### Newark Growing in Importance To Regional Airport System

Handling the highest volume of air traffic in its history, including almost 1,820,288 passengers, Newark Airport in 1955 offered new advantages for Port District air travelers and air shippers on either side of the Hudson River. To take advantage of the convenience of the airport for so many of the Port District's air travelers, the airlines serving Newark added schedules and improved their services during the year. The opening in September of the West Side Airlines Terminal in Manhattan, which serves Newark Airport exclusively, brought coach travel time between the airport and Manhattan down to twenty minutes. The location of this terminal near the Lincoln Tunnel eliminates the time-consuming cross-town leg of the trip to the airport. The West Side Airlines Terminal is operated by a corporation owned jointly by the passenger airlines serving Newark Airport.

Scene of intensive construction during '55, this southwestern area of N. Y. International contains new Hangars 8 and 9 (background at right), and the sites being prepared for construction of garage for the airport's fueling operator, (left foreground) and for TWA's Hangar 12 and Pan American's Hangar 14.



Air cargo traffic at the airport continued its sharp increase of the previous year, reaching a total of 76,534,400 pounds in 1955, some 49 per cent higher than the 1954 total. The all-cargo airlines at Newark expanded their hangar space and other facilities during the year to handle the record volumes of freight.

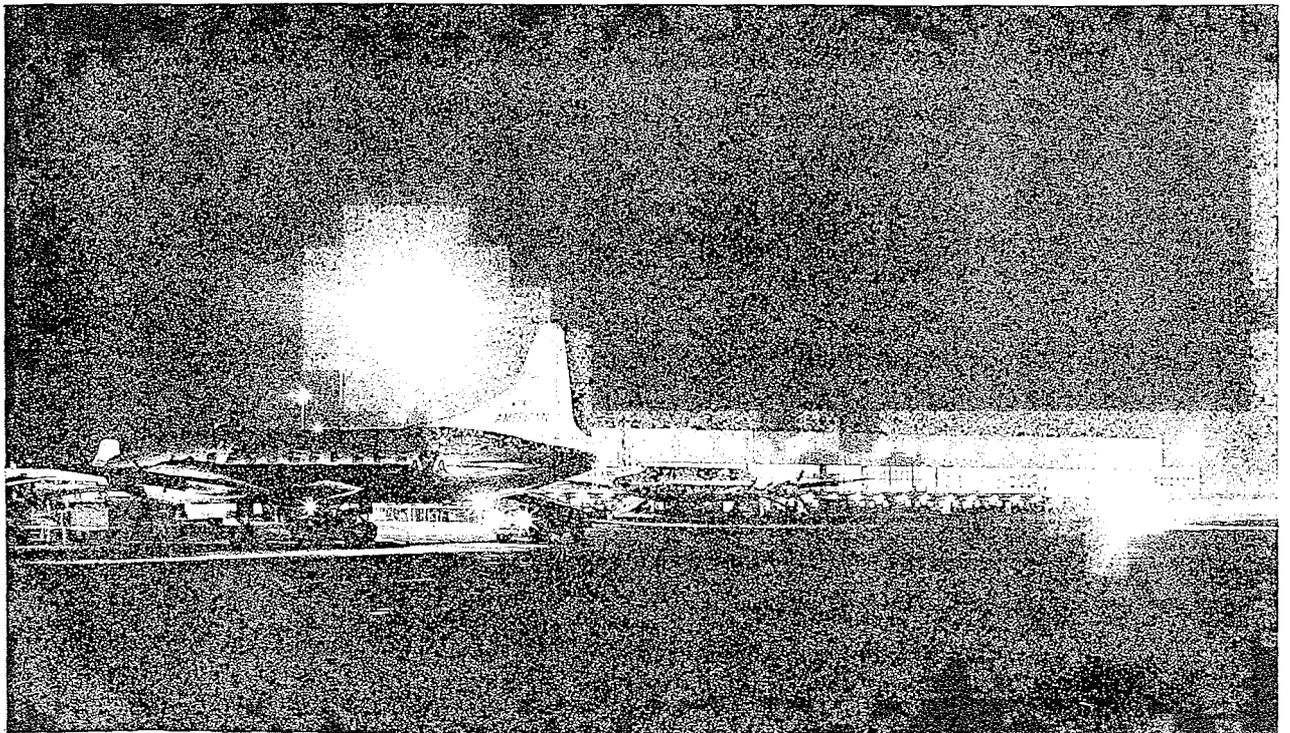
#### **BI-DIRECTIONAL INSTRUMENT APPROACH SYSTEM FOR NEWARK AIRPORT**

Arrangements were completed in 1955 for installation of a second instrument approach system at Newark Airport so as to make possible a reduction in the number of circling approaches at the airport and to permit a decrease in take-offs over the Weequahic section of Newark and downtown Elizabeth. Such take-offs are now necessary to assure a safe separation between incoming and departing traffic when instrument flight conditions prevail and winds are from the southwest.

Installation of an instrument approach system at the northeast end of Newark's Instrument Runway

4-22 will be made possible by the demolition of the Calco stack, a 288-foot-high brick structure just northeast of the airport. In 1955, the Port Authority and the Pulaski Skyway Realty Company entered an agreement under which the realty concern agreed to remove the stack starting January 10, 1956. Permanent protection is assured the airport by the owner's covenant contained in the agreement not to erect any future structures above specified heights. The Port Authority agreed to provide a compensation to the realty concern in the amount of \$90,000. The CAA will reimburse the Port Authority for up to half of this cost.

To be installed by the Civil Aeronautics Administration, the second instrument approach system will permit instrument approaches from the northeast over the Kearny Meadows and will thus allow increased take-offs to the southwest over Elizabethport and the Arthur Kill. Circling approaches, which will also be diminished, are presently necessitated by the fact that, with but one instrument approach path



Newark Airport's passenger traffic totaled 1,820,288 in 1955, a 24 per cent increase. Cargo was up 49 per cent to 76,534,400 pounds.

available, planes approaching Newark on instruments must all come from the southwest. When strong southwest winds require that planes approaching on instruments land from the northeast, all planes must circle the airport at low altitudes after breaking through the cloud ceiling.

If CAA funds are made available sufficiently early in 1956, installation of the second instrument approach system at Newark may begin this summer. This work may well take place concurrently with installation of a second approach system at New York International Airport, funds for which may also be allocated in 1956. Thus, Newark and New York International will probably be the first two airports in the country to be provided with bi-directional instrument runways.

#### IMPROVEMENTS CONTINUE AT NEWARK

The Port Authority continued during 1955 to improve Newark Airport's facilities. As of the end of the year, a new section of taxiway parallel to east-west Runway 11-29 was nearing completion under a \$587,300 construction project. The new taxiway will provide a direct access to the runway.

To provide increased operational efficiency, the Port Authority is planning additional expenditures, totaling an estimated \$1,443,440, on further improvements at this New Jersey air terminal. Construction of a new taxiway to provide a dual taxiway system for Runway 4-22 is planned. This new taxiway will expedite aircraft use of the runway and will permit increased take-offs over the Kearny Meadows under the NATCC preferential runway pattern. Other

### AIR TRAFFIC AT PORT AUTHORITY AIRPORTS

NEW YORK INTERNATIONAL AIRPORT AIR TRAFFIC				LA GUARDIA AIRPORT AIR TRAFFIC			
	1955	1954	% Change 1955/1954		1955	1954	% Change 1955/1954
Passengers				Passengers			
Domestic .....	2,403,058	1,883,311	+27.6	Domestic .....	5,252,294	4,808,105	+ 9.2
Overseas .....	1,246,172	1,047,947	+18.9	Overseas .....	32,840	43,101	-23.8
*Total .....	3,659,099	2,939,968	+24.5	*Total .....	5,350,047	4,909,240	+ 9.0
Mail (Pounds)				Mail (Pounds)			
Domestic .....	18,253,000	14,959,800	+22.0	Domestic .....	41,654,300	43,937,000	- 5.1
Overseas .....	17,972,300	14,966,100	+20.1	Overseas .....	36,000	64,000	-43.8
Total .....	36,225,300	29,925,900	+21.0	Total .....	41,690,300	44,001,000	- 5.2
Cargo (Pounds)				Cargo (Pounds)			
Domestic .....	60,921,100	50,978,700	+19.5	Domestic .....	106,328,000	99,713,700	+ 6.6
Overseas .....	45,170,300	36,157,000	+24.9	Overseas .....	144,500	160,800	-10.1
Total .....	106,091,400	87,135,700	+21.8	Total .....	106,472,500	99,874,500	+ 6.6
Aircraft Movements				Aircraft Movements			
Domestic Air Carrier .....	74,159	59,744	+24.1	Domestic Air Carrier .....	185,124	172,105	+ 7.6
Overseas Air Carrier .....	39,414	34,306	+14.9	Overseas Air Carrier .....	931	1,044	-10.8
Non-Commercial .....	9,866	6,926	+42.4	Non-Commercial .....	36,950	30,423	+21.5
Total .....	123,439	100,976	+22.2	Total .....	223,005	203,572	+ 9.5
* Includes non-commercial passengers.				* Includes non-commercial passengers.			

NEWARK AIRPORT AIR TRAFFIC				PORT AUTHORITY AIRPORTS TOTAL AIR TRAFFIC (Including Teterboro Airport)			
	1955	1954	% Change 1955/1954		1955	1954	% Change 1955/1954
Passengers				Passengers			
Domestic .....	1,802,980	1,453,235	+24.1	Domestic .....	9,459,006	8,144,651	+16.1
Overseas .....	5,539	7,858	-29.5	Overseas .....	1,284,551	1,098,906	+16.9
*Total .....	1,820,288	1,471,030	+23.7	*Total .....	10,852,914	9,320,238	+16.4
Mail (Pounds)				Mail (Pounds)			
Domestic .....	8,509,400	6,846,200	+24.3	Domestic .....	68,446,600	65,743,000	+ 4.1
Overseas .....	1,200	1,400	-14.3	Overseas .....	18,009,700	15,031,500	+19.8
Total .....	8,510,600	6,847,600	+24.3	Total .....	86,456,300	80,774,500	+ 7.0
Cargo (Pounds)				Cargo (Pounds)			
Domestic .....	76,532,900	51,415,400	+48.9	Domestic .....	257,046,900	209,239,500	+22.8
Overseas .....	1,500	1,700	-11.8	Overseas .....	45,316,600	36,319,500	+24.8
Total .....	76,534,400	51,417,100	+48.9	Total .....	302,363,500	245,559,000	+23.1
Aircraft Movements				Aircraft Movements			
Domestic Air Carrier .....	90,974	77,422	+17.5	Domestic Air Carrier .....	352,679	311,833	+13.1
Overseas Air Carrier .....	88	139	-36.7	Overseas Air Carrier .....	40,433	35,489	+13.9
Non-Commercial .....	14,582	17,770	-17.9	Non-Commercial .....	278,627	262,051	+ 6.3
Total .....	105,644	95,331	+10.8	Total .....	671,739	609,373	+10.2
* Includes non-commercial passengers.				* Includes non-commercial passengers.			

planned improvements include sixteen additional aircraft parking positions; a new access taxiway linking the new parking areas to the passenger loading ramp; and a warm-up area to permit aircraft taking off from Runway 11-29 to run up their engines without blocking access to the runway. A dual power supply for the airport's new airport surveillance radar equipment is also included in these plans. This electric feeder installation will automatically switch on should the main power supply fail.

### **La Guardia Remains The Port District's Busiest Airport**

Traffic at La Guardia Airport during 1955 again exceeded that of all previous years, as 5,350,047 passengers, 41,719,200 pounds of air mail, and 106,472,500 pounds of air cargo were handled at the airport. On several occasions during the field's busi-

Private, business, and training flights placed Teterboro among the nation's ten busiest airports in terms of take-off and landing activity in 1955. To handle increasing operations, runways and taxiways were extended as part of \$500,000 program.

est periods, plane movements totaled more than 1,000 in a single day. To handle the airport's present air traffic more efficiently, the Civil Aeronautics Administration has advised that it will install an up-to-date centerline approach light system for La Guardia's instrument runway. According to the CAA, installation of the lighting system is expected to commence in July, 1956. To accommodate the centerline installation, it will be necessary for the Port Authority to acquire an area southwest of the runway comprising approximately forty-three improved and nine vacant parcels of property.

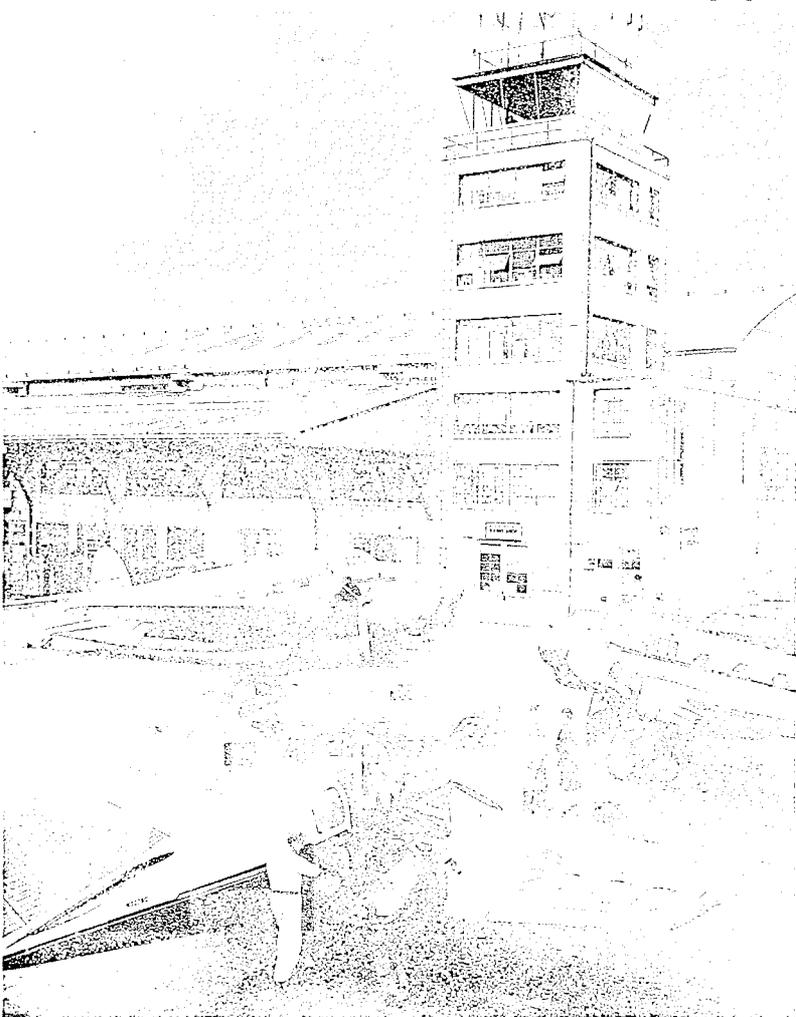
Repair and rehabilitation at La Guardia continued to require a constant work program during 1955 to keep airport facilities in condition to handle the heavy traffic loads. A million dollar improvement in the airport's drainage system is also planned for 1956. This will include installation of four new pump houses, the construction of additional drains and bulkheads, and the raising of the perimeter dike to a fifteen-foot elevation. These improvements have been necessitated by the uneven settlement of the airport's surface aggravated by 1955's heavy rains and high tides.

### **Teterboro Airport Expands Facilities For Private and Business Aircraft**

A number of improvements were instituted at Teterboro Airport during 1955 to provide the best facilities possible for the private and business aircraft and for the non-scheduled airlines which use the airport. Instrument Runway 6-24 and Runway 1-19 were each extended to 5,000 feet, Taxiway 14-32 was lengthened to 3,500 feet, and the electrical system for landing aid facilities was rehabilitated. Also constructed during 1955 was a 3,000-square-foot operations-administration building into which facility personnel moved in September.

In addition to the \$500,000 program that these projects represented, further improvements were made during the year in Teterboro's services and facilities.

Construction of a new \$423,000 general-purpose building was nearing completion at year's end. The Port Authority proposes to lease this structure for



twenty years to Robinson Aviation for manufacturing of aircraft shock mounts and other accessories. Meanwhile, two additional concerns—Geo. M. Brewster & Son, Inc. and the Texas Company—have begun construction of hangars at Teterboro on plots leased from the Port Authority. New York Airways' helicopters inaugurated service to the field on regular schedules, thus linking the airport, on a scheduled basis, with the other Port Authority air terminals.

In 1955, Teterboro achieved ranking among the country's ten busiest airports in terms of take-off and landing activity. Training flights were chiefly responsible for the airport's ninth-place status; but the upward trend in business flying contributed its share.

### **Heliport Developments**

As the bi-state agency responsible for the development of heliports in the Port District and for promoting the optimum potential of helicopter transportation in the area, the Port Authority has since 1953 been prepared to construct a temporary heliport in midtown Manhattan. This temporary facility would provide the Port Authority with the necessary operational experience to develop plans for construction of a permanent midtown heliport and would enable the Port District's helicopter airline, New York Airways, to gain valuable experience in providing passenger, mail, and cargo transportation to and from a midtown center. The temporary heliport proposed by the Port Authority would cost about \$50,000, could be built within a thirty-day period, and would be capable of handling helicopter service for three to five years. The site proposed for development of the temporary facility is a 100-by-400-foot ground-level area along the Hudson River at the foot of West 30th Street.

This project has been delayed since 1953 because the Department of Marine and Aviation of the City

of New York has refused to issue the necessary permit and has been advocating construction of a \$600,000 heliport atop the roof of a proposed freight terminal at the same site.

However, the Port Authority's proposed temporary heliport has been completely endorsed by the Civil Aeronautics Administration. In stating the official views of the CAA, C. J. Lowen, Administrator of Civil Aeronautics, declared:

"We have concluded that a safe and reasonably regular passenger operation can be conducted at the bulkhead 30th Street heliport with New York Airways' S-55 helicopters equipped with the pneumatic flotation gear which the operator plans to use."

In this same letter, the Civil Aeronautics Administrator declared:

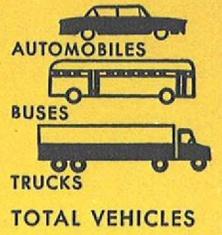
"We do not believe that a passenger operation from the proposed roof-top heliport is feasible or safe due to operational considerations, either with the use of pneumatic flotation gear or with the standard S-55 wheel landing gear with currently available emergency flotation equipment."

In the light of the above and of the fact that the world's leading helicopter experts have made public statements in support of the Port Authority's proposed temporary heliport, it is to be hoped that the controversy which has thus far prevented inauguration of helicopter service to midtown Manhattan will be satisfactorily resolved.

It is expected that in 1956 the world's greatest metropolitan area will be provided the type of service to midtown areas that is presently available in many other cities both in this country and Europe.

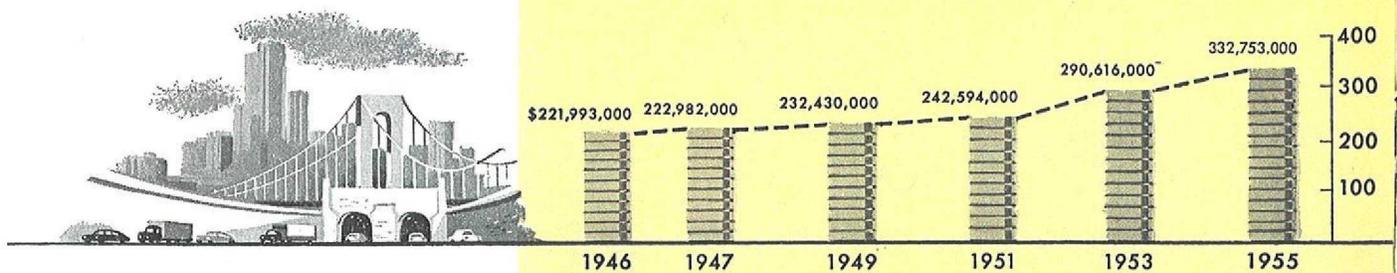
During 1955, New York Airways helicopters provided transportation for some 46,500 passengers, 3,363,500 pounds of cargo, and 2,507,800 pounds of air mail. This airline presently provides service between the Port Authority's airports and to nearby cities in New Jersey, New York, and Connecticut.

**TRAFFIC**



Enroute to the under-river section of the Lincoln Tunnel's Third Tube, these structural steel segments are but a few of the 30,000 that will comprise the outer lining of completed tunnel. By end of 1955, this new vehicular link was about two-thirds finished.

**CUMULATIVE  
PORT AUTHORITY INVESTMENT**  
(Spent or Committed)



GEORGE WASHINGTON BRIDGE			LINCOLN TUNNEL			HOLLAND TUNNEL			STATEN ISLAND BRIDGES			ALL CROSSINGS		
1953	1954	1955	1953	1954	1955	1953	1954	1955	1953	1954	1955	1953	1954	1955
27,920,734	29,992,413	32,584,442	15,869,109	16,102,517	16,367,512	14,579,299	14,962,574	14,972,463	6,777,363	6,984,066	7,362,694	65,146,505	68,041,570	71,287,111
703,557	672,607	671,547	2,004,104	1,990,764	1,997,435	159,632	141,143	128,816	77,866	78,697	67,259	2,945,159	2,883,211	2,865,057
2,180,961	2,296,911	2,518,719	2,898,463	2,904,522	2,976,195	4,704,743	4,810,722	5,136,254	816,989	804,201	850,494	10,601,156	10,816,356	11,481,662
10,805,252	32,961,931	35,774,708	20,771,676	20,997,803	21,341,142	19,443,674	19,914,439	20,237,533	7,672,218	7,866,964	8,280,447	78,692,820	81,741,137	85,633,830

## TUNNELS AND BRIDGES

### Record Traffic Demands Placed on Port Authority Crossings

Continuing the sharp upward trend in automotive travel, which began immediately after World War II, the year 1955 produced an all-time traffic record at the Port Authority's six tunnels and bridges. These facilities are the Holland and Lincoln Tunnels and the George Washington Bridge across the Hudson; and the Goethals and Bayonne Bridges and Outer-bridge Crossing which link Staten Island with New Jersey.

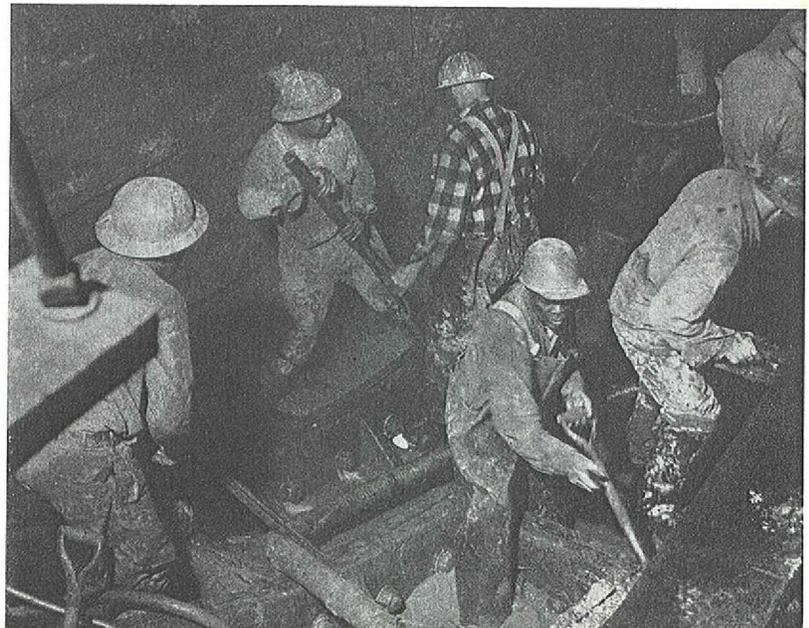
The 85,633,830 vehicles requiring passage on Port Authority crossings represent a 5 per cent increase over the number of vehicles accommodated in 1954. This peak traffic produced gross revenues of \$43,429,000 in 1955.

In the light of this immense traffic demand and of the continued increasing demand expected in the years ahead, the provision of new crossings for the Port District is imperative. To help provide for the area's growing traffic requirements, the Port Authority and the Triborough Bridge and Tunnel Authority have developed a Joint Arterial Program which entails the proposed construction of three urgently needed bridge facilities, and the recommended development of new express connecting highways. (See pages 28 to 31.)

The Port Authority's intensive medical and safety program has been a decisive factor in the remarkably good health and safety record established by the Third Tube workers during compressed-air construction of this new Hudson River arterial link.

In the meantime, a Third Tube for the Lincoln Tunnel is under construction, with completion scheduled for early 1957. Although this new arterial link will provide a 50 per cent increase in the traffic capacity of this presently overburdened crossing, it is becoming increasingly evident that this additional capacity will be utilized almost immediately after the Third Tube is opened.

As of December 31, 1955, the Port Authority's investment in vehicular interstate crossings amounted to \$332,753,000. Of this figure, some \$15,300,000 was spent or committed during 1955 on construction or other capital improvements at our bridges and tunnels, while budgeted capital expenditures for 1956 are \$9,300,000. Additional expenditures, totaling about \$400,000,000 over a five-year period, for construction of the Narrows Bridge, the lower deck of the George Washington Bridge, and the direct approaches to these two projects are also planned as the Port Authority's share of the proposed Joint Arterial Program.





At opening of 1,100-car Lincoln Tunnel Parking Area, Governor Robert B. Meyner of New Jersey was the principal speaker. In front row at ceremony are (from left): Ralph Coghlan, Press Secretary to Governor Meyner, Port Authority Commissioner Thorn Lord, Lyle McDonald, Chairman of the Board of Public Service Coordinated Transport, Inc., Port Authority Commissioners Jess Harrison Davis, James C. Kellogg, III, and N. Baxter Jackson and Assistant Executive Director Matthias E. Lukens.

Pending the provision of additional crossings, our Tunnels & Bridges Department, directed by Charles H. Taylor, developed and refined various operational measures designed to reduce traffic delays at the existing vehicular facilities.

Established in April, 1954, a program, whereby conveniently located service stations, banks, and other special agencies are authorized to sell Port Authority ticket books, continued to reduce delays caused by extensive purchasing of these books at the plazas of our crossings. As of the end of 1955, 144 agencies were handling ticket book sales.

The benefits of this program were particularly noticeable at the George Washington Bridge, where about 43 per cent of the 40-trip commutation books used during the year were purchased from agents. The lines of slow-moving vehicles on the bridge's New Jersey plaza were shortened considerably after the program had been in effect for a year. Agency sales at the Holland and Lincoln Tunnels amounted to 24 per cent and 33 per cent.

To expedite traffic flow at Port Authority tunnels, the prevailing thirty-mile-an-hour speed limit was raised to thirty-five miles an hour during the year. The new higher speed limit also brings speed regula-

tions at the Holland and Lincoln Tunnels and the 178th and 179th Street tunnels of the George Washington Bridge into line with regulations in effect at the Brooklyn-Battery and Queens-Midtown Tunnels, operated by the Triborough Bridge and Tunnel Authority.

These and other measures increased the traffic handling capacity of the crossings, particularly those that span the Hudson River, and helped establish new records during 1955. On the weekend of June 17 through 19, the six crossings accommodated 843,840 vehicles, an all-time three-day record. On that same weekend, the Hudson River crossings achieved a new three-day high of 757,300 vehicles.

### **Third Tube Construction Over Two-Thirds Completed**

The \$100,000,000 Third Tube for the Lincoln Tunnel, which will increase this crossing's traffic capacity by 50 per cent, was over two-thirds finished by the end of the year. As of the end of 1955, the dramatic work of burrowing beneath the bed of the Hudson River and the construction of the tunnel's cast iron and steel outer lining was nearing completion.

During the year, work on approaches to the Third Tube progressed rapidly. In New Jersey, construction began on an expanded plaza and a widened helix roadway to accommodate the increased traffic that will use the new tube. The expanded plaza will allow traffic to flow to or from either of the center tube's lanes on the plaza's six center lanes. To permit this expansion, demolition of the administration building began in the middle of December when facility personnel moved from the old structure into a new granite and stainless steel administration building.

In Manhattan, a new 3,300-foot-long Port Authority-built approach roadway to the Third Tube was about 70 per cent complete, and expansion of the present New York exit plaza was virtually complete by the end of 1955.

New ventilation buildings to house the huge fans that will change the air in the Third Tube every minute and a half were rising on the New Jersey and New York sides of the river during 1955. By the end

of the year, the New Jersey ventilation building was 20 per cent complete, while the New York structure was 90 per cent finished.

Early in 1955, the Port Authority completed construction of a 450-foot-long by 110-foot-wide marginal wharf to replace New York City-owned Pier 78, demolished to make way for the Third Tube. Built at a cost of \$1,500,000, the new marginal wharf, which has also been designed to serve as a headhouse for a possible future pier, has been turned over to the City of New York in accordance with an agreement between the Port Authority and the City.

### **THIRD TUBE HEALTH AND ACCIDENT PROGRAM REDUCES INJURIES AND ILLNESS**

As the hazardous compressed-air tunneling phase of the Third Tube's construction neared completion, it was evident by the end of 1955 that a health and safety record was being established which promises to become a milestone in the history of tunnel construction. On January 17, 1955, work under compression began on a three-shift, 'round-the-clock basis, and, by the end of the year, those working on under-river construction had undergone more than 80,000 decompressions. Despite this, there was only one case of the bends, that painful and dangerous illness produced by incomplete elimination of high-pressure air from the human system. Compared to known records for similar compressed-air construction jobs, man-hours lost from illness and accidents have been held down to what is probably an all-time low.

This impressive record is due to the cooperation of the tunnel workmen, the labor unions, and the contractors with the Port Authority's Third Tube health and accident-prevention program. By assuming responsibility for this medical and safety program and for Workmen's Compensation Insurance coverage, the Port Authority is blazing a trail in the compressed-air tunnel construction field. Traditionally,

Some 20,238,000 vehicles required use of the Holland Tunnel during 1955 which, like the Port Authority's other Hudson River crossings, experienced traffic demands at peak hours and on holiday weekends beyond its capacity to accommodate without delays.

the construction contractors, rather than the tunnel operators, have assumed these responsibilities.

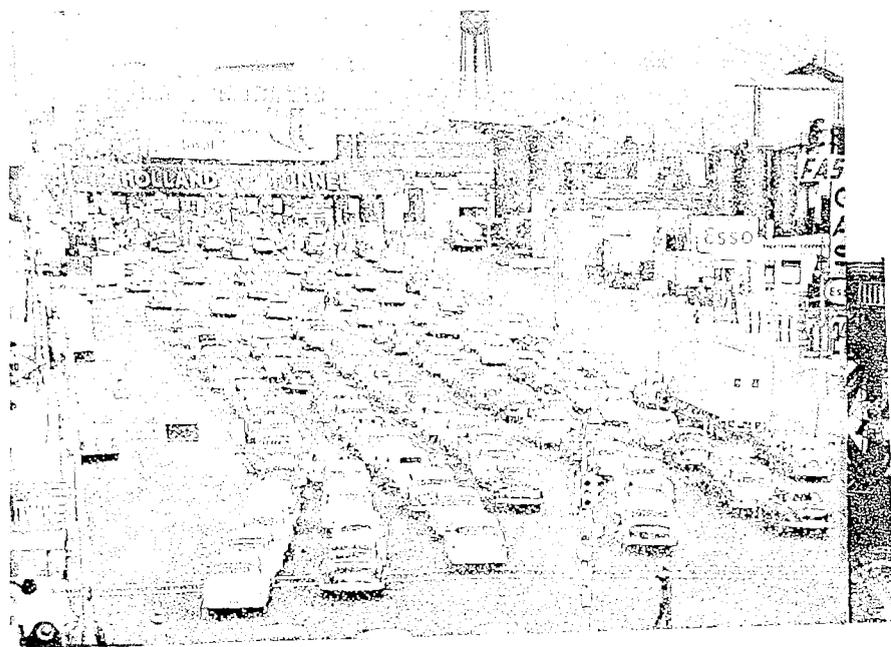
The Port Authority's medical and safety program goes far beyond the letter of the law which requires physical examinations before work under compressed air, medical attendance at all times, and air-locks for the treatment of compressed-air illness.

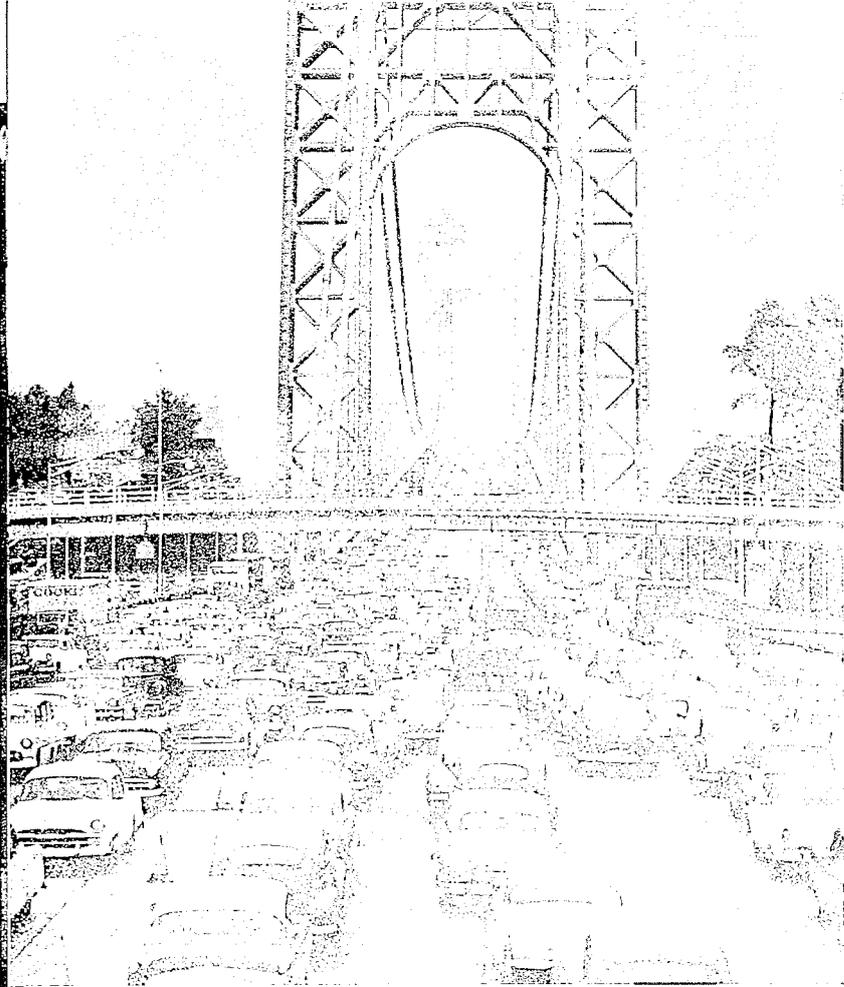
The medical program—which has been described as the most thorough ever devised for protection of tunnel workmen—provides, in addition to all legal medical requirements, a modern clinic so complete that it is in effect "a hospital in miniature." Developed on the New Jersey side of the Third Tube at a cost of \$67,000, the clinic is equipped to handle all emergency requirements, including compressed-air illness.

The accident-prevention aspects of the program aim toward keeping awareness of safety precautions at the forefront of every worker's mind. Safety booklets, posters, slogan contests, and the constant availability of experienced safety engineers serve as ever-present reminders that safety requires constant vigilance and teamwork.

### **Traffic Gain Achieved Despite Construction**

The primary operating problem at the Lincoln Tunnel during 1955 was the maintenance of the use of the crossing's existing tubes at maximum capacity while approach roads in New Jersey and New York were being expanded in connection with the Third





The year's peak traffic often produced demands beyond the capacity of the George Washington Bridge, here shown during busy Labor Day weekend. Addition of a proposed second level to this busy crossing would provide increased capacity to handle ever increasing needs of interstate vehicular travel.

Tube. Because of this construction activity, some streets were closed down completely and the number of available lanes on other roadways had to be reduced. Despite these problems, a greater volume of traffic was handled during the year at this tunnel than during the previous year.

To facilitate traffic handling during construction, additional Port Authority Police Officers were required to augment the normal facility police complement, and changes were made as required in the regular tunnel approach traffic patterns.

#### **Lincoln Tunnel Parking Lot Provides Tunnel Traffic Relief**

On November 1, 1955, a ten-acre, 1,100-car parking lot was dedicated on the New Jersey side of the Lincoln Tunnel. Designed to relieve heavy commuter traffic using the Lincoln Tunnel, the parking area

permits motorists to leave their cars parked in New Jersey while they travel by bus to and from Manhattan via the tunnel. It is estimated that each full busload of persons using the Lincoln Tunnel Parking Area reduces the number of automobiles in the busy tunnel by twenty-five. The lot is the first peripheral parking area in the Port District to be combined with a bus service in connection with a major vehicular crossing.

Governor Robert B. Meyner of New Jersey who was the principal speaker at the televised ceremonies marking the dedication of the parking area declared: "I strongly welcome this new facility and as strongly commend its use to the motoring public. It is a real bargain. The motorist saves his parking fee in New York, along with the costs of using his car into and out of New York. He saves time and energy. He contributes his bit to the solution of a vexing public problem."

Governor Meyner has given active support to peripheral parking—the Lincoln Tunnel parking area in particular—as a means toward reducing commuter rush-hour congestion. In 1954, the Governor formed the Governor's Committee on New York-New Jersey Bridge and Tunnel Traffic to study possible ways and means of alleviating interstate traffic delays within the limits of the Holland and Lincoln Tunnels. In its report, this Committee endorsed peripheral parking, with particular support to the Lincoln Tunnel lot.

Developed and constructed by the Port Authority at a cost of \$455,000, the lot is leased to and operated by Public Service Coordinated Transport, Inc. This bus company provides six-day-a-week express bus service to and from Manhattan every six minutes during peak hours and every fifteen minutes at other times.

A widely favorable press greeted the announcement of plans for and the opening of the Lincoln Tunnel Parking Area.

The New York *Daily News* declared:

"The experiment looks to us like something to be watched with great interest and hope . . . like other evidence of the Port Authority's vision and constructive energy."

Stating that "perimeter parking makes sense," the Newark *Evening News* surmises that:

"Motorists ought to welcome the opportunity to park their cars at the edge of the most congested area on their journey and spare themselves nervous strain and hunting for a downtown parking place."

### **Construction, Maintenance, and Operational Programs at George Washington Bridge**

On October 15, 1955, following three years of steady construction, the modernization program at the New Jersey plaza of the George Washington Bridge was completed. During this \$4,500,000 project, the main New Jersey plaza was widened by an additional forty-eight feet, an entirely new set of sixteen left-hand toll booths was installed, and the approach road under Lemoine Avenue was widened by six lanes. Connections between the bridge and the southern terminus of the new Palisades Interstate Parkway were also constructed.

Traffic handling at the bridge's New Jersey side was improved through use of audio aids in traffic control during 1955, when the practice of directing traffic by use of a loudspeaker system was inaugurated. Through this innovation, the bridge's police staff is able to achieve a better distribution and a faster flow of traffic on the New Jersey plaza. The loudspeaker is also used to advise motorists of unusual conditions on the bridge itself.

A dramatic improvement in the lighting of the George Washington Bridge's roadway was produced during 1955 through installation of mercury-vapor lights. Each of these new lights provides four times the illumination on the roadway as that of the old incandescent type.

During the year, the \$325,000 two-year task of painting the George Washington Bridge was substantially completed. The previous cyclic painting of the bridge was finished in 1947.

Spanning the Kill Van Kull, the steel-arch Bayonne Bridge provides a 150-foot clearance at high tide above this vital waterway. The three Staten Island Bridges provided passage between Staten Island and New Jersey for about 8,280,000 vehicles in 1955.

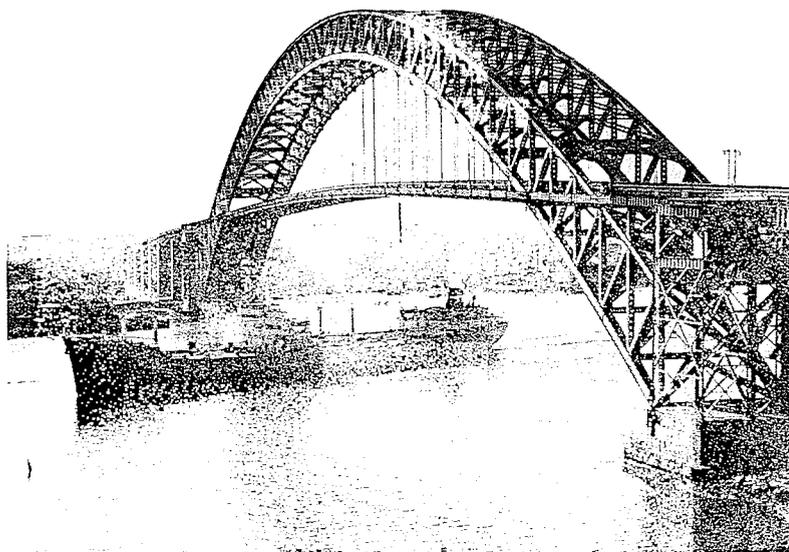
### **Holland Tunnel Improvement Projects**

A new service building, substantially completed by December 31, 1955, is providing additional greatly needed space for facility personnel and equipment at the twenty-eight-year-old Holland Tunnel. Construction of this new building represents the initial phase of an improvement program which also involves complete rehabilitation and conversion of the second and third floors of the existing New Jersey administration building, and extensive alterations to the existing service garage. The entire project, which will cost about \$967,000, will make it possible to consolidate the administration activities of the facility at the New Jersey side of the tunnel.

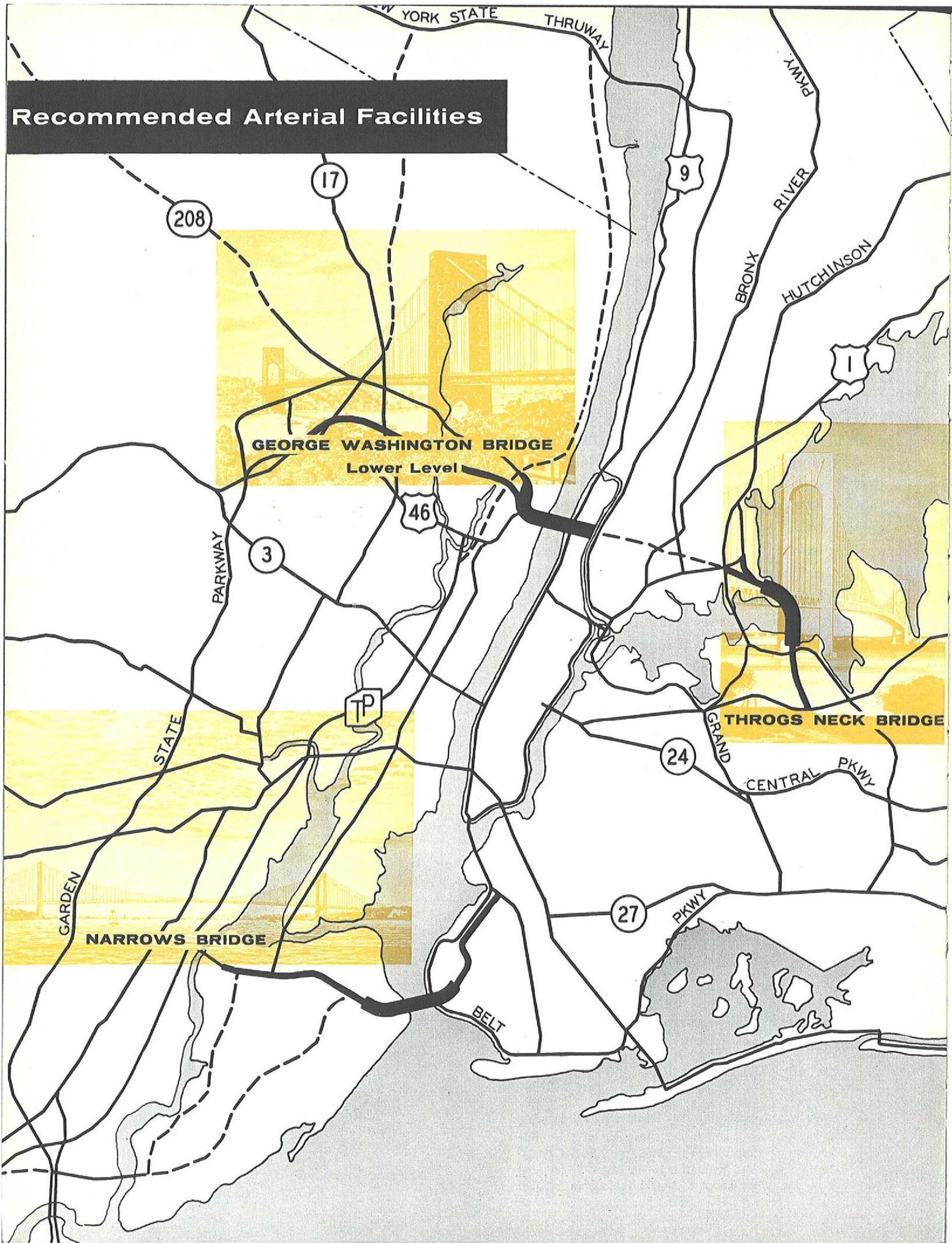
### **Rehabilitation Programs Underway At Staten Island Bridges**

The first phase of the two-year \$524,000 improvement program at the Staten Island Bridges was completed during 1955. The concrete roadway at the Bayonne Bridge, built in 1931, was resurfaced with asphaltic concrete on the Staten Island approach viaduct and on 1,000 feet of the New Jersey approach. Resurfacing of the bridge roadway and of the balance of the New Jersey approach is planned for the spring of 1956.

At the Outerbridge Crossing, the entire Staten Island approach and the bridge roadway were resurfaced with asphaltic concrete during 1955. The New Jersey approach roadway is scheduled for resurfacing during the fall of 1956. Concurrently with this resurfacing work, more effective barriers were erected atop the curbs at both the Outerbridge Crossing and Goethals Bridge.



# Recommended Arterial Facilities



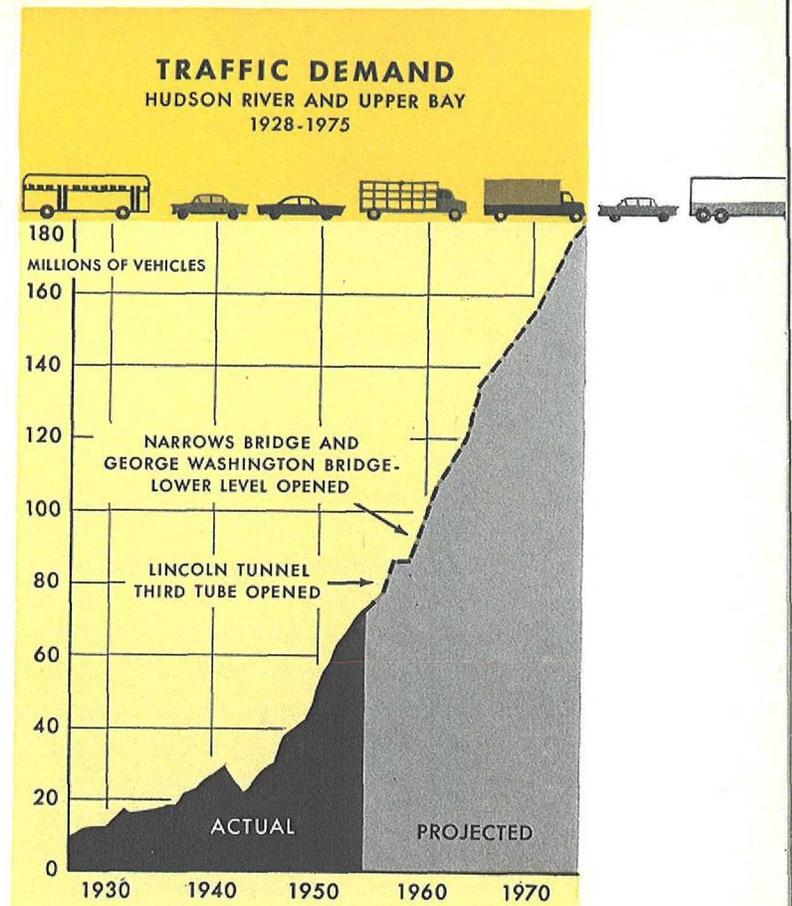
## ARTERIAL FACILITIES PROGRAM

The Port Authority and Triborough Authority Advance Joint Program to Cope with Arterial Traffic Requirements

In January, 1955, the Port Authority and the Triborough Bridge and Tunnel Authority made public their recommendations for a \$600,000,000 program which would provide a system of crossings and arterial highways to expedite the flow of vehicular traffic in the New Jersey-New York Port District. The recommendations followed a year-long comprehensive Joint Study of the area's vehicular transportation problems and of feasible means for developing new arterial facilities.

The plans received immediate and wide acclaim from public officials, civic associations, leading citizens, and the press. Governor Robert B. Meyner of New Jersey commented: "I am most favorably impressed with the magnitude of this study of arterial facilities. It represents the type of bold highway action necessary to meet future traffic demands of New Jersey, the Metropolitan Area and the Eastern Seaboard."

The recommended program calls for construction of three major bridge projects and the development of a new and expanded system of arterial connecting highways. The two Authorities would finance, construct, and operate the bridge projects; while the connecting express highways would be financed pri-



marily by Federal and State funds and would be constructed by the two States.

It is significant that the proportion of total trans-Hudson traffic generated in areas other than Manhattan has been growing in recent years. In the Joint Study, therefore, the Port Authority and Triborough Authority centered their attention on the bypass routes required to reduce to a minimum the utilization of Manhattan's streets by non-Manhattan traffic.

The bridge facilities, which would require expenditures by the two Authorities of about \$400,000,000 over a five-year period, comprise a Narrows Bridge between Brooklyn and Staten Island; a second level for the George Washington Bridge between New Jersey and upper Manhattan; and a new bridge spanning the East River between Cryder's Point in Queens and the Throgs Neck peninsula in The Bronx. On completion of these bridge projects and the necessary arterial highways, motorists could more easily bypass the congested areas of midtown and lower Manhattan when traveling between the communities in the northern New Jersey counties, Long Island, and Westchester; or to and from the Boroughs of New York City.

The Port Authority would finance and construct the Narrows Bridge; and would finance, construct, operate, and maintain the lower level of the George Washington Bridge.

The Triborough Authority, as the agency of New York City, would operate and maintain the Narrows Bridge under a lease agreement with the Port Authority, and would eventually purchase the facility from the Port Authority. The Triborough Authority would also finance, construct, operate, and maintain the Throgs Neck Bridge.

The two Authorities are prepared to go forward with immediate construction of these bridge projects as soon as the required approvals and agreements are obtained, and the financing of those connecting highways essential to their operation is assured.

#### **State Enabling Legislation And Expressway Financing**

During 1955, appropriate legislation was recommended to New York and New Jersey to permit construction of the new bridge projects. After approval by New York City's Mayor Wagner and Board of Estimate, the necessary enabling legislation was enacted by the New York Legislature and approved by Governor Averell Harriman in April.

As of the end of 1955, the bills which would authorize the Port Authority to proceed with the financing and construction of the Narrows Bridge and of the lower deck for the George Washington Bridge were still pending before the New Jersey Legislature. Action during the year was deferred until completion of studies on the Bergen-Passaic Expressway by the New Jersey State Highway Department. The studies were completed early in 1956, and it is expected that the enabling legislation will be given early consideration.

In addition to the enabling legislation required to implement this program, it is essential that sufficient Federal and State monies become available to finance the expressways connecting with the major bridge facilities themselves. The proposed expressways would serve as distribution arteries for bridge traffic as well as for accommodating rapidly increasing local traffic.

In 1955, both an expanded Federal highway program and an expanded New York State program were considered at length by Congress and the New York State Legislature respectively. A Federal program failed to pass the first session of the 84th Congress and the State program was rejected by New York State voters in the November General Election. However, in 1956, with a clear recognition of the urgent need for expanded highway construction on both the Federal and State levels, the respective legislative bodies are giving top priority to highway programs. Passage of these programs in 1956 would provide the necessary assurance that the expressway connections can be advanced concurrently with the proposed crossings.

#### **Narrows Bridge Would Be The World's Greatest**

The Narrows Bridge would at long last provide a vehicular link between Staten Island and her sister boroughs of New York City. To cost some \$220,000,000, the completed bridge would comprise a twelve-lane, double-deck structure. From anchorage to anchorage it would measure 7,200 feet, and would have the world's longest center span of 4,400 feet.

The Port Authority and the Triborough Authority, during 1955, continued to work out the details of a definitive agreement between the two agencies which would permit the Port Authority to proceed with the financing and construction of this crossing. The agreement between the two Authorities would call for Triborough to pay a rental to the Port Authority sufficient to meet all the Port Authority's expenditures in connection with the Narrows Bridge project, including debt service and other expenses, so long as the Port Authority owns the bridge. The agreement would require Triborough to take title to the bridge not later than 1969, paying the Port Authority a sufficient sum to reimburse completely the latter's outlay in financing the facility.

Through this joint arrangement, the timetable for the opening of the urgently needed Narrows Bridge should be considerably advanced. The Port Authority has agreed to finance this facility because the

Triborough Authority has certain financial restrictions which would prevent that agency from undertaking immediate construction of this crossing.

Because the approaches to the Narrows Bridge would occupy portions of Fort Hamilton in Brooklyn and Fort Wadsworth in Staten Island, Port and Triborough Authority representatives, early in the year, entered negotiations with First Army officials relative to an agreement for use of this land. This agreement, among other things, would call for reconstruction and replacement of the military installations displaced by the bridge. The costs for this work would be included in capital construction costs for the crossing.

Intensive studies were also carried forward during 1955 to refine and improve the functional plans for the Narrows Bridge, its immediate approaches, and its connecting highways. The most careful attention was devoted to the problems of reducing to an absolute minimum the disruptions to established business and residential communities necessitated by the construction of this great public project. In Staten Island, for instance, the alignment for the Cloves Lake Expressway, which will connect the Narrows Bridge with the Goethals and Bayonne Bridges, was substantially improved over the alignment originally proposed. The new proposed route, which was developed with the cooperation of Staten Island officials, including the Borough President of Richmond, would significantly reduce the number of dwellings on the route of the expressway.

### **George Washington Bridge Lower Deck**

The recommended construction of a lower deck for the George Washington Bridge would provide an additional six lanes to handle traffic using this busy crossing. The George Washington Bridge improvement, including immediate approaches in both New Jersey and New York, would cost about \$82,000,000 and would be financed, constructed, and operated by the Port Authority.

With passage of the arterial program legislation, the Authority would be authorized to construct a

bus terminal for interstate bus travelers adjacent to the Manhattan approaches to the bridge. This project would be undertaken in conjunction with the construction of the lower level approaches, provided the necessary agreements with New York City officials are worked out. During 1955, substantial progress was made in refining and improving the functional plans for the lower deck addition and for the proposed terminal.

To advance construction of an essential new arterial connection on the New Jersey side of the George Washington Bridge, the Port Authority has agreed to provide the State's share, up to \$24,000,000, of the financing of a proposed new Federal Aid east-west expressway through Bergen and Passaic Counties. During 1955, the New Jersey State Highway Department studied the development of a definitive alignment for this proposed highway, which would provide needed relief for local Bergen County traffic and would serve as a principal feeder route to the expanded George Washington Bridge.

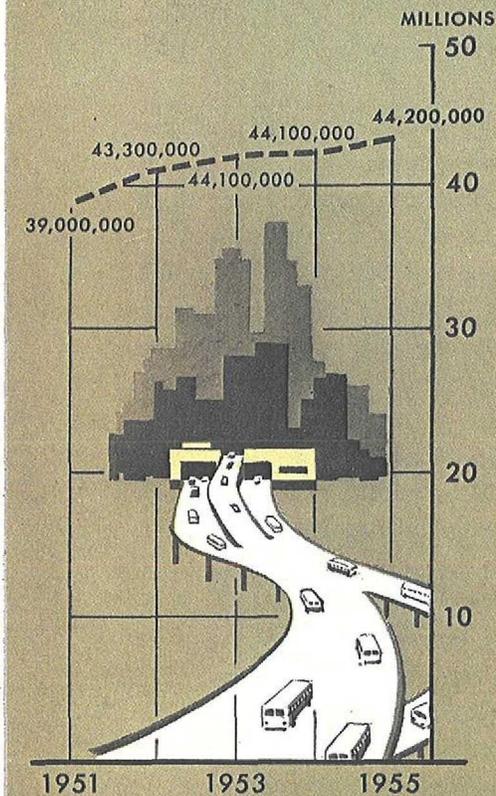
Under the various Federal highway appropriations programs now being considered by Congress, sufficient Federal funds might be provided to cover a large part of the \$24,000,000 which the Port Authority has agreed to contribute as the State's share of the financing of this expressway. If this is the case, the difference between the State's actual financial share and the \$24,000,000 contributed by the Port Authority would be applied toward improvements to other Bergen County highways which contribute significantly to the George Washington Bridge traffic flow. The selection of these highways would be agreed upon with the Port Authority.

### **Throgs Neck Bridge Is a Strategic Link**

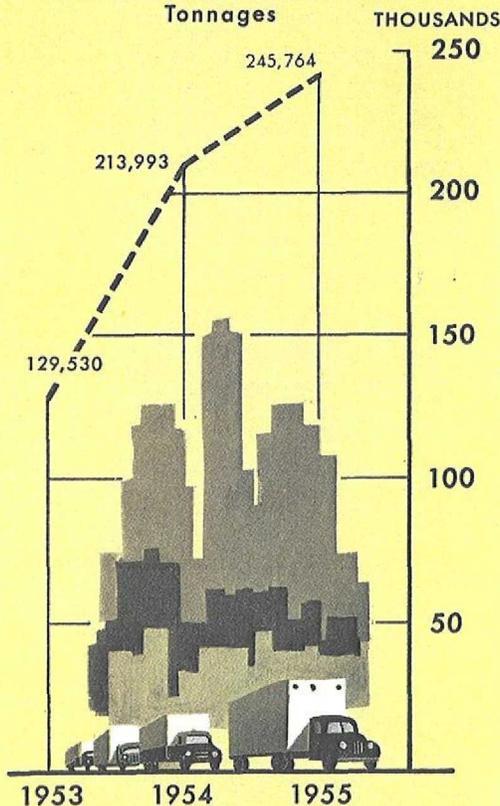
The third great crossing proposed for construction is the \$93,000,000 six-lane, single-deck Throgs Neck Bridge. This project, with its approaches and connecting highways, would complete a strategically important link in the metropolitan arterial highway system and would provide relief for the heavily used Triborough and Bronx-Whitestone Bridges.

## BUS TERMINAL.

Arriving and Departing Passengers



## New York Union TRUCK TERMINAL Tonnages



(Terminal in operation 10 months in 1953)



The Newark Truck Terminal, largest in the world, was readied in 1955 for commercial trucking operations.

## TERMINALS

### Inland Terminals Help Handle Port District's Bus Passengers And Rail and Truck Freight

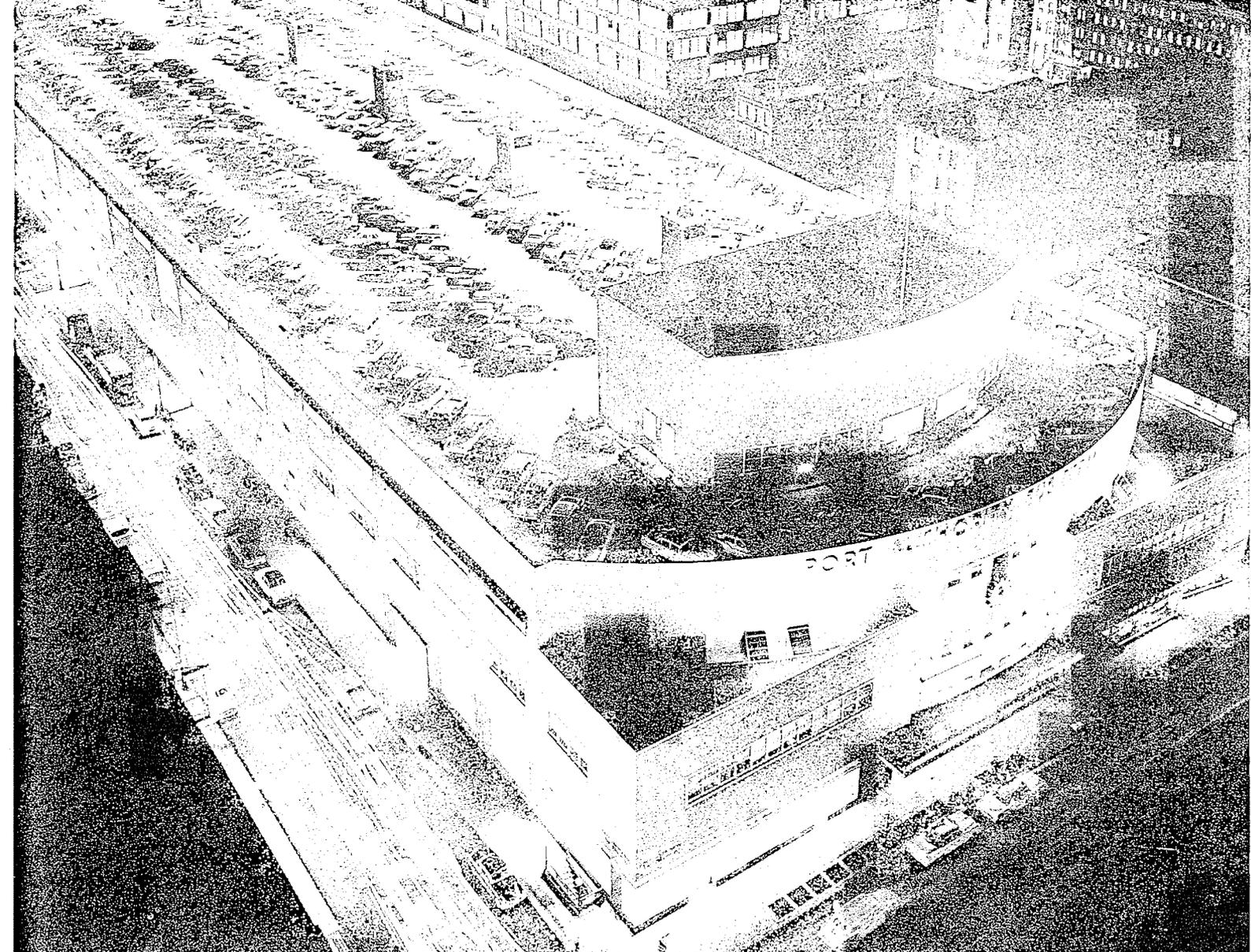
Throughout 1955, the Port Authority's inland terminals continued to help expedite the flow of people and goods, provide more efficient truck and bus operations, and reduce traffic congestion on the Port District's busy streets. Our inland terminals—the Port Authority Bus Terminal, the New York and Newark Union Motor Truck Terminals, and the Union Inland Freight Station located in the giant Port Authority Building—are under the direction of Henry Davison.

In 1955, these inland terminal facilities achieved gross revenues of \$6,035,000, an increase of 2.6 per cent over 1954's gross. As of the end of the year, the Port Authority had invested \$64,254,000 in such terminals, of which figure some \$1,508,000 was spent in 1955 for modernization and other improvements.

### Passenger Increase Highlights Year At Bus Terminal

In its fifth year of operation, the Port Authority Bus Terminal, occupying the entire block between West 40th and 41st Streets and 8th and 9th Avenues in Manhattan, accommodated more than 2,600 bus departures and 130,000 passengers on an average weekday. During the year, over 44,200,000 passengers, about 200,000 more than during 1954, used the Bus Terminal, which serves as one of the Port District's principal passenger gateways.

Commuter service between New Jersey and New York comprises the bulk of the terminal's activity.



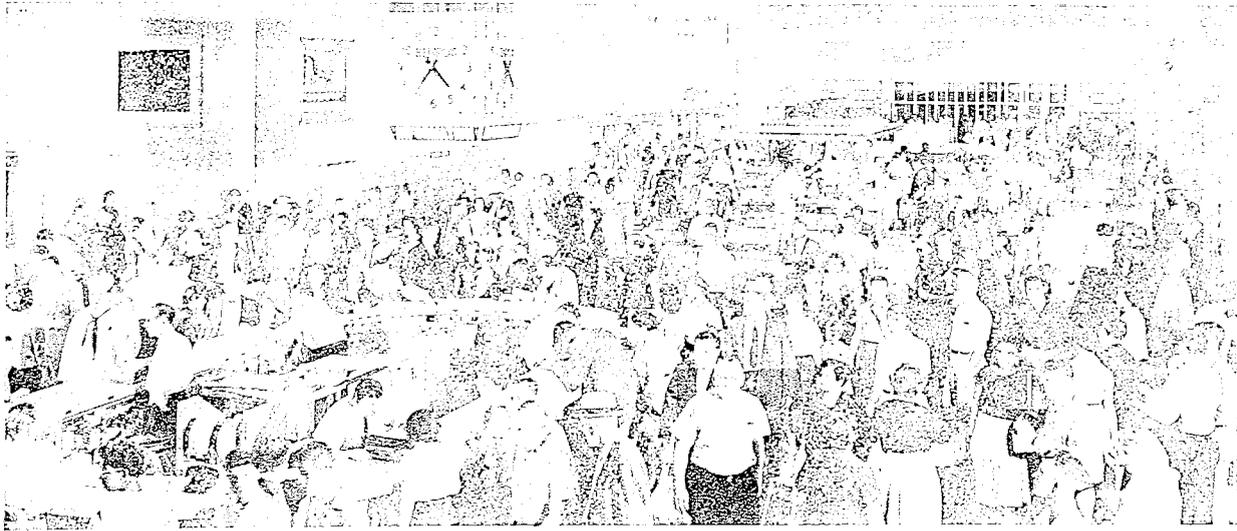
The Port Authority Bus Terminal handled about 838,000 bus departures during 1955. Some 735,500 of these were commuter buses, 93.3 per cent of which used the direct ramp connections to the Lincoln Tunnel, thus avoiding Manhattan's crowded streets.

During the year, more than 735,500 commuter buses utilized the terminal. Most of these used its ramp connections to the Lincoln Tunnel, relieving New York City streets of considerable traffic.

Many of the thirteen short-haul lines based at the Bus Terminal have been able to reduce their schedules following a switch to larger vehicles which carry fifty-three instead of forty-five passengers. This caused a 1.4 per cent decrease from 1954's commuter bus departure figures. The decrease is not, however, reflected in the number of commuters served by the terminal which, because of the more

ample accommodations in the larger buses, increased slightly to 41,987,425.

During 1955, one new long-haul bus operator began operations at the Port Authority Bus Terminal, bringing the number of long-distance carriers to fourteen. These lines, which serve all parts of the United States, made 92,503 departures during the year, an increase of 1.6 per cent over 1954. As a result of an intensive publicity campaign by various of the terminal's long-haul concerns, bus package express service has achieved increasing importance in recent years. The 1955 volume represents a gain of 30.6 per



Some 44,200,000 bus commuters and long-distance travelers used the busy Port Authority Bus Terminal in 1955.

cent over 1954 package express activity, and a substantial 129.6 per cent increase over 1953's figures.

The seventy-seven privately operated retail stores and other consumer services, which contribute to the development of a self-supporting operation at the Bus Terminal, achieved a gross retail business of \$11-954,000, a 3.5 per cent rise over sales for the previous year. This activity produced about \$1,475,000 in revenues to the Port Authority, over 58 per cent of the gross revenues achieved by this terminal. During 1955, construction of a banking facility got underway, which will thus bring the number of stores and services up to seventy-eight. To be located off the waiting room on the main concourse, this bank will be situated at one of the busiest areas in the Port District. Inauguration of this new service should prove a great convenience to the Bus Terminal's many users.

### **New York Truck Terminal Handles Record Tonnage**

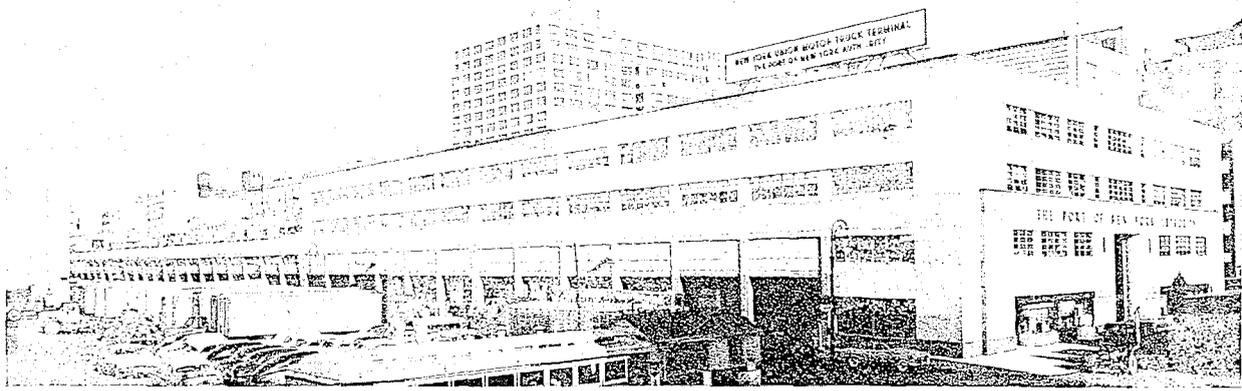
Tonnages handled at the four-block-long New York Union Motor Truck Terminal in Manhattan continued the strong upward trend experienced since the platform of this facility reopened in March, 1953, under the operation of a corporation jointly owned by a group of over-the-road carriers. The average day in 1955 saw 975 tons of freight move across the platform—nearly 15 per cent more than was handled daily during the previous year. Throughout the peak

freight-handling months of August, September, and October, an average of over 1,100 tons a day was consistently maintained. This activity set new monthly records and more than doubled the volume accommodated during the comparable period in 1953, the first year of operation under the joint agent. Much of this record business was stimulated by an intensive direct-mail promotional campaign and the personal solicitation program undertaken by the joint agent.

The eleven trucking concerns operating at the New York Truck Terminal—which include the original five lines comprising the operating group, and six tenants—provide service to all forty-eight states. This is accomplished either by direct routes or through interline agreements. Among the other many advantages available at the terminal is a consolidated receiving station, operated by the agent. Shippers and consignees may pick up or deliver freight in one stop at this consolidated receiving station rather than through a series of trips to smaller freight receiving stations scattered throughout the Port District. A consolidated pickup and delivery service covering New York City's five boroughs is also available at the terminal.

### **Newark Truck Terminal Is Readied For Commercial Trucking Activities**

On July 1, 1955, the lease with the United States Air Force for the Newark Union Motor Truck Ter-



The New York Truck Terminal handled an average of 975 tons of freight a day during 1955 — a 15 per cent increase over 1954.

terminal expired. The Port Authority immediately began readying this facility, the largest truck terminal in the world, for commercial trucking operations. The Port Authority had leased the Newark terminal to the Air Force in 1951 when it became apparent that, due to a restrictive clause in the local teamsters' union contract, it would temporarily not be possible to operate the terminal as the Authority had originally planned.

During 1955, the terminal's conveyor belt, pneumatic tube system, crane, and scales were reactivated. By the end of 1955, the facility was ready to begin operations as a consolidated terminal for the handling of over-the-road less-than-truckload freight.

On February 15, 1956, the Port Authority leased the Newark Truck Terminal to the Garden State Truck Terminal Corp., a subsidiary of a group of over-the-road carriers which will initiate, on or about March 1, 1956, an operation similar to that now conducted at the New York Truck Terminal.

When operations get underway, the Newark Truck Terminal, which is adjacent to Newark Airport and Port Newark, will serve as a focal point for trucking activity in the surrounding area. Among the advantages produced by the opening of the terminal would be the traffic relief resulting from a reduction in wasteful truck trips to and from a number of isolated terminals throughout the area. Shippers and consignees would also benefit greatly from the efficiency of a unified pickup and delivery system.

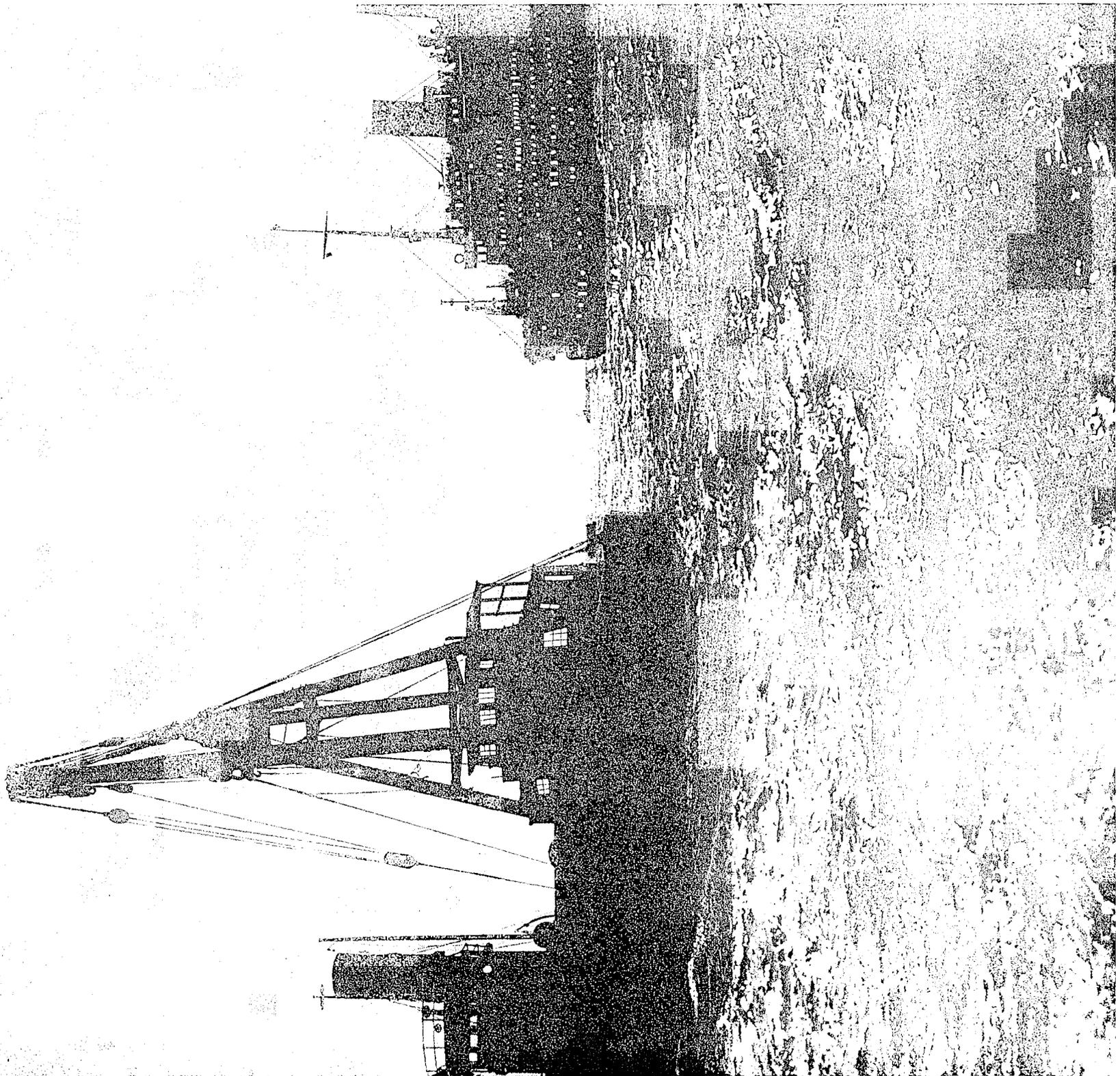
### **Union Inland Freight Station Handles Less-Than-Carload Rail Freight**

The Union Inland Freight Station, which comprises most of the ground and basement floors of the block-square Port Authority Building at 15th Street and 8th Avenue, handled 140,581 tons of less-than-carload railroad freight and Railway Express parcels.

Of this figure, some 31,713 tons were handled on the terminal's ground floor where seven railroads jointly operate a consolidated freight station for processing less-than-carload freight arriving from and destined for all points in Manhattan. This represents a 3.7 per cent decrease from 1954's activity and reflects the nationwide shift of freight from railroads to trucks and freight-forwarding companies. It also reflects a change within the Port Authority Building from tenants engaged in warehousing and manufacturing activities toward office tenants.

The Railway Express Agency in the building's basement floor accommodated 108,868 tons of packaged freight during 1955, a 9 per cent decline from 1954's activity, continuing a nationwide trend that followed liberalization of parcel post package regulations in 1952.

The fifteen-story Port Authority Building, which also houses the Authority's main offices, continued during 1955 to undergo an extensive air-conditioning and rehabilitation program. This project, which embraces all floors on the eastern half of the structure, was 70 per cent complete at the end of the year.



# PORT DEVELOPMENT

## Developing Commerce for a Dynamic Metropolitan Port Area

If the New Jersey-New York Port District is to remain unrivalled as the major crossroads of world commerce, it must fulfill three basic objectives. These are: the provision of the most modern and efficient terminal and transportation facilities for the handling of people and goods; the promotion of the advantages of shipping via Port of New York; and protection against transportation rate structures that discriminate against the Port of New York.

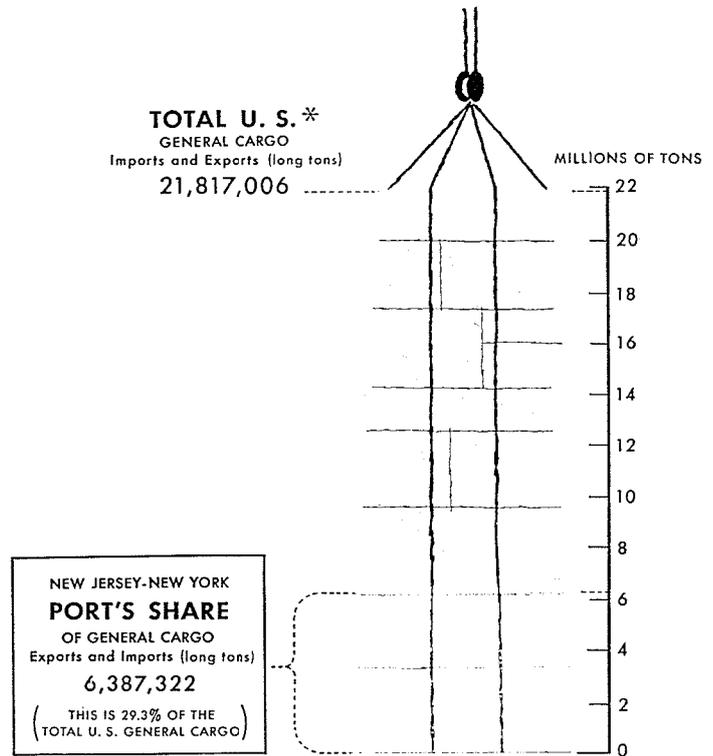
The Port Authority's general port planning, promotion, and protection program, which is dedicated to the fulfillment of these objectives, is carried on by the Port Development Department, under the direction of Roger H. Gilman, and by the Aviation Department, in the case of air facilities. In 1955, in accordance with the directives of the Port Compact, the Commissioners of the Authority authorized the expenditure of over \$900,000 for general port planning, promotion, and protection.

As discussed in previous chapters, the Authority develops and operates highly efficient marine terminals, airports, vehicular crossings, and inland terminals. The Authority's planning program has provided assistance to the operating departments toward the successful development of these facilities. During 1955, the Port Authority gave particular attention to its comprehensive planning responsibilities so that studies of the Port's long-range transportation needs could be accelerated. The Authority also works vigilantly toward maintaining and improving those

transportation facilities endowed by nature on the Port District — the magnificent waterways and harbors that have made the New Jersey-New York Port the gateway to the nation and the world.

Our port promotion activities, which aim at attracting commerce to the Port District, are carried out through a program by which export-import shippers and others concerned with cargo movements are informed of the advantages of shipping via the Port of New York, and by expediting shipments through the Harbor. Supplementing this, our port protection program helps assure that the Port's rates and transportation services are designed to keep and attract commerce.

The Port Authority's port development program gains increasing importance in the light of the fact that the past few years have seen a decreasing trend in the share of total United States waterborne general cargo handled at the Port of New York. For instance, the Port's share of general cargo exports and imports in the first half of 1955 was 29.3 per cent, as compared to a post-war average of 34.5 per cent.



\* (Figures shown are for the first 6 months of 1955)

During the first half of 1955, general cargo exports and imports at the New Jersey - New York Port amounted to 6,387,322 long tons. This was a 26.5 per cent gain over general cargo totals for the first half of 1954; but a month-long waterfront strike in March, 1954, which virtually closed the Port to ocean commerce, distorts the 1955-1954 relationship. Stability of waterfront labor is, of course, a prerequisite to maintaining the Port's pre-eminent position as the crossroads of world trade.

### Contributions Toward Port Progress

Since the termination of World War II, harbor construction and improvement expenditures at the Port of New York have totaled about \$100,000,000, or more than one-fifth of the total spent at all other U.S. ports. The Port Authority itself was responsible for about \$41,000,000 of this total. In addition to this figure, the Port Authority is planning an \$85,000,000 expenditure for the Brooklyn-Port Authority Piers waterfront development program, and additional financial outlays for the development of a

new harbor facility at Elizabeth, New Jersey, and for new terminal facilities at Port Newark.

### WATERWAY IMPROVEMENTS

In 1955, the United States Congress appropriated a total of \$4,000,000 for the current fiscal year to progress two vitally needed projects on the Arthur Kill, the Port's busiest industrial waterway. These appropriations followed an intensive program by the Port Authority and other Port interests to achieve adequate Federal funds for the two projects, authorized by Congress in 1949 and 1950.

A Congressional appropriation of \$1,000,000 has launched the construction of a new vertical-lift bridge across the Arthur Kill. The new bridge will replace the present sixty-seven-year-old B&O Railroad swing bridge which presents a serious navigational hazard to craft using this busy industrial waterway.

Another project, for which Congress appropriated \$3,000,000 for the current year, is the deepening from thirty to thirty-five feet of the six and one-half mile middle stretch of the Arthur Kill between Staten Island and the New Jersey mainland. When completed, this project will provide a thirty-five-foot depth for the entire length of the New York-New Jersey Channels, which extend from Raritan Bay through the Arthur Kill and the Kill Van Kull to the Upper New

The new Eastern Trade Promotion Office, located at 32 Broadway, is at the heart of lower Manhattan's foreign trade district.



City Council President Abe Stark, and Port Authority Chairman Donald V. Lowe cut ribbon to open the Eastern Trade Promotion Office in June, 1955, with the assistance of Honorary Chairman Howard S. Cullman. Also at ceremony (from left) are Anthony B. Akers, Regional Director of the N. Y. State Dept. of Commerce, and Executive Director Austin J. Tobin.



York Bay. Thus, this channel system will provide a second deep-water entry to the entire New Jersey-New York Harbor.

Toward the further improvement of this aforementioned channel system, the Port Authority, during 1955, studied the adequacy of the presently authorized channel dimensions. The Port Authority's preliminary study indicates that a modification in the project dimensions, including a greater channel depth, would be advisable for this vital waterway. These findings were endorsed by local civic groups and by the three United States Congressmen whose districts border on the waterways affected. Early in 1956, therefore, these Congressmen submitted petitions to the Public Works Committee of the House of Representatives requesting Congressional authorization for a reappraisal by the Army Engineers of the adequacy of the presently authorized dimensions of these channels.

A serious siltation problem, which has caused excessive channel and berth maintenance dredging in sections of the Hudson River, was also given attention by the Port Authority. The Authority took the lead in organizing the support and testimony of Port District officials and industrial representatives to demonstrate the vital need for alleviating this problem before a hearing in July of the Public Works Committee of the House of Representatives. As a result, the Public Works Committee authorized the Army Engineers to undertake a review study of the siltation

problem. This review is aimed at determining the causes of the excessive shoaling and analyzing proposed methods of relieving the situation.

### **Promoting the Port's Commerce**

In response to the vigorous challenge of competition by other ports, the Port Authority gave increasing emphasis during 1955 to its commerce promotion program. Our activities are designed to attract commerce to the Port by assisting shippers with their problems and by encouraging them, through an extensive information program, to ship via Port of New York.

At the forefront of its promotion program, are the Authority's five regional trade promotion offices. Within the past ten years, the Port Authority has opened these on-the-spot offices in the hearts of those areas which generate and/or control much of the foreign trade moving through the Port — namely Chicago, Cleveland, Washington, D.C., and the New Jersey-New York areas in the United States, and Rio de Janeiro in South America.

The youngest of these branch offices — our Eastern Trade Promotion Office — opened its doors in June, 1955, at 32 Broadway, in lower Manhattan, the heart of the Port of New York's foreign trade community. Prior to this time, our eastern trade promotion staff had been working out of our main headquarters in the Port Authority Building. With its relocation to the new regional office, our

Commissioner James C. Kellogg, III, (second right) and Roger H. Gilman (left), Director of Port Development, discuss opening of the Eastern Trade Promotion Office with guests at opening-day reception.

Also at the reception marking the opening of the new trade promotion office, were Commissioner Chas. H. Sells (center) and Clifford B. O'Hara (second left), Chief of Trade Promotion & Protection Division.





Port Authority Commissioner Dow H. Drukker, Jr. (left), General Counsel Sidney Goldstein, and Director of Aviation John R. Wiley were among the Port Authority representatives serving as hosts on a harbor inspection tour for members of the International Air Transport Association, including Louis Lesieux, President of Air France (second from left).

New York promotion staff is but a step from the leading banks, steamship lines, freight forwarders, customs house brokers, and other agencies concerned with the handling of the Harbor's commerce. Thus, when notified by other branch offices that assistance is needed, this staff is excellently situated for expediting or otherwise solving problems related to cargoes of out-of-town shippers.

During the six months that this new branch office was open in 1955, more than 2,500 shippers and others interested in the Port visited the 32 Broadway office, including representatives from seventeen states and twenty-six foreign countries. In addition, considerable aid was given to more than 2,000 persons who contacted this trade promotion office by telephone.

The New York staff also made over 4,000 calls on shippers in the Port District and in twenty-four cities in seven Eastern states. Solicitation calls made by representatives of our other regional offices in their respective territories totaled 3,200. Such solicitation calls are part of the vigorous program to encourage shippers to route specific cargoes through the Port of New York, and are designed to keep exporters and importers abreast of new developments in the Port.

Supplementing the personal contact work is a constant flow of port literature aimed at informing the shipping public of the Port's superior marine, land, and air transportation facilities. Foremost among these media is a monthly commerce promotion magazine, "Via Port of New York," whose distribution now totals more than 11,000 foreign trade officials.

#### **STEPPED-UP AIR COMMERCE PROMOTION PROGRAM**

As the Air Age continues to come into its own, the Port Authority gives increasing attention to the promotion of the Port District as the nation's major passenger and cargo air center. This program is carried out by our Aviation Department through numerous personal contacts with shippers and aviation interests and through various publications, such as "Guide to Air Shipping Via Port of New York."

During the year, this department launched a consolidated information service on overseas air shipments, whereby shippers can obtain, in a matter of minutes, schedules, rates, and other pertinent information on air cargo services to and from the Port District. Prior to the development of complete records on air cargo services, the Port Authority could supply information to shippers only after first contacting the airlines for the necessary information. This phase of our aviation promotion program is carried out with the aid of our trade promotion offices.

#### **Metropolitan Rapid Transit Study**

One of the most vexing problems facing the Port District and other large metropolitan areas is that of maintaining practical rapid transit systems. To analyze the problems of interstate rapid transit in the metropolitan area, The Port of New York Authority has agreed to finance a study on behalf of the bi-state Metropolitan Rapid Transit Commission. To cost some \$800,000, the study is exploring the physical, financial, legal, and administrative problems involved in developing a program for maintaining and improving rapid transit facilities between New Jersey and New York.

Mr. Arthur W. Page, who served as director of the Working Group for the Presidential Advisory Committee on Transport Policy and Organization, was retained as Project Director to provide coordination and direction for the study, which is being conducted

by four nationally known consulting firms and the Regional Plan Association of New York. The study, which was launched in the fall of 1955, is scheduled for completion in 1957.

Both the Metropolitan Rapid Transit Commission and the Port Authority have given full recognition to the fact that the Port Authority is able to undertake the responsibility for transportation and terminal facilities only if such projects can be financed by revenue bonds when competent estimates indicate that in the long run these bonds will be self-liquidating.

The two agencies have also realized that nearly every metropolitan area which is trying today to improve its rapid transit facilities has had to consider some form of financial aid from tax-supported sources to insure adequate funds to supplement user revenues in meeting debt charges for rapid transit. The current comprehensive study of interstate rapid transit therefore includes development of a constitutionally sound, financially practicable, and otherwise feasible plan of meeting deficits and debt charges if such deficits appear to be inevitable.

### **Guarding The Port's Competitive Position**

In addition to its trade promotion activities and its program of planning for the coordination and development of facilities for handling of commerce within the Port District, the Port Authority keeps a watchful eye on route, rate, and tariff matters that might affect that commerce. When necessary, the Authority participates in proceedings before various regulatory agencies in order to obtain and keep competitive shipping rates and services at the Harbor.

The Port Authority's participation in regulatory cases related to the Port's rail, truck, and water commerce are under the direct supervision of the Port Development Department's Traffic Manager, Edward K. Laux. On January 10, 1956, Mr. Laux was presented with the New York Freight Forwarders and Brokers Association's Fourth Annual Award

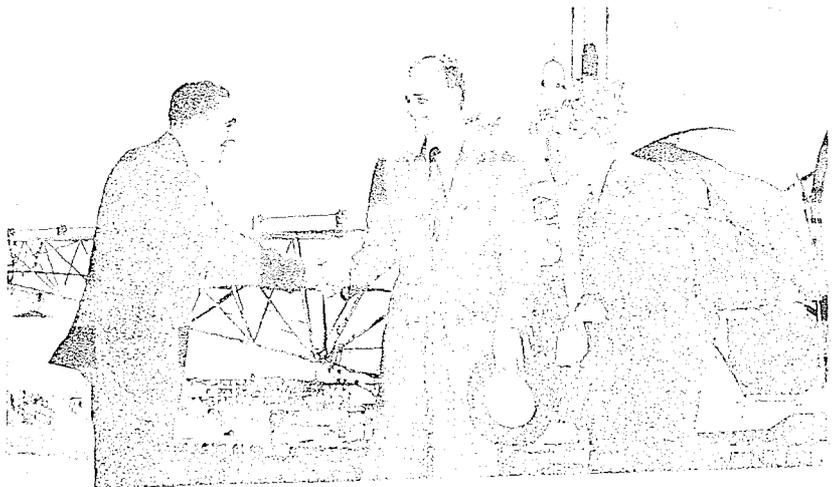
Port Authority Commissioner Jess Harrison Davis greets Senator Guimaraes, the Brazilian Government's Minister of Labor, Industry, and Commerce, during a helicopter tour of Port Authority facilities, on which the Senator was accompanied by the Port Authority's Assistant Executive Director Matthias E. Lukens.

"in recognition of his numerous outstanding contributions over many years to the Port of New York, the foreign commerce of the United States, and the freight-forwarding industry."

In presenting this award, William D. Davies, President of the Association, declared:

"... in winning a rate case there is no photogenic beauty as there is in the billowing curves of a new bridge; over a seven-year span, while a case is argued before the I.C.C. and up to the Supreme Court, the matter loses all publicity value. But we here know that our man tonight was largely responsible for the first step in what I call desegregation between the Port of New York and some ports in the south. For years New York has suffered under an arbitrary ancient rate, giving to certain ports on the South Atlantic Coast a rate differential on all export cargo originating west of the Alleghenies. These arbitrary rates were as shackles to New York and the first of these fetters was struck off when the Supreme Court upheld the I.C.C. ruling that ex lake export rates on grain could be equalized with Baltimore. This decision was largely due to the lengthy preparation, the knowledge, and the doggedness of . . . The Port of New York Authority."

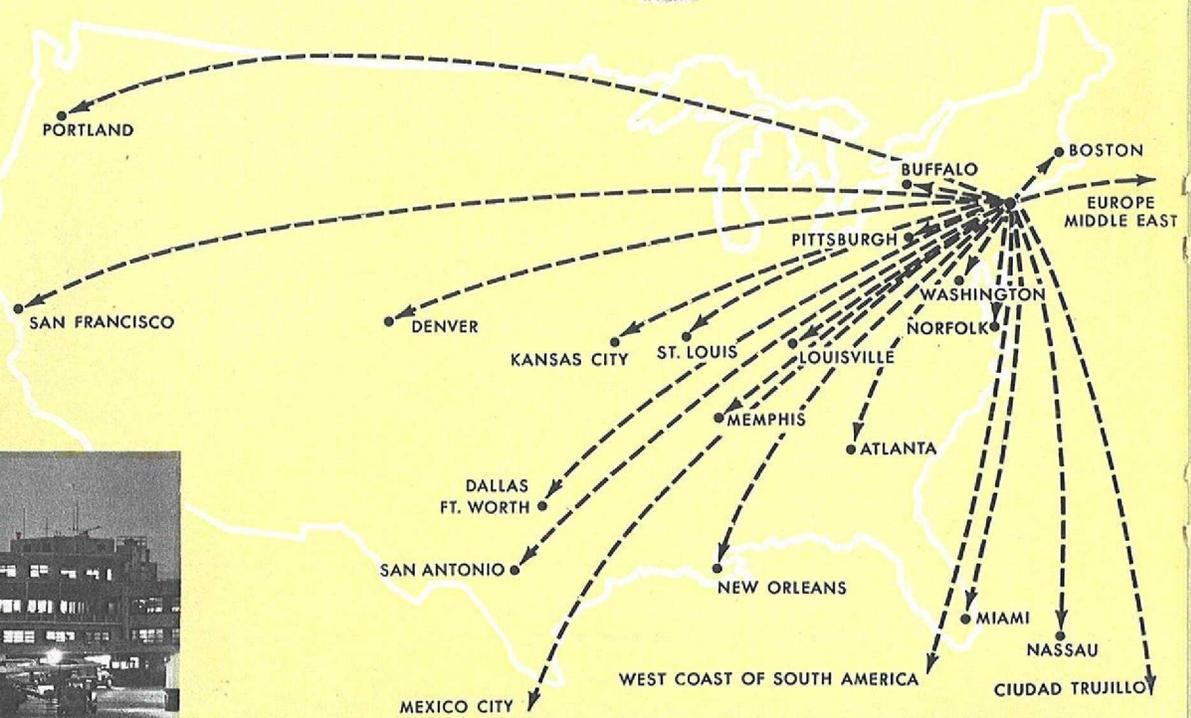
During 1955, the Authority was concerned with about thirty active proceedings related to routes and rates of waterborne, rail, vehicular, and air commerce. In most of these proceedings, the Port Authority worked side by side with other transportation agencies or Port interests in representing the cause of the Harbor. A detailed summary of our port protection activities follows.



## TOWARD IMPROVED AIR SERVICE

During 1955, the Port Authority participated in thirteen proceedings before the Civil Aeronautics Board in order to develop new or improved air service to or from the Port District.

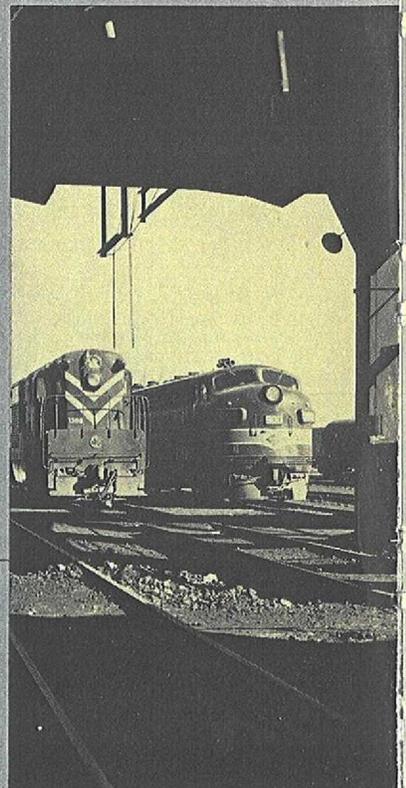
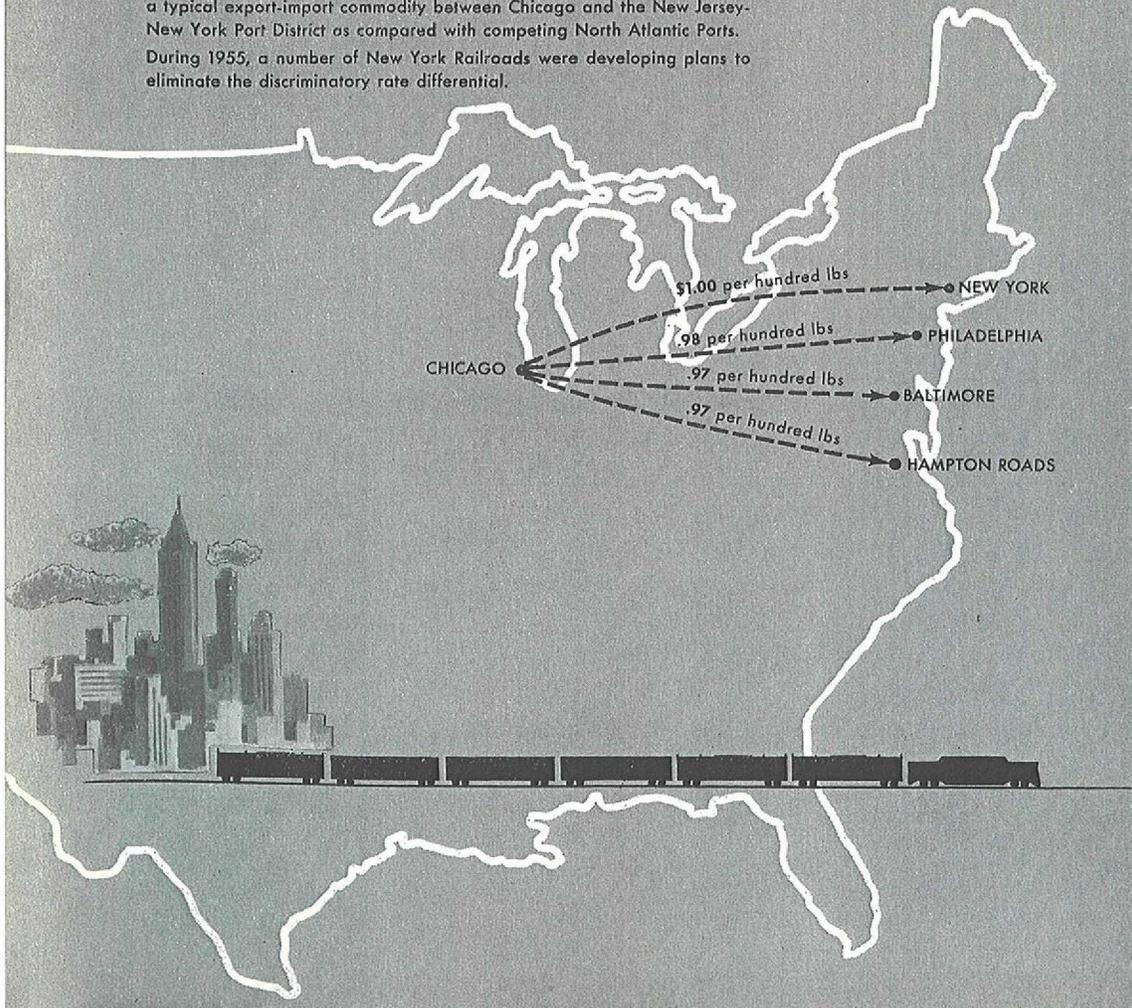
The map shows the chief routes involved in these proceedings.



## RAIL RATE DIFFERENTIALS AT NORTH ATLANTIC PORTS

The map shows the costs per hundred pounds of shipping in carload lots a typical export-import commodity between Chicago and the New Jersey-New York Port District as compared with competing North Atlantic Ports.

During 1955, a number of New York Railroads were developing plans to eliminate the discriminatory rate differential.



## **GOVERNMENTAL REGULATORY PROCEEDINGS AFFECTING PORT DISTRICT**

One of the most important problems affecting the competitive position of the Port of New York results from the rate structure of the nation's railroads, which has traditionally provided for a rate at New York and Boston higher by two or three cents per 100 pounds than rates in effect at competing North Atlantic ports for export-import commodities moving to and from inland points. Ports on the Gulf and South Atlantic have still greater rate advantages over New York, ranging from six to eighteen cents per 100 pounds.

The origin of this detrimental rate situation has its roots in the early history of the railroads. In the unrestrained competition that prevailed in the Nineteenth Century, the rail carriers were involved in many bitter rate wars. Those railroads that linked inland United States with Atlantic ports constantly slashed their rates to attract export-import commodities to their respective port terminals.

Because New York and Boston were favored with generally lower steamship rates to European points, railroads serving these ports could maintain rates on export-import goods higher than rates set at other ports. Today, however, the ocean rate advantage — the original reason for the rail differential — no longer prevails at Boston and New York. Despite this fact, lower railroad rates on export-import goods moving to and from inland points still prevail at competing Atlantic and Gulf ports, thus destroying the historic equalization and giving competing ports an advantage not originally contemplated.

Because of the rail rate differential, the New Jersey - New York Port is at a definite disadvantage in competing for export-import freight moving to or from the Port by rail. Both to prevent the widening of the existing differential and to eliminate or decrease the present rail rate disadvantage at the bi-state Port, the Port Authority therefore takes an active interest in all developments pertaining to the rail differential, and participates in related Interstate Commerce Commission cases.

### **A MAJOR RAIL DIFFERENTIAL PROCEEDING IS ANTICIPATED**

The year 1955 heralded a major step by the New York railroads toward complete elimination of the rail rate differential. In October, a majority of the railroads serving the Port of New York and ports in New England moved to eliminate the disparities existing in their present rate structures which favor competing North Atlantic ports. When the new tariffs eliminating the differential are published, railroads at competing ports will undoubtedly set an ICC case in motion by protesting

the move, and, possibly, by filing retaliatory tariffs. It is anticipated that the Port Authority will participate in any formal proceeding which may thus arise, giving active support to the efforts of the New York railroads in eliminating the differential.

### **ACTIVE RAIL DIFFERENTIAL CASES**

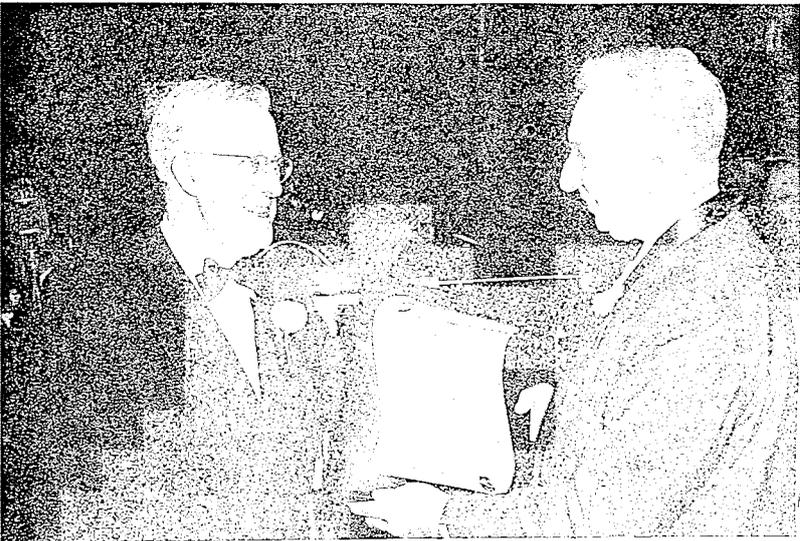
During 1955, the Authority was involved in three active cases concerned with the rail differential situation. These are:

**Iron Ore — Eastern Ports to Midwest Points.** The Port Authority is supporting an attempt by two New York railroads to equalize their rates on imported iron ore with those in effect at the Ports of Philadelphia and Baltimore. As this is an initial step toward elimination of the differential, and as removal of the rate inequity on this important commodity could well mean development of a flourishing import iron ore business at the Port of New York, the case has major significance to the Harbor.

In July, 1955, the ICC Examiner recommended that New York's rates should not be equalized with those in effect at Philadelphia and Baltimore, but that the differential should be cut in half from 60 cents to 30 cents a ton. As this rate reduction would not remove the basic handicap and would not attract significant quantities of import iron ore to the New Jersey - New York Port, the Port Authority and the New York railroads have filed exceptions to the Examiner's proposed report. Oral arguments on these exceptions were heard before the Commission in December and, as of the end of 1955, the Examiner's final report was awaited. (ICC Docket 6074)

**Iron and Steel Imports.** Following a move in December, 1954, by the Southern rail carriers to lower rates from Gulf and South Atlantic ports on imported iron and steel articles, the Authority joined forces with the rail carriers serving North Atlantic ports to protest the reduced rates. This case ended favorably for the Port of New York when the Southern carriers withdrew from the proceeding and cancelled the lower rates following a proposed report by the ICC Examiner which condemned the reduction. (I&S Docket 6296)

**Increased Rail Rates.** A 15 per cent general increase in rail freight charges, which went into effect in 1952, resulted in a widening of the detrimental rail rate differential between New York and competing ports on various commodities. As this temporary rate adjustment was due to expire in 1955, the matter again came before the ICC when the railroads petitioned for inclusion of the 15 per cent increase as a permanent part of the rate structure. The Port Authority took this opportunity to request that, if the permanent rate structure were to include the increase, the rates be so



Traffic Manager Edward Laux (right) accepts Fourth Annual Award of the New York Freight Forwarders and Brokers Association from William D. Davies.

designed as to prohibit the widening of the differential. On December 1, 1955, the 15 per cent increase became permanent, and, in accordance with the Port Authority's request, the railroads are now adjusting their tariffs so that the differential is not further distorted. This is, of course, an expedient in the Port Authority's efforts to remove the differential entirely. (Ex Parte 175)

#### OTHER RATE PROCEEDINGS

In addition to those cases concerning the rail differential situation, the Port Authority participated in the following proceedings involving rail and truck rates at the Port of New York:

**Unloading Charges, Fruits and Vegetables.** Since 1947, the ICC has permitted assessment of an extra rail charge for unloading fresh fruits and vegetables at produce piers in Manhattan. (This is an additional surcharge on these commodities and is imposed over and above the customary line-haul rate.) Following appeals by the Port Authority and other interests, the ICC reduced these charges but permitted the principle of an extra unloading charge to remain. In 1954, the U. S. Supreme Court, following a series of cases in the lower courts, remanded the matter to the ICC for re-examination. The case was reopened in 1955, and the Port Authority introduced additional evidence against the charges. In October, the ICC Examiner recommended cancellation of the charges, and at year's

end, a decision by the Commission was awaited. (I&S Docket 5500)

**Class Rates Between Points in Middle Atlantic Territory.** Two truck rate cases, combined by the ICC into a single proceeding during the year, concerned extra charges over and above the regular line-haul rate for pickups and deliveries in the New York district in general and at pier stations in the Port of New York in particular. These charges, which were published by Middle Atlantic States Motor Carriers Conference, discriminate against the Port District. While these charges are imposed at Philadelphia to a limited extent, they are not imposed at other competing ports. As a result, the Port Authority and other commercial interests in the area protested to the ICC. In October, 1955, the Examiner's proposed report recommended cancellation of these extra charges as unjust and unreasonable. At this writing, final Commission action is awaited. (Docket MC-C 1600, 1646, et al)

**New York City Arbitraries - 1955.** In a similar proceeding, the Port Authority and other port interests opposed extra charges for truck pickups and deliveries in the New York area, and additional charges on freight delivered to and from steamship piers at the Port of New York. These extra charges were retained in a revised schedule of rates published in 1954 by the Eastern Central Motor Carriers Association, despite the fact that the revised schedule provided higher line-haul rates. Following protests by the Port Authority and other Port interests, the ICC called for an investigation, but did not suspend the revised rates. Hearings on this case are still pending. (Docket MC-C 1794)

**Delivery Charges at New York Harbor Piers.** In 1955, the Port Authority entered a proceeding in support of a group of motor carriers who are attempting to eliminate a surcharge of ten cents per 100 pounds on delivery of truckload shipments to piers in the New Jersey - New York Port. These carriers had protested the rules of their trucking association, the Eastern Central Motor Carriers Conference, which call for this arbitrary pier charge at the Port of New York, but not at competing North Atlantic ports. The action of this group of truckers was protested by other mem-



bers of the association and by the association itself. The ICC suspended the tariff items and entered in an investigation. At the time of this writing, no hearing date has been set for this proceeding. (I&S Docket M-7945)

**New England Motor Rate Increases - 1955.** This proceeding involves a proposal by the motor carrier members of the New England Motor Rate Bureau to increase all rates and charges by 6 per cent. The motor carrier tariffs of this Bureau have, since 1938, included a pickup and delivery charge at piers in the New York Port District. Under the proposed increase, these charges are expanded as much as one-third through the process of eliminating fractional charges. The Port Authority and other interested parties petitioned the ICC to suspend the proposed increases, and the New England Motor Rate Bureau withheld publication of the increase pending the outcome of the proceeding before the Commission. The hearing was held in October and, as of the end of the year, the Examiner's proposed report was awaited. (Docket MC-C 1864)

**Increased Rates and Charges Proposed by New York Motor Carrier Conference, Inc.** A 10 per cent increase, to become effective in April, 1955, on shipments moving by truck between New York City and Long Island and other New York State points was proposed by the New York Motor Carriers Conference. The Port Authority protested this increase to the New York State Public Service Commission. The PSC found that the proposed increases were prejudicial, and ordered that the rates be cancelled. (Docket MC-C 1864)

**Inside Pickup and Delivery.** During 1955, a case involving an extra charge imposed by motor carriers serving the East on freight delivered to consignees inside buildings was reopened by the ICC. This reopening followed a petition for further clarification of the matter by one of the organizations which had originally protested the charges. The Port Authority had participated in this case to protest imposition of such charges on freight delivered within buildings equipped with truck elevators. In 1954, the ICC decided that

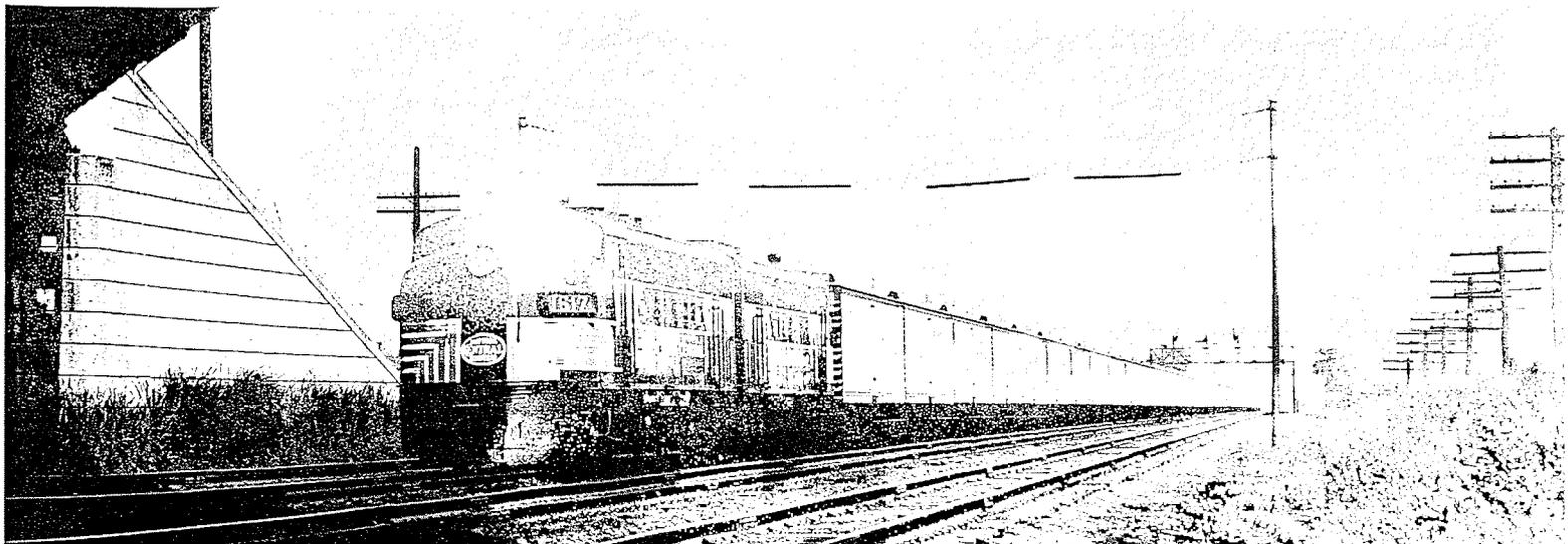
truckmen could not assess additional charges for pickups and deliveries within buildings possessing truck elevators. Now that the case has been reopened, the Port Authority will continue to participate to protect the gains achieved in the original decision. (I&S Docket 3509)

**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 for New York State. The Port Authority has participated in the resulting proceeding since that time to protect the Port District's competitive position. At the time of the issuance of the Commission's report, a committee of PSC officials and motor carrier and shipping representatives was formed to review the effects of the proposed rate structure. This rate case will not be decided until conclusion of the study and submission of the committee's report. (PSC-NY Docket 12877)

#### **TO IMPROVE THE PORT'S TRANSPORTATION SERVICES**

The maintenance and improvement of transportation service to and from the Port of New York is as important as a competitive rate structure in attracting commerce to the Port District. As a result, the Port Authority participated in the following active cases during 1955 in which additional route authorization was requested by various water, land, and air carriers serving New York:

**McLean Merger with S. C. Loveland Company.** In the interest of encouraging coastwise shipping at the Port of New York, the Port Authority is supporting the application of the McLean Trucking Company for ICC authority to purchase the operating rights and routes of the S. C. Loveland Company, a water common carrier. The McLean Company intends to inaugurate a new coastwise service between Wilmington, North Carolina, and the Port of New York. This service would involve specially-designed ships which would carry truck trailers. The Commission's decision in this matter is awaited. (MC Finance Docket 5647)



**Seatrain Lines Extension to Savannah, Georgia.** In another proceeding, also involving coastwise trade, the Port Authority supported an application filed with the ICC by Seatrain Lines, which was seeking permanent authority to operate between Edgewater, New Jersey, and Savannah, Georgia. The permanent certificate which was granted to Seatrain in 1954 was stayed following a petition by the railroads for reconsideration as to whether or not the certificate should be restricted to permit only the handling of railroad cars and bulk liquids. In January, 1955, the ICC reaffirmed its prior findings by granting Seatrain Lines a permanent certificate with no limitation on the type of goods the line could handle. (ICC Docket W-543, Sub 3)

**Waterman Steamship Corporation Extension.** In April, 1955, an improvement in intercoastal service became effective following completion of an ICC case in which the Port Authority had supported the application of the Arrow Line of the Waterman Steamship Corporation for a certificate revision. This revision permitted the line to operate vessels eastbound from California ports to the New Jersey - New York Harbor and other North Atlantic ports. The extension was granted by the ICC in October, 1954, and the case finally came to a successful conclusion in 1955 following a rejection by the Commission of petitions for reconsideration. (ICC Docket W-376, Sub 7)

**Airport City Limousine Case.** Contending that limousine service is a necessary adjunct to the ground transportation available at airports, the Port Authority is supporting the need for limousine-hiring services between our three major airports and all points within 100 miles of New York City. This ICC case arose when the services of a limousine operator at Port Authority airports expanded to an extent requiring an ICC certificate. Hearings on the case have been completed, and the Examiner's initial decision is awaited.

#### **AIR SERVICE PROCEEDINGS BEFORE THE CIVIL AERONAUTICS BOARD**

**New York - Balboa Through Service Proceeding.** In April, 1955, the Civil Aeronautics Board authorized competitive single-plane air services, by means of equip-

ment interchange, between the Port District and the West Coast of South America. For more than four years, the Port Authority had been urging the CAB to approve such services. Prior to the inauguration of these new interchange flights, a passenger traveling between the Port District and the West Coast of South America was required to make a time-consuming connection at Miami.

**United Restriction Case.** In this proceeding, the Port Authority supported United Air Lines' request for authority to operate non-stop between the Port District and Chicago as well as the Pacific Northwest. However, in order to maintain effective competition on this northern transcontinental route, the Port Authority asked that the CAB make the grant concurrently with its decision in the New York - Chicago Service Case. In this latter proceeding, Northwest Airlines was requesting authorization to serve Chicago on flights between the Port District and the Pacific Northwest. The CAB concurred with the Port Authority's position, and granted United's and Northwest's applications simultaneously in September, 1955.

**New York - Chicago Service Case.** In addition to supporting Northwest's application to serve Chicago on its flights between the Pacific Northwest and the Port District, the Port Authority also urged the authorization of competitive air service between the Port District and Buffalo, and competitive turn-around air service between the Port District and Pittsburgh. In September, 1955, all of these authorizations were granted by the CAB.

**Transatlantic Cargo Case.** In this case, the Port Authority supported authorization of U. S.-flag all-cargo air service between the Port District and Europe and the Middle East. In June, 1955, the CAB certificated Seaboard and Western Airlines as the first U. S. - flag transatlantic all-cargo air carrier.

**New York - Ciudad Trujillo Non-Stop Case.** In this proceeding, the Port Authority supported the authorization of non-stop air service between the Port District and Ciudad Trujillo, Dominican Republic. In August, 1955, the CAB authorized Pan American World Airways to provide this service.



**New York - Louisville Non-Stop Service Case.** The Port Authority urged the CAB to authorize non-stop service between the Port District and Louisville, Kentucky. At the time of this request, the Port District-Louisville air market was served by three carriers, none of which was permitted to provide non-stop service. In September, 1955, the Board authorized all three of the carriers to provide non-stop service on this route.

**Southwest-Northeast Service Case.** The Port Authority supported the authorization of effective competitive air service between the Port District and Atlanta, Memphis, New Orleans, Houston/Galveston, Dallas/Ft. Worth and San Antonio. In November, the CAB authorized Braniff International Airways to provide service between the Port District and Dallas/Ft. Worth, San Antonio, and Memphis; and Delta Air Lines to serve the Port District out of Houston, New Orleans, and Atlanta. With the addition of these new carriers, the metropolitan area is now served by all trunkline carriers operating east of the Mississippi. In this same decision, the Board improved Capital Airlines' service between the Port District and Atlanta.

**Denver Service Case.** In this proceeding, the Port Authority supported establishment of competitive air service between the Port District and Denver and Kansas City. In this same case, the Authority has also requested the removal of the restriction on American Airlines which prevents that carrier from providing non-stop service and one-stop service via Chicago between the Port District and San Francisco.

In November, the CAB, in line with the Port Authority's request, authorized single-carrier competitive service between the Port District and Denver and Kansas City. The Board also authorized American Airlines to operate one-stop via Chicago between the Port District and San Francisco but denied the carrier's bid to provide a third non-stop service in the market.

**Air Freight Renewal Case.** The Port Authority is supporting the renewal of all-cargo air carrier authorization between the Port District and virtually all major

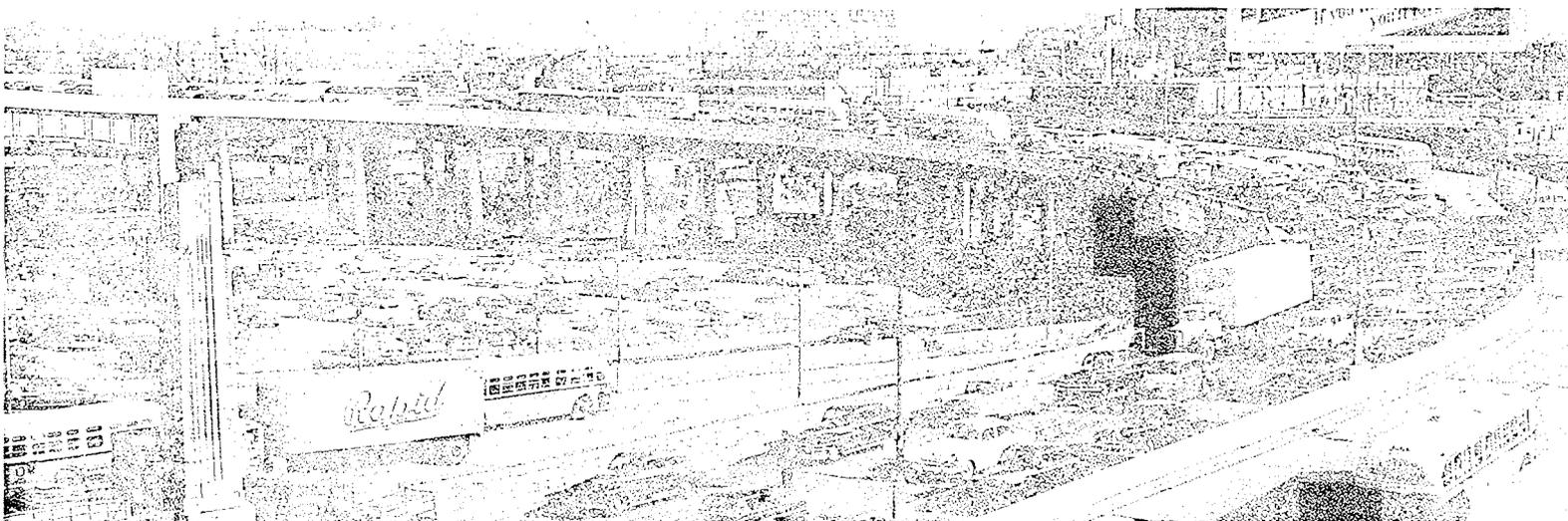
traffic points in the United States. This proceeding was divided into North-South and East-West phases. In November, the Board authorized the continuation of North-South all-cargo service to and from the Port District, and, in December, the continuation of East-West service was recommended by the Examiner. As of the end of the year, a final Board decision in the East-West phase of the case was awaited.

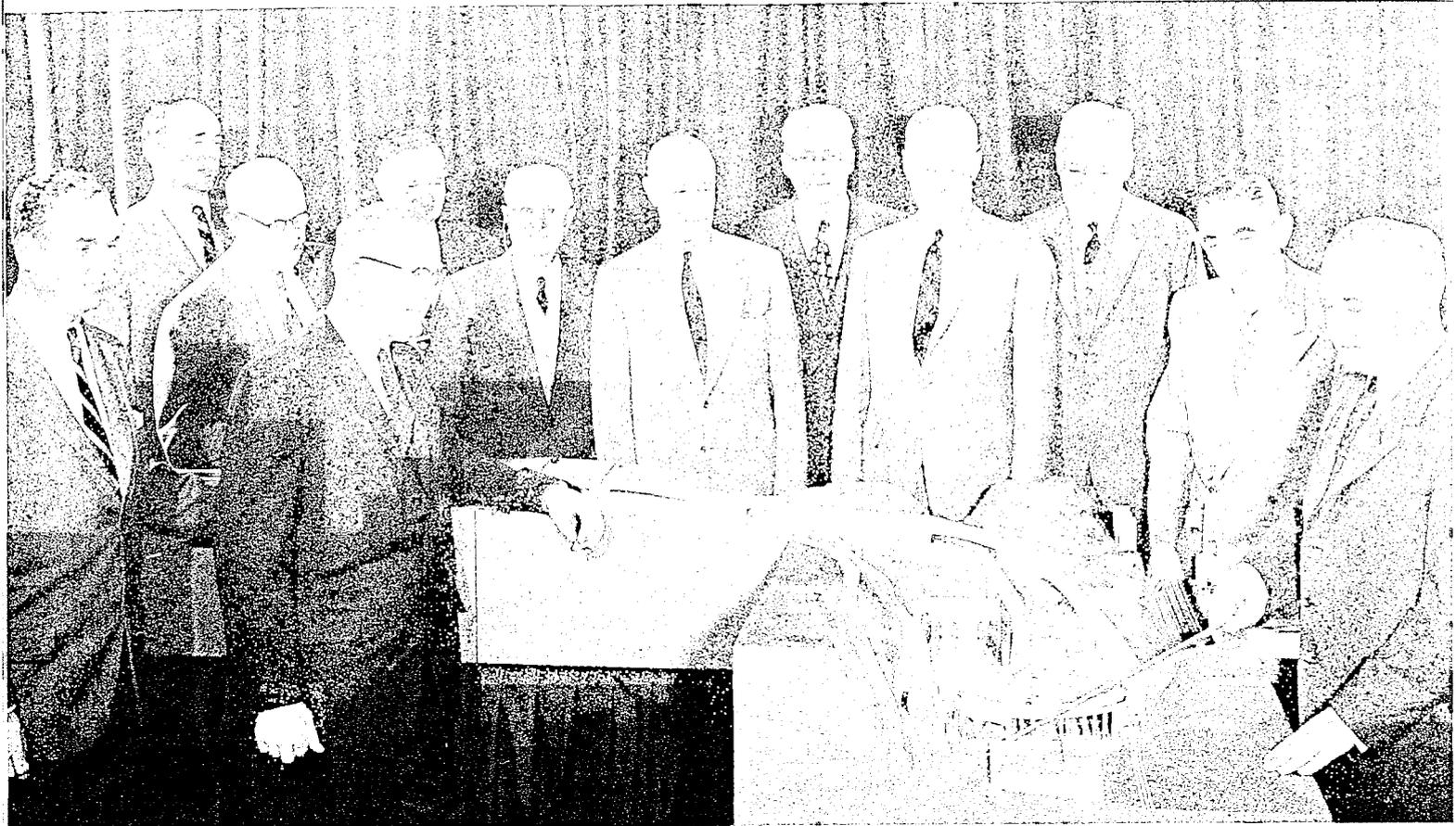
**New York - Mexico City Non-Stop Case.** The Port Authority has urged authorization of U.S.-flag non-stop air service between the Port District and Mexico City. An Examiner's initial decision is awaited.

**New York - Florida Proceeding.** In this proceeding, the Port Authority is supporting the authorization of (a) a third air carrier between the Port District and Florida, (b) National Airlines as the third carrier providing turn-around service between the Port District and Washington, (c) Eastern Air Lines as the third air carrier providing turn-around service between the Port District and Boston, (d) National Airlines to serve Washington on its flights between the Port District and Norfolk, and (e) United Air Lines and Trans World Airlines to serve Boston, Philadelphia, Baltimore, and/or Washington on their East-West flights to and from the Port District. The hearing in the case has been concluded and we are awaiting the Examiner's initial decision.

**New York - Nassau Non-Stop Case.** The Port Authority has supported the need for U.S.-flag non-stop air service between the Port District and Nassau to compete with the foreign-flag non-stop service in this market. Hearings in this proceeding have been completed and an Examiner's initial decision should be soon forthcoming.

**Eastern Air Lines Route Consolidation Case.** In this proceeding, the Port Authority is supporting the need for inauguration of competitive non-stop air service between the Port District and St. Louis. This case is still in its early procedural steps and it is expected that hearings will begin shortly.





The Board of Commissioners receives a report from Executive Director Austin J. Tobin (at far right). Standing in front of model of Lincoln Tunnel's Third Tube are: Chairman Donald V. Lowe (right) and Commissioner James C. Kellogg, III. Behind the model, from left, are: Commissioners Thorn Lord, Chas. H. Sells, Dow H. Drukker, Jr., Eugene F. Moran, Honorary Chairman Howard S. Cullman, Charles S. Hamilton, Jr., S. Sloan Colt, Horace K. Corbin, and Jess Harrison Davis.



## ADMINISTRATION

### The Port Authority's Undertakings Are Monuments to Its Administration

The Commissioners of the Port Authority establish its policies and direct its affairs. In the words of the Compact, "The Port Authority shall consist of twelve Commissioners." The Commissioners are appointees of the Governors — six of the Governor of New Jersey and six of the Governor of New York. They serve, without compensation, for overlapping terms of six years.

Throughout the existence of the Port Authority, the Governors have appointed as Port Authority Commissioners men who have brought to their task of shaping the Port Authority's policies and programs the benefit of important experience in business, public service, and various professions.

In accordance with the Compact, the Board of Commissioners has adopted suitable by-laws for its management. Through these by-laws, the four "working" Committees of the Board have been established. These are: the Committee on Port Planning; the Committee on Finance; the Committee on Construction; and the Committee on Operations. These committees act upon policies and programs related to their specific responsibilities. They may either recommend suitable action to the Board, or, in specific cases, take final action in Committee.

#### **A New Chairman Is Elected**

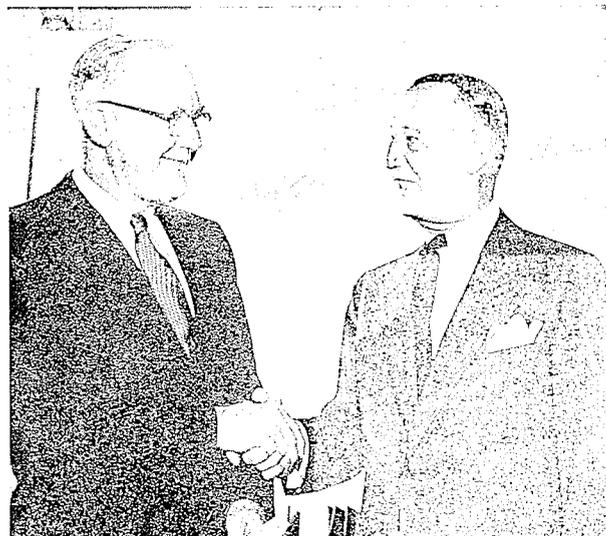
In 1955, his fellow-commissioners elected Commissioner Donald V. Lowe of Tenafly, New Jersey, as Chairman of the Port Authority to succeed Commissioner Howard S. Cullman.

At the same time, the Commissioners named Commissioner Cullman to the newly created post of Honorary Chairman.

Chairman Lowe, who has been a member of the Board since 1945 and Vice-Chairman since 1953, was appointed to the Port Authority by former Governor Walter E. Edge. The new Chairman, who has long been active in New Jersey community and educational affairs, is President of the Lowe Paper Company of Ridgefield, New Jersey. He is also an officer and director of many other prominent businesses and associations.

Honorary Chairman Howard S. Cullman, who has achieved distinction in the business, philanthropic, and theatrical worlds, was appointed a Port Authority Commissioner twenty-eight years ago by the late Governor Alfred E. Smith of New York. A resident of New York City, he served for ten years as Vice-Chairman of the Port Authority Board and, from 1945 to 1955, as Chairman.

Commissioner Eugene F. Moran of New York City was elected to the post of Vice-Chairman of the Authority on September 15, 1955, succeeding Bayard F. Pope whose term on the Port Authority Board had expired. Vice-Chairman Moran was originally appointed to the Board in 1942 by former Governor Herbert H. Lehman. A well-known authority on the Port of New York, the new Vice-Chairman has published numerous articles on the Harbor and its channels. He is the chairman of the Moran Towing and Transportation Company, Inc., and for forty-seven years, he has been a member and chairman of the



Mutual congratulations are exchanged between Commissioner Donald V. Lowe (left), who was elected Chairman of the Port Authority's Board of Commissioners, and Commissioner Howard S. Cullman, who was elected to the new post of Honorary Chairman.

# COMMISSIONERS

## NEW JERSEY

**HORACE K. CORBIN**

of West Orange, New Jersey, chairman of the board 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 former Governor Alfred E. Driscoll, and reappointed in June, 1953.



**DONALD V. LOWE**

of Tenafly, New Jersey, president of the Lowe Paper Company, is an officer and director of many businesses and associations. He is a trustee of the New Jersey Manufacturers Association and a director of its associated insurance companies, as well as president of the Ridgefield Manufacturers Association, and a director of the New Jersey Bell Telephone Company. He is also active in school, civic, and church affairs. Commissioner Lowe was appointed to the Port Authority by former Governor Walter E. Edge in January, 1945, and reappointed by former Governor Alfred E. Driscoll. He was elected Chairman of the Authority on May 12, 1955, having served as Vice-Chairman since July 16, 1953.



**DOW H. DRUKKER, JR.**

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



**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 College 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 also a member of the Board of Managers of the Hoboken Bank for Savings and a director of the First National Bank of Jersey City. Dr. Davis was appointed a Commissioner by former Governor Alfred E. Driscoll in June, 1952.



**THORN LORD**

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



**JAMES C. KELLOGG, III**

of Elizabeth, New Jersey, has been a member of the New York Stock Exchange since 1936, at which time he was twenty-one years of age, the youngest member of the Exchange. He is now Vice-Chairman of the Board of Governors of the Exchange, and is a partner in the firm of Spear, Leeds & Kellogg and president of the J. C. Kellogg Foundation. He is also a director of the City Federal Savings and Loan Association, the Central Home Trust Company, and numerous other businesses and associations. Commissioner Kellogg was appointed to the Port Authority on June 9, 1955, by Governor Robert B. Meyner.



# COMMISSIONERS

## 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 of the Port Authority by former Governor Alfred E. Smith in March, 1927, and reappointed by former Governor Herbert H. Lehman and former Governor Thomas E. Dewey. He was first elected Vice-Chairman of the Port Authority in September, 1934, and served as Chairman from February, 1945, to May 12, 1955, at which time he was elected by his colleagues to the newly created post of Honorary Chairman.

**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. A noted authority on the Harbor, he has authored numerous articles on the Port of New York and on the history of its channels. Commissioner Moran was first appointed to the Board by former Governor Herbert H. Lehman in February, 1942, and reappointed by former Governor Thomas E. Dewey in 1948 and 1954. He was elected Vice-Chairman of the Authority on September 15, 1955.



**S. SLOAN COLT**

of New York City, chairman of the board and director of the Bankers Trust Company, is active in the financial, business, civic, and philanthropic affairs of his community. He is president of the New York Clearing House Association, and has served as president of the New York State Bankers Association. In 1954, he was appointed a member of the President's Advisory Committee on a National Highway Program. Commissioner Colt was appointed to the Port Authority by former Governor Thomas E. Dewey in April, 1946, and reappointed in February, 1950.

**CHARLES S. HAMILTON, JR.**

of Pleasantville, New York, is a member of the law firm of Sullivan & Cromwell. He is also a member of the Westchester Park Commission. He was appointed to the Port Authority by former Governor Thomas E. Dewey in June, 1947, and was reappointed 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 former Governor Thomas E. Dewey and reappointed in March, 1953.

**N. BAXTER JACKSON**

of New York City, chairman of the Executive Committee and a director of the Chemical Corn Exchange Bank, also holds directorships with many other financial institutions and corporations. Noted in the civic and philanthropic worlds, he serves as a director and treasurer of Beekman-Downtown Hospital and as a trustee of Roosevelt Hospital. He was appointed to the Port Authority Board of Commissioners on June 24, 1955, by Governor Averell Harriman.



# PORT AUTHORITY ORGANIZATION

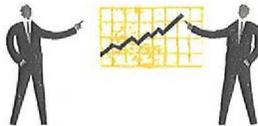


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BOARD OF



OFFICE OF THE

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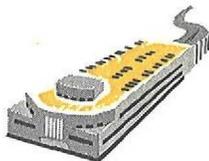


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<b>G. WASHINGTON BRIDGE</b> G. A. COLE MGR.	<b>STATEN ISLAND BRIDGES</b> H. A. BRADY MGR.



# YORK AUTHORITY COMMISSIONERS

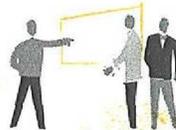
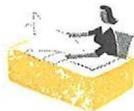


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ASST. EX. DIR.

J. G. CARTY  
P. HUNTER

SECY. TO BD.  
ASST.



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#### COMMERCIAL & INDUSTRIAL DIV.

W. W. GORDON MGR.

#### PROPERTIES DIV.

T. D. TUOMEY MGR.

#### PLANNING DIV.

G. N. MELINETTE MGR.

#### PROPERTY ACQUISITION DIV.

J. V. JAY, JR. MGR.



## MARINE TERMINALS DEPARTMENT

A. L. KING DIR.

#### MARINE PLANNING DIV.

D. S. REID MGR.

#### MARINE OPERATIONS DIV.

R. P. SCHULZE GEN. MGR.

#### MARINE COMMERCIAL DIV.

C. K. PAUL MGR.

#### PORT NEWARK

C. P. FLEMING MGR.

#### PORT AUTHORITY GRAIN TERMINAL

E. J. BRAZINA MGR.

#### BROOKLYN-P. A. PIERS

H. A. STRALEY MGR.

#### HOBOKEN-P. A. PIERS

S. OLKEWICZ MTCE. SUPV.

## AVIATION DEPARTMENT

J. R. WILEY DIR.

M. D. KOCHMAN DEPUTY

#### AVIATION PLANNING DIV.

T. M. SULLIVAN CHIEF

#### FORECAST & ANALYSIS DIV.

N. L. JOHNSON CHIEF

#### AIR TERMINAL PROPERTIES DIV.

A. J. FALLON CHIEF

#### AIRPORT OPERATIONS DIV.

H. F. LAW GEN. MGR.

#### AVIATION DEVELOPMENT DIV.

H. O. FISHER CHIEF

#### LA GUARDIA

V. A. CARSON MGR.

#### NEWARK

A. H. ARMSTRONG MGR.

#### NEW YORK INTERNATIONAL

G. M. MC SHERRY MGR.

#### TETERBORO

J. B. WILSON MGR.



During a meeting in Port Authority Building, New York's Governor Averell Harriman participates in a Civil Defense alert. In the building's Civil Defense medical quarters, the Governor converses with Honorary Chairman Howard S. Cullman (left) and Laboratory and X-Ray Technician Nell Maxwell, Chief Nurse Pauline Wohlrath, Nurse Florence Dubin, and Dr. S. I. Kooperstein, Medical Director.

Maritime Association of the Port of New York's Committee on Rivers, Harbors and Piers.

Three Commissioners were appointed to the Board during 1955. James C. Kellogg, III, of Elizabeth, and Thorn Lord of Princeton, were appointed by Governor Robert B. Meyner of New Jersey. N. Baxter Jackson of New York City was appointed by Governor Averell Harriman of New York.

Commissioner Kellogg, who succeeded Commissioner David Van Alstyne, Jr., has been a member of the New York Stock Exchange since 1936 and is presently vice-chairman of the Board of Governors of the Exchange. He is also a director of the City Savings and Loan Association in Elizabeth.

Commissioner Thorn Lord succeeds Commissioner John F. Sly who resigned from the Port Authority on his appointment as a Commissioner of the Metropolitan Rapid Transit Commission. A former United States Attorney for New Jersey, Commissioner Lord has practiced law in that state since 1933.

Commissioner N. Baxter Jackson fills the vacancy created by the retirement of Commissioner Pope. Commissioner Jackson is chairman of the Executive Committee of the Chemical Corn Exchange Bank and is prominent in the business, civic, and philanthropic worlds.

#### **Executive Director Heads Career Staff**

As Executive Director of the Authority, Austin J. Tobin reports directly to the Commissioners. Mr. Tobin was reappointed during 1955 to the Port Authority's top staff post for his thirteenth successive year. As head of the Port Authority staff, Mr. Tobin is charged with the administration of all activities of the Port Authority, and is responsible for planning and effectuating the organization's overall program within the framework of the authorizations of the Commissioners. Mr. Tobin is assisted in discharging these responsibilities by Assistant Executive Director Matthias E. Lukens.

The Executive Director, in turn, relies on the Port Authority staff organization for the effective execution of the Port Authority's plans and programs. During 1955, the following notable changes occurred in the ranks of our staff:

Henry Davison, who assumed the position of Director of Terminals, has served the Port Authority since 1947 as Attorney and Senior Attorney in the Law Department, and as Acting Director of the Terminals Department.

Charles J. Kushell, Jr., a Port Authority staff member for nearly eight years, resigned as Director of Finance to become an executive in private industry. Comptroller James J. Doyle and Treasurer Eugene A. Mintkeski are handling the financial responsibilities formerly discharged by Mr. Kushell.

John R. Wiley, who as Deputy Director of Aviation has played a key part in the work and accomplishments of the Aviation Department, assumed the position of Director of Aviation on the resignation of Fred M. Glass. Mr. Glass also resigned to accept an executive position in private industry. Mr. Wiley joined the Port Authority in 1950.

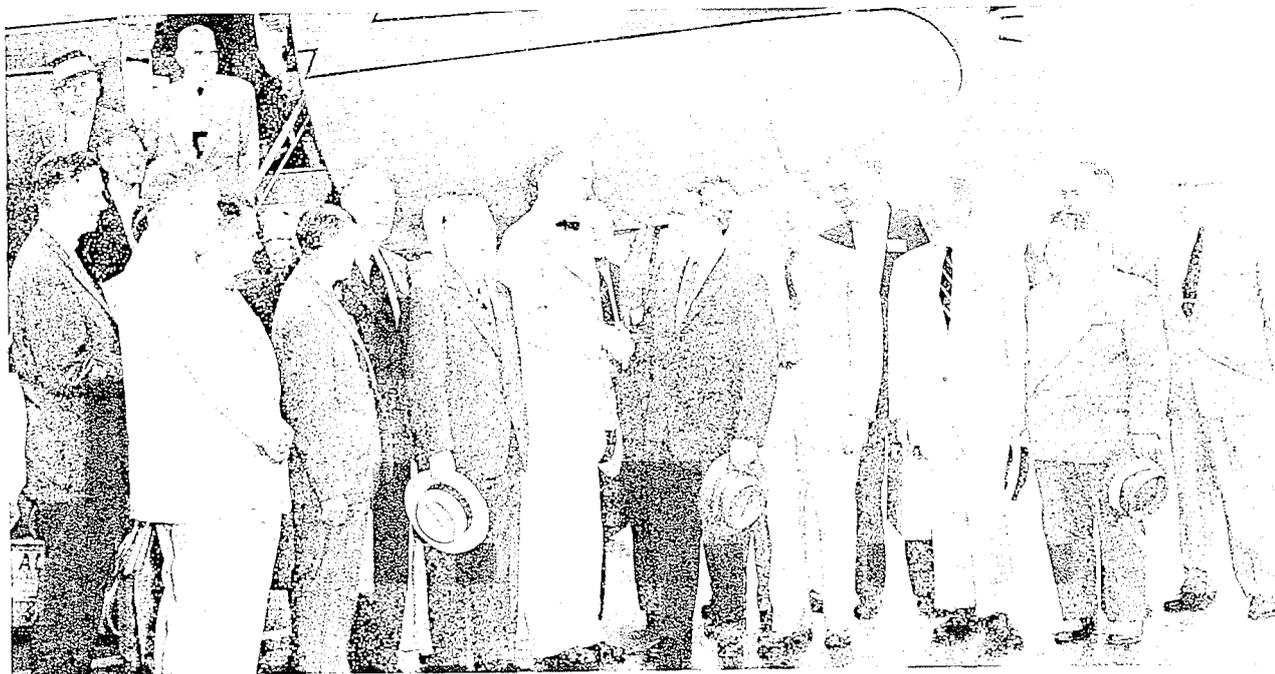
With the creation of the Community Relations Department, Edwin B. Wilson, formerly Executive Editor of *The Brooklyn Eagle*, was appointed Director of Community Relations. The functions of this new department were formerly carried out by the Special Assistant to the Executive Director.

### **The Port Authority Departmental Organization**

To best achieve its immediate and long-range goals, the Port Authority is organized into "line" and "staff" departments. The line departments are responsible for the development, operation, and day-to-day maintenance of our terminal and transportation facilities. The work of these departments and of our Port Development Department is discussed in other chapters of this report.

The staff departments provide specialists who aid the line and Port Development departments in carrying out their tasks or who in other ways help advance the Port Authority's overall program.

General Counsel Sidney Goldstein, who serves as the Port Authority's legal advisor, is in charge of the



Assistant Executive Director Matthias E. Lukens (right center) greets Governor Christian A. Herter of Massachusetts who, along with Mayor John B. Hynes of Boston and numerous business leaders and state officials, spent a day studying the workings of the Port Authority's administration and overall port development program.



After inspecting Pier C at the Hoboken-Port Authority Piers, New Jersey Legislators and their families board the ship on which they will continue their sixth annual inspection of the New Jersey-New York Port and of the Port Authority's facilities.

Law Department. The General Counsel furnishes legal opinions and advice to the Commissioners, the Executive Director, and staff. Department members also represent the Port Authority in legal matters before Federal and State Courts, before the Legislatures of both States and Congress, and before numerous administrative agencies. The Law Department also functions as a staff service department, giving advice and counsel in the day-to-day work of the Port Authority.

The Comptroller's Department, under the direction of Comptroller James J. Doyle, is responsible for the accounting and financial reporting functions of the Port Authority; for annual and long-range budgeting; for internal, lessee, and contract auditing programs; for electronic data-processing research and application; and for the administration of our insurance program.

During 1955, this department continued to make progress in the research and development of an electronic data-processing system. A medium-sized general-purpose computer, to be delivered during 1956, has been selected as the equipment around which

such a system will be built over the next several years. Initially, the new computer will be used for the handling of the Port Authority's cost-accounting functions. Additional equipment will be adaptable to this computer as the system is extended to include all the various types of accounting required by the Port Authority.

During the year, further refinements were made in the Authority's program of performance budgeting, including the development of performance budgets for each department, division, and section of the Authority. Under this concept of budgeting, the dollar figures representing the coming year's financial plan are presented on an activity basis and are based to a maximum degree on unit costs, manpower statistics, and other indices of measurement.

In the administration of the Authority's insurance, new insurance markets have been continuously sought in order that adequate coverages at a minimum of cost are provided. In addition, the Authority has adopted the concept of self-insurance to the maximum extent practicable. During 1955, the Authority carried on extensive negotiations toward

the renewal of bridge and tunnel all-risk insurance — the largest insurance line of its type in the world. Such coverage, in the amount of \$230,000,000, had been arranged by year's end.

The Treasury Department, under the direction of Treasurer Eugene A. Mintkeski, is responsible for the administration of the Port Authority's debt, and for the issuance of Port Authority bonds to enable the agency to meet the financial requirements of current and long-range capital improvements. This department, which is entrusted with the custody of the Authority's liquid assets, handles the investment of the capital, operating, and reserve funds. The Treasury Department also administers the credit and collection policies of the Authority.

**PUBLIC RELATIONS PROVIDES INFORMATION ON PORT AUTHORITY'S PUBLIC WORKS**

The public relations policy of the Port Authority is based upon our obligation under the Port Compact to serve the interests of the people of the bi-state Port District.

This means that we must strive to develop and

improve the terminal and transportation facilities and promote and protect the commerce of the New Jersey-New York Port. At the same time, we must inform the people of our public works and seek their advice and support.

The Port Authority believes that good government public relations is dependent upon service that the people think well of, and full information on that service.

The Port Authority over the years has gone forward with its development and service program with the indispensable and highly valued support of the public and the press.

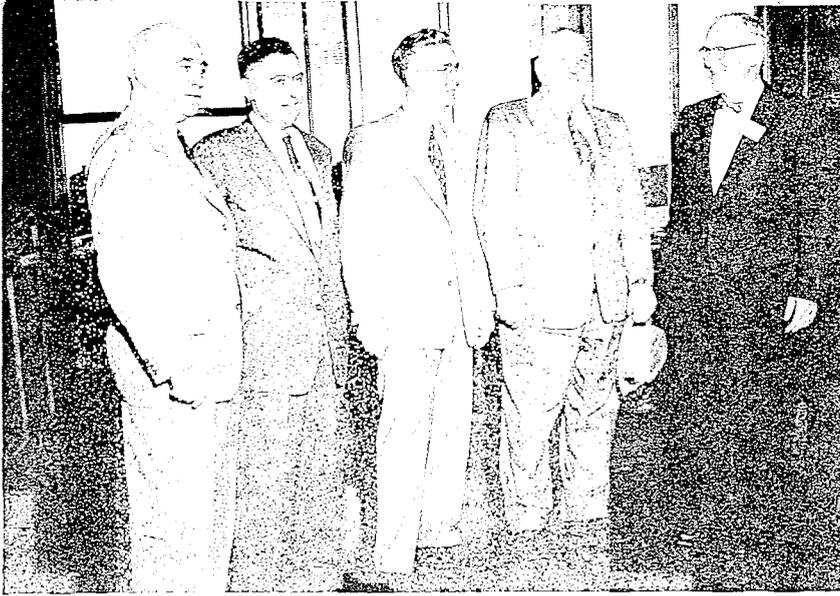
The Port Authority and our Director of Public Relations, Mrs. Lee K. Jaffe, three times in the past five years have received top awards for the most notable public relations performance in the field of government.

**ENGINEERING GUIDES CONSTRUCTION PROGRAM**

Our Engineering Department, headed by Chief Engineer John M. Kyle, provides experts in all



Re-embarking after examining the recommended site of the Staten Island anchorage and approaches of the proposed Narrows Bridge, members of the New York Legislature and their families continue their sixth annual inspection of the Port of New York.



Port Authority Chairman Donald V. Lowe (right) and Executive Director Austin J. Tobin (left) are shown with Mayors Harry Chenoweth of Nutley, Joseph Healey of Kearny, and George Hollenbeck of Carlstadt during a harbor inspection by community leaders and officials.

phases of engineering to prepare for and supervise construction necessitated by the line departments' planning programs. During 1955, the Engineering Department prepared designs for about 100 separate engineering contracts, amounting to a total construction value of \$37,000,000. These projects range from designs for a newsstand in the Bus Terminal to the completion of design work for all remaining major contracts for the Lincoln Tunnel's Third Tube.

To assure that all construction material met Port Authority standards, department members conducted on-the-spot tests at factories scattered throughout the United States. About 67,000 separate samples of concrete and other basic construction materials were also tested in the Engineering Laboratory of the Port Authority Building.

#### **OPERATIONS SERVICES AIMS TOWARD IMPROVED PERFORMANCE**

The Operations Services Department, directed by Daniel N. Mandell, provides centralized services and technical assistance in the fields of traffic engineering, safety, and facility maintenance and operation. The administration of the Port Authority's 1,050-man Police Force is also centralized in this department.

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

During 1955, the Port Authority, for the second year in a row, was presented with the Award of Honor of the National Safety Council. The award

was based on the improvement shown in employee safety during 1954 as compared with that of the period from 1951 to 1953. This award has been won for two consecutive years by less than 4 per cent of the industries reporting to the National Safety Council. Administration of the Port Authority's safety program is centralized in the Operations Services Department.

Among 1955's other activities, the Operations Services Department, working with other units in the Port Authority, prepared operating and maintenance standards and instruction manuals to guide personnel in the proper discharge of their responsibilities; prepared operational layouts for vehicular traffic control on the roadways and parking lots of the planned New York International Terminal Area; and administered 350 heavy maintenance projects, which were carried out either by outside contractors, or by Central Maintenance Services personnel.

#### **REAL ESTATE SPECIALISTS ADMINISTER AN IMPORTANT PROGRAM**

The Port Authority's Real Estate Department, under the direction of Robert S. Curtiss, is staffed with specialists in the planning, development, leasing, and management of consumer service and other real estate tenants at our facilities. This department also acquires and disposes of property in connection with all facility development programs, manages such miscellaneous properties acquired, and ultimately arranges for the relocation of tenants therein in order that the development programs can get underway.

During 1955, the department worked closely with the Aviation Department in the basic planning of New York International Airport's new Terminal Area to help assure that the plans provide the most satisfactory arrangements for restaurants, shops, and services. During the year, this department leased over one million square feet of space in various facility structures and inland terminals. The Real Estate Department's regular inspection program of facility restaurants, retail stores, and other services, inaugurated in 1947, continued with increasing emphasis during 1955. Through this program, the Port Authority helps assure that patrons of all such tenants located in our public terminals receive good merchandise and satisfactory service at fair prices.

### **Five Organization Units Carry On Essential Programs**

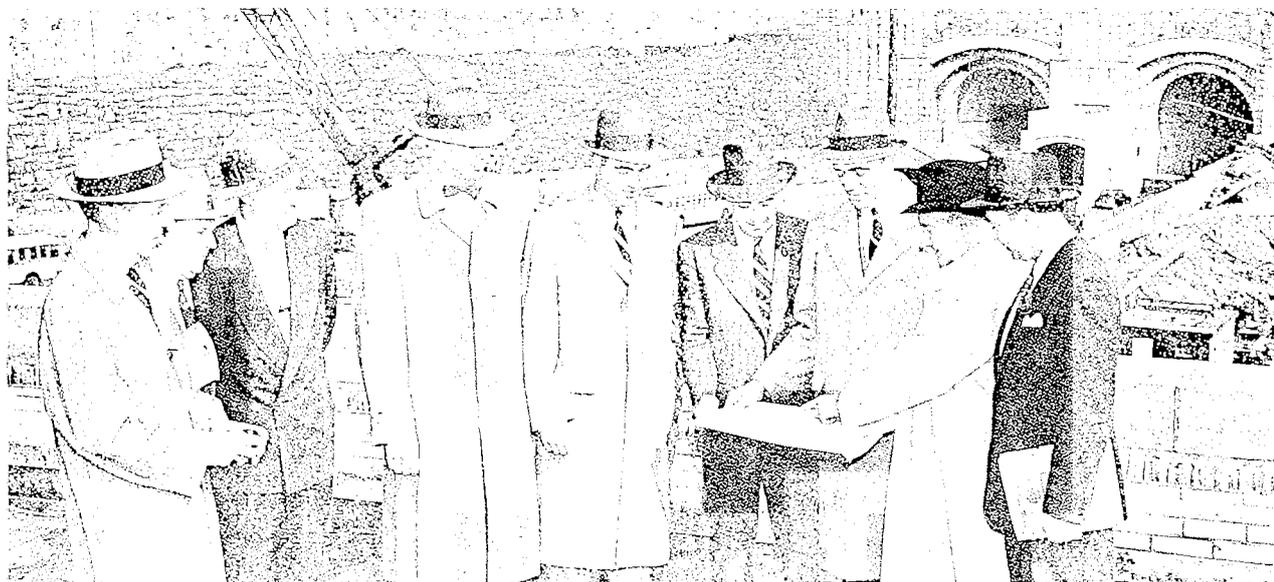
Responsibility for administrative management in the Port Authority is centered in the Director of Administration, Daniel L. Kurshan. He also supervises the following units — the Personnel, Medical, Community Relations, and Purchase & Administrative Services Departments, and the Organization & Procedures Office — which are responsible for a

variety of programs designed to promote the effective functioning of the Port Authority organization or to develop a better public understanding of the importance of our overall program.

### **PERSONNEL PROGRAM DEVELOPS EFFECTIVE STAFF PERFORMANCE**

It is the prime objective of the Personnel Department, under the direction of John D. Foster, to assure that every position in the Port Authority is filled by a man or woman whose qualifications and attitudes will advance the Port Authority tradition of public service.

The road to this goal is divided into three major lanes: first, the clear specification of the skills, training, and work habits required to fill each of the nearly 600 different types of jobs necessary to carry out the Port Authority's overall program; second, the attraction of people whose general attributes assure performance of the type of service the public has a right to demand of the Port Authority, and the matching of the qualifications of these people with the requirements of the available positions; and third, the development and maintenance of a relationship between the Port Authority and its personnel



New Commissioners, James C. Kellogg, III (fifth right) and Thorn Lord (third right), during an inspection of the Lincoln Tunnel, are briefed on details of construction of that arterial crossing's \$100,000,000 Third Tube by Assistant Executive Director Matthias E. Lukens (fourth right) and other members of the Port Authority staff.



For the second year running, the Port Authority achieved the National Safety Council's Award of Honor for employee safety improvement. Director of Operations Services Daniel N. Mandell (right) accepts the award on behalf of the Port Authority and its staff from the Council's General Manager George Craig Stewart.

which produces the maximum benefits for both. In carrying out these functions, the Port Authority endeavors to utilize the best policies and practices developed by both public and industrial personnel administration.

The Personnel Department aims toward attracting competent persons who are interested in providing an essential public service, and who desire a career with the Port Authority. To obtain this objective, the Port Authority follows a salary policy which assures salaries comparing favorably with those paid elsewhere in the community for similar work; provides adequate vacation and sick-leave; and administers ample life, health, and retirement insurance programs.

The Port Authority's selection program assures appointment or advancement solely on the basis of merit, with proper recognition of seniority, but without preferential consideration for political or other influence. Our training program provides Port Authority men and women with opportunities for personal and career development. Our employee communications program informs our staff on Port Authority operations and policies, encourages their

suggestions for organizational improvements, and recognizes individuals for service.

Port Authority men and women take pride in their organization and its achievements, and in their own contributions to these achievements. Some illustrations of the accomplishments and activities of Port Authority people appear in the chapter entitled "Our Staff."

#### **MEDICAL PROGRAM RECEIVES AWARD**

During 1955, the Port Authority's medical program achieved the "Certificate of Health Maintenance," an award of the Occupational Health Institute. In bestowing this honor, the Institute described the Port Authority's Medical Department as "a dramatic contrast to the old-fashioned company Medical Department, which was nothing more than a First-Aid Station, seen only by the sick or injured employee. . . . There is no overstating the value of a program like this. It is impossible to measure the net benefits of such a program in terms of improved morale, efficiency and productivity. . . ."

Our medical program, under the direction of Dr.

S. I. Kooperstein, aims primarily at maintaining health, rather than at merely providing services for the ill or injured. Toward this end, the Medical Department requires that each new applicant for Port Authority employment pass a thorough pre-employment medical examination and that each employee be re-examined annually. The department also examines employees who have been absent due to illness for four or more days and provides a health-counseling service for Port Authority members and their families.

Medical and First Aid Clinics for employees are located at the Port Authority Building, the Holland and Lincoln Tunnels, and La Guardia and Newark Airports.

#### **TO IMPROVE UNDERSTANDING OF THE IMPORTANCE OF THE PORT**

The Community Relations Department, under the direction of Edwin B. Wilson, helps to create an understanding of the importance of the continued development of the Port to the communities of the Port District. It also learns from the various communities of their individual needs and problems relating to the development of the Port.

The department's program is carried on through radio broadcasts, groups of interested citizens, items published in local weekly newspapers, and a speaking program before community organizations. The radio program, which entered its third year during 1955, is featured over station WCBS. It generally takes the form of a salute to a port community each week, featuring a panel of prominent local leaders, such as mayors, newspaper editors, and business and educational leaders. As of the end of 1955, eighty-one of these programs had been produced.

The Community Relations Department is also charged with the responsibility of developing the format and gathering the material for the Annual Report to the Governors and detailed reports to the municipalities from which the Authority leases facilities. During 1955, the Annual Report achieved the "Bronze Oscar of Industry" in the "Authorities — Toll Bridges, Housing, Tunnels and Turnpikes"

classification of the *Financial World's* yearly annual reports survey. This same report also earned a Special Merit Award from *The Score*, an employee relations publication.

#### **A CENTRALIZED AGENCY FOR PURCHASE AND ADMINISTRATIVE SERVICES**

Under the direction of James Clark McGuire, the Purchase and Administrative Services Department provides a central agency for purchasing the equipment, materials, and supplies — from trucks to pencils — needed to operate and maintain our facilities. The department also provides many essential office and specialized services. These range from the operation of telephone services for all units of the organization to the supplying of photographs.

The specialized skills provided within the department help other Port Authority departments carry out their activities effectively and promptly. For example, in connection with the New York International Passenger Terminal Area program, the department contributed many different services which aided in the development and announcement of this project. Hundreds of photographs, including aerial views, were supplied; a detailed scale model of the area, measuring forty-two by thirty-two feet, was constructed; thousands of copies of reports, press releases, specifications, and engineering drawings were reproduced; extensive reference and research data were supplied by the library and central files units; and detailed arrangements were made for various press conferences and for numerous meetings with aviation and Government officials.

Indicative of the ability of these specialists were the Merit Awards for outstanding photography presented to four members of our photographic staff by the National Photographers' Association of America.

During the year, the department purchased some \$5,000,000 worth of equipment, supplies, and materials, and issued, through its eight stockrooms, over 200,000 items. It arranged tours and provided information on our operations and programs to some 33,000 people from all forty-eight states and from fifteen foreign countries during 1955. At the em-



Director of Real Estate Robert S. Curtiss addresses the Real Estate Board of New York in his capacity as Vice-President in charge of the Board's Management Division during "Port Authority Night," an occasion attended by several of the Authority's staff, including Executive Director Austin J. Tobin (second left), Port Development Director Roger H. Gilman, and Marine Terminals Director A. Lyle King (right of rostrum).

ployee cafeterias in the Port Authority Building and the Holland and Lincoln Tunnels, which are operated by the department, some 440,000 meals were served during the year.

**FOR A MORE STREAMLINED ORGANIZATION**

The Organization & Procedures Office assists the various departments in finding better and more economical ways of getting their work done through improved organization, streamlined procedures and work methods, and through effective use of personnel, equipment, and space. This group is under the direction of Harvey Sherman, a newcomer to the Port Authority, who had previously served as Budget and Planning Officer for the United States Bureau of the Budget and as a Public Administrations Ad-

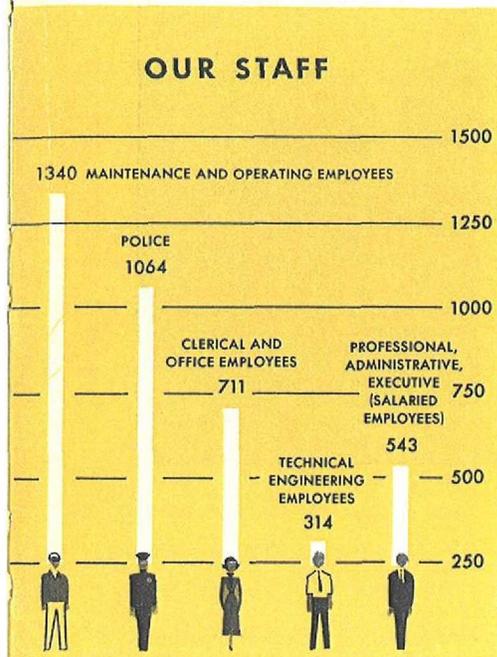
visor with the Foreign Operations Administration.

During 1955, the Organization & Procedures Office, working with the Aviation and Operations Services Departments, helped install a new and effective maintenance control system at all airports after completing a thorough test application at New York International Airport. The group also developed a new and improved filing system for the Port Authority; consolidated and indexed all Port Authority policies in order to create a systematic method of recording and disseminating such policies; developed a program under which all organization units periodically prepare and follow through on improvement objectives; and, jointly with the other departments, began the development of systematized performance standards.

At left, the Port Authority's Medical Director, Dr. S. I. Kooperstein, accepts a certificate from Dr. Harold Brandaleone of the Occupational Health Institute for the excellence of our medical program. At right is Director of Administration Daniel L. Kurshan.



## OUR STAFF



## OUR STAFF

### A Career Staff Dedicated To Public Service

Nearly 4,000-strong at the end of 1955, the men and women who constitute the staff of the Port Authority take pride in their organization and in their contribution to its public service.

Those of our staff who brought credit to themselves and the organization through deeds or service of exceptional merit were honored at our annual medal award ceremony in October. The Medal of Honor, the Port Authority's highest award, was conferred on Engineering Draftsman Eric Nilsson for his extraordinary valor in rescuing, at great personal risk, the passenger and pilot of the Port Authority helicopter which met with an accident on July 13.

For their unusually efficient and distinguished ser-

vice over a period of years, nine men were awarded the Distinguished Service Medal: Alfred Josephsen, Artisan Mechanic; Edwin Maher, Supervisor, Expediting and Surplus Property; James McNeill, Electrician; Frank Menne, Supervising Inspector (Electrical); George O'Brien, Maintenance Foreman; Wilbert Rhoades, Police Officer; Rudolph Schaefer, Engineer of Design; Edward Theobald, Police Sergeant; and Adam Tomey, Maintenance Foreman.

For highly effective service during emergencies, the Commendation Medal was awarded to four men: Soils Engineer Martin Kapp, for assisting in the rescue of the helicopter pilot and passenger; New York International Airport Manager George McSherry for his outstanding role in the rescue operations following an accident to an Italian Airlines plane; and Police Officer Robert Novas and Electrician Leopold Spitzkopf, Jr., for their rescue of a would-be suicide

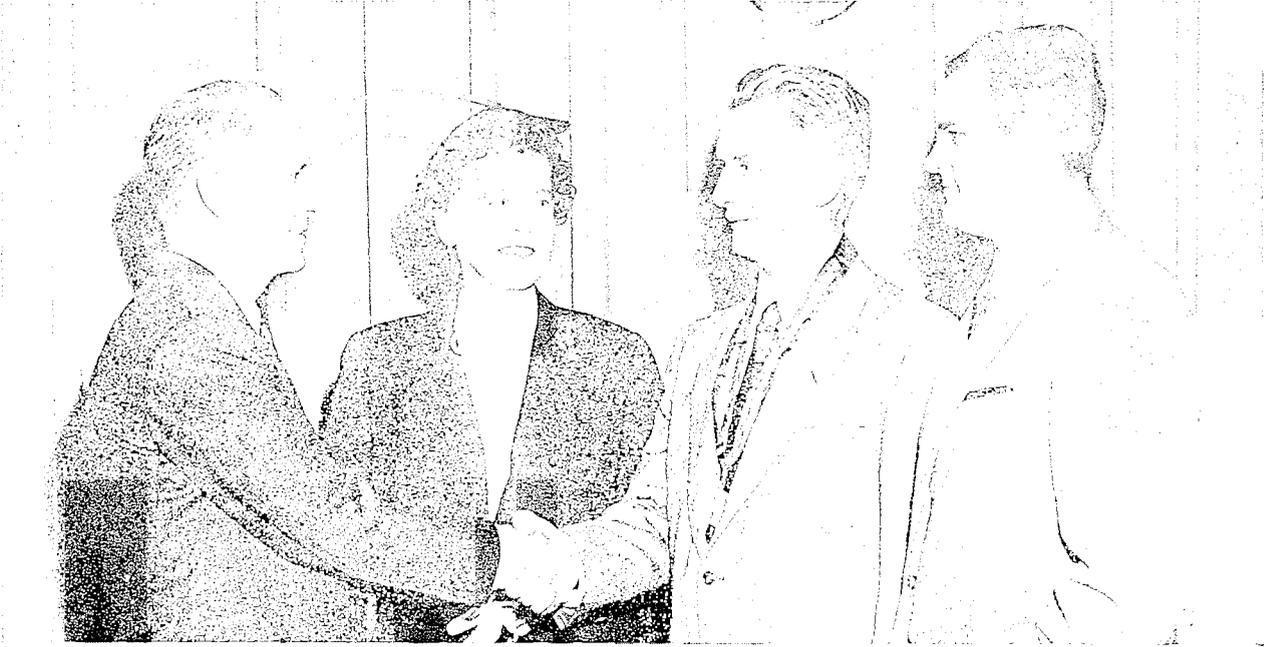
from a tower of the George Washington Bridge.

In presiding over the award ceremonies, Chairman Lowe declared that the winners of these Port Authority medals typify the qualities of ability and dependability which have come to be regarded as characteristic of The Port of New York Authority and of all our staff.

At a special ceremony in June, immediately prior to his retirement, Phillip Edwards, Special Assistant to the Director of Tunnels & Bridges, was also awarded the Distinguished Service Medal.

During 1955, the Port Authority welcomed 507 new members to its ranks. In September, over 5,000 applications were processed in one of the largest police recruitments in the Port Authority's history. This was held to provide for increased facility needs, including those for the Third Tube, and of the retirements which will come with the George Washington Bridge's twenty-fifth birthday next October.

During the year, twenty-six members completed twenty-five years of Port Authority service and be-



Personnel Director John D. Foster congratulates Medal of Honor winner Eric Nilsson (second right) in presence of Mrs. Nilsson and son, Fred.

came eligible for membership in our long-service organization, the Port Service Club. A total of nearly 4,500 years of public service is represented by that group's present active membership of 156. Of these, thirty-four men and women have shared thirty or more years of the Port Authority's history of service to the Port community.

A factor essential to the effectiveness of the organization is the pride our staff takes in the Port Authority and its achievements. Underlying this, of course, are those other factors which bear a more immediate personal significance to each member of the staff: a fair salary; adequate health and retirement insurance; opportunities for self-development and career advancement; and opportunities to offer constructive comments, criticisms, and suggestions with the assurance that these will receive fair consideration.

The salaries earned by Port Authority employees compare favorably with those paid elsewhere in the Port District for similar work. To maintain wages at a proper level, the Port Authority conducts an annual Salary Survey which evaluates wage trends and policies within the Port community. The 1955

survey covered thirty-four carefully selected representative job classifications. Over 67,700 rates were compiled from the forty-four progressive private companies and the three state and municipal agencies studied. As a result of this survey, the salaries of Port Authority staff members earning under \$9,984 annually were increased by an average of 3.8 per cent.

#### **Advancement Opportunities Rated High by Staff**

Opportunity to advance on the basis of merit is another important element in maintaining a high level of work satisfaction. In an attitude survey conducted early in 1955 from among a representative sampling of nearly one-tenth of the staff, every respondent felt that advancement opportunities in the Port Authority were as good as or better than in any other organization in the metropolitan area. During 1955, 3,394 Port Authority men and women competed in examinations for promotion. Of these, 521 were placed on eligible lists. Promotions were achieved by 323 people — a ratio of one in every twelve of the overall Port Authority population.

Help in bettering on-the-job performance, as well as in preparing for promotion competition, is provided through the Port Authority's extensive training program. Some twenty-seven job-related training courses were made available during the year, in which 1,558 Port Authority men and women participated. The establishment of each of such courses generally develops from a specific operating need or problem; the content is determined by an advisory committee of appropriate key operating personnel; and most of the instruction is provided by Port Authority staff specialists.

Our Education Refund Plan also encourages our employee group to further its career development through classroom or correspondence courses of accredited educational institutions. Through this plan, the Port Authority reimburses employees for the full tuition they have paid for such successfully completed courses. During the year, 282 Port Authority people completed a total of 912 courses under this plan. College extension courses in public speaking, effective writing, and technical report writing were also arranged and offered by the Port Authority.

### **Management Development Program Provides Administrative Training**

To aid our supervisory staff apply sound principles of management in their day-to-day work, the Port Authority also conducts a progressive management development program. Newly appointed supervisors are helped to make the important adjustment to the management group through a three-day orientation program in which they learn of their specific responsibilities, the standards by which their performance will be measured, the characteristics of their work group, and the policies which they will administer. After some experience on the job, they enter a Supervisors' Forum which provides an exchange of thinking and experience in the development of solutions to common supervisory problems in such areas as planning, training, personnel poli-

cies, and human relations problems. A final phase of this forum is devoted to the development of specific supervisory skills, such as effective writing, speed reading, and conference leadership.

Special meetings also give key executive personnel the opportunity to meet and hear from such top experts in the management field as Lawrence Appley, Peter Drucker, Lillian Gilbreth, Ernest Dale, and Sumner Slichter.

### **Suggestion System Wins Award Of National Association of Suggestion Systems**

Members of our staff are afforded a chance to demonstrate their interest in improving the Port Authority's operations and services and to gain recognition for their constructive ideas through the employees' suggestion system. In 1955, the Port Authority's suggestion system was honored with a gold plaque by the National Association of Suggestion Systems. Our suggestion system earned this honor by achieving the highest rate of employee participation among government agencies during 1954. For every 1,000 eligible employees, 861 suggestions were received during the year. This participation rate was more than eleven times the average of other governmental agencies, and over three times that of all organizations surveyed.

Of the 2,288 suggestions submitted by 800 Port Authority people in 1955, 298 were accepted for cash awards totaling \$5,256. Of these, five will produce measurable savings to the Port Authority totaling an estimated \$2,500 for their first year in operation. During 1955, the Suggestion Board announced the system's first twenty-time winner, Edward Willette.

If Port Authority people welcome the opportunity to help themselves, they are also quick to respond in helping others. Nearly 900 men and women volunteered during 1955 as donors to the Port Authority Blood Bank, which makes needed blood available without cost to employees and their families.



Christmas carols, cake, and ice cream were featured at a Christmas party given by Newark Airport's police staff for fifty children from St. Joseph's Home for the Blind of Jersey City.

## STAFF ACHIEVEMENTS AND



At management forum for key Port Authority personnel, Austin J. Tobin introduces speaker, Dr. Sumner Slichter, one of today's outstanding economists and a professor at Harvard University.

One of thirty-one staff members who retired in 1955, Joe Doyle accepts best wishes from Port Authority friends and co-workers.





Awarded Distinguished Service Medals at annual ceremony were (standing) Ed Maher, Frank Menne, George O'Brien, Sergeant Edward Theobald, Police Officer Wilbert Rhoades; (seated) Fred Schaefer, James McNeill, Adam Tomey, and Alfred Josephsen.



At retirement party in his honor, Phil Edwards shows his Distinguished Service Medal to George Stickle, Charles H. Taylor, and August Z. Schneider of the Tunnels & Bridges Department.

## ACTIVITIES

Police Officer Robert Novas, George McSherry, Martin Kapp, and Leopold Spitzkopf display Commendation Medals.



One of a number of Port Authority teams and clubs, our men's basketball team placed first in the Industrial League. The team is coached by Bernie Gelman (right).

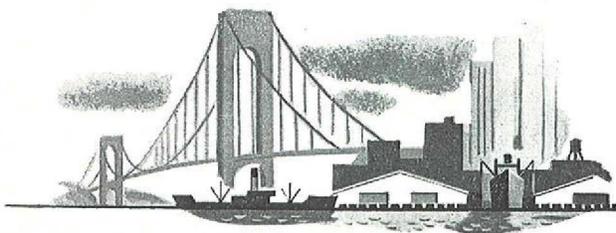


One of many social events sponsored by Port Authority groups, this dance, given by the Port Authority Associates, an employee organization, was attended by 300 employees and friends.



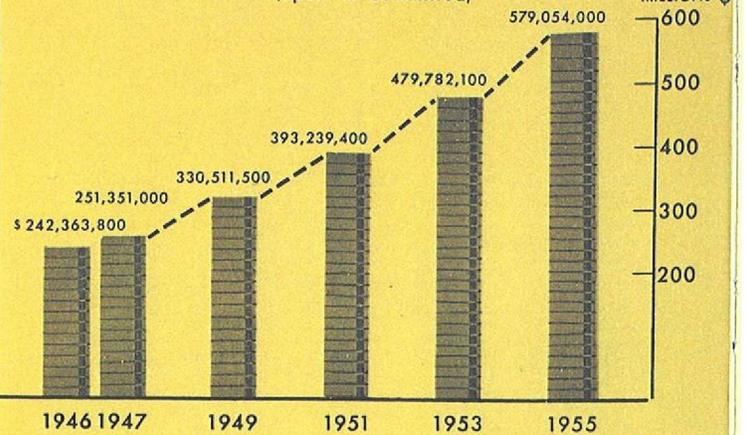


Downtown Manhattan, commercial and financial center of the world, is the primary market where Port Authority bonds are sold to banks, insurance companies, trust funds, individuals, and others who seek a sound investment.



### CUMULATIVE INVESTMENT IN FACILITIES

(Spent or Committed)



## FINANCIAL

### Continuing Development Programs Involve Extensive Financial Commitments

As directed by the Port Compact of 1921 and by subsequent legislation enacted by the two States, the Port Authority is required to finance its projects and activities without depending on the taxes or credit of the States of New Jersey and New York or of any municipality. The extent to which the Port Authority has accomplished this objective is shown by the ten-year statement on the following pages. This statement illustrates that, over the past ten years, our investment in facilities have climbed from \$242,363,800 to \$579,054,100. During this same period, funded debt rose \$90,625,000.

The statutes and agreements with bondholders require that the net revenues from all facilities be used to fulfill commitments to bondholders and then to bring the General Reserve Fund up to its required amount. At year's end, the \$32,602,442 in the various Special Reserve Funds and the General Reserve Fund, all of which were created pursuant to such statutes or agreements, met the Port Authority's present policy that the amount of these reserve funds be at least equal to debt service for the next two years. The General Reserve Fund contains \$27,995,400 in cash and United States Government securities — equal to 10 per cent of outstanding bonds.

During 1955, the Port Authority's gross revenues

from all facilities totaled \$68,615,184, a gain of 7 per cent over 1954's gross. This gain reflects the increasing use of the Authority's vital terminals and arteries. After operating expenses and debt service charges, \$6,736,968 of the year's gross revenues was available for reserve funds, while further obligatory debt retirements amounting to \$2,000,000 were paid from reserve funds. Debt retirements of \$3,200,000 (par value) were also paid from reserve funds in anticipation of future requirements.

The eleven facilities financed by the Port Authority's General and Refunding Bonds comprise the six bridges and tunnels, four inland terminals, and the Port Authority Grain Terminal with its adjoining Columbia Street Pier. Gross revenues for this group of facilities totaled \$50,666,399, a gain of 5 per cent over 1954's gross. These facilities achieved net revenues before debt service of \$32,429,838, a 6 per cent increase over those of the previous year.

Gross revenues for the Air Terminal Bond facilities—La Guardia, New York International, Newark, and Teterboro Airports—reached \$14,206,487, a 17 per cent gain. Net revenues were \$4,653,211 before debt service, or 71 per cent greater than net revenues of 1954.

Marine Terminal Bonds are secured by a pledge and constitute a first lien on the net revenues of Port Newark. This seaport's gross revenues of \$3,293,447 represent a .5 per cent increase when compared to 1954's gross, but net revenues before debt service of \$1,166,838 were 11 per cent less than last year. The termination of the Air Force lease covered in detail on pages 11 and 12 of this report, was responsible for this net revenue decrease.

The outstanding General and Refunding, Air Terminal, and Marine Terminal Bonds have a first lien on the net operating revenues of their related facilities. In 1952, the Port Authority established a new issue, Consolidated Bonds, to unify and simplify our debt structure. The Port Authority has agreed with the holders of its Consolidated Bonds not to issue additional General and Refunding, Air Terminal, and Marine Terminal Bonds. In the last few years, these issues have been retired more

# Ten-Year Statement—

## Net Revenues, Reserves,

	1955	1954	1953
<b>NET REVENUES—(Note A)</b>			
Gross Operating Revenues .....	\$ 68,615,184	\$ 64,111,850	\$ 59,241,848
Operating Expenses .....	30,496,995	29,893,679	26,823,883
Net Operating Revenues .....	\$ 38,118,188	\$ 34,218,171	\$ 32,417,965
Other Income .....	252,800	394,330	319,261
Net Revenues .....	\$ 38,370,989	\$ 34,612,500	\$ 32,737,226
Debt Service .....	31,634,020	29,638,189	28,350,534
Available for Reserves .....	\$ 6,736,968	\$ 4,974,311	\$ 4,386,692
<b>RESERVES</b>			
Additions to Reserves			
Revenues Available for Reserves as above .....	\$ 6,736,968	\$ 4,974,311	\$ 4,386,692
Income from Reserve Fund Investments .....	786,778	760,763	765,066
Total Additions .....	\$ 7,523,747	\$ 5,735,075	\$ 5,151,758
Deductions from Reserves			
General Reserve Debt Service .....	\$ 2,045,946	\$ 4,088,232	\$ 2,097,949
Debt Retirement Acceleration .....	2,798,748	403,655	5,089,015
Capital Expenditures, Restoration and Improve- ment—(Note B) .....	—	—	—
Adjustment of Reserve Fund Securities to Market... Employees Retirement and Insurance—(Note B)....	1,065,343	(408,447)	(375,895)
Total Deductions .....	\$ 5,910,038	\$ 4,083,440	\$ 6,811,069
Net Changes in Reserves .....	1,613,709	1,651,635	( 1,659,311)
Reserves—At Year End			
General Reserve .....	27,995,400	24,677,000	24,160,800
Special Reserves .....	4,607,042	6,311,732	5,176,297
Total .....	\$ 32,602,442	\$ 30,988,732	\$ 29,337,097
<b>FUNDED DEBT—AT YEAR END</b>			
General and Refunding Bonds—(Note C) .....	\$ 84,825,000	\$ 92,377,000	\$ 98,215,000
Air Terminal Bonds .....	67,384,000	67,384,000	72,384,000
Marine Terminal Bonds .....	8,969,000	9,009,000	9,009,000
Consolidated Bonds .....	117,776,000	75,000,000	55,000,000
Other—(Note C) .....	1,000,000	3,000,000	7,000,000
Total .....	\$279,954,000	\$246,770,000	\$241,608,000
<b>INVESTMENT IN FACILITIES—AT YEAR END .....</b>	<b>\$579,054,157</b>	<b>\$519,198,351</b>	<b>\$479,782,100</b>

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.

## Funded Debt and Investment in Facilities 1946-1955

1952	1951	1950	1949	1948	1947	1946
\$ 53,823,158	\$ 50,270,382	\$ 42,198,237	\$ 37,524,910	\$ 31,930,328	\$ 28,566,834	\$ 25,491,344
24,430,000	21,064,566	16,390,639	15,113,934	11,968,205	8,141,311	7,176,168
\$ 29,393,158	\$ 29,205,815	\$ 25,807,597	\$ 22,410,975	\$ 19,962,123	\$ 20,425,523	\$ 18,315,176
352,000	294,023	360,565	255,374	259,219	276,118	184,610
\$ 29,745,158	\$ 29,499,839	\$ 26,168,162	\$ 22,666,349	\$ 20,221,342	\$ 20,701,641	\$ 18,499,786
10,520,681	11,345,907	11,243,082	8,486,838	7,500,107	7,161,062	7,114,756
\$ 19,224,477	\$ 18,153,932	\$ 14,925,078	\$ 14,179,510	\$ 12,721,235	\$ 13,540,579	\$ 11,385,028
\$ 19,224,477	\$ 18,153,932	\$ 14,925,078	\$ 14,179,510	\$ 12,721,235	\$ 13,540,579	\$ 11,385,028
631,729	438,539	1,693,518	479,840	365,524	506,793	313,460
\$ 19,856,206	\$ 18,592,471	\$ 16,618,596	\$ 14,659,350	\$ 13,086,759	\$ 14,047,372	\$ 11,698,488
\$ 9,155,649	\$ 4,625,424	\$ 9,090,000	\$ 1,741,476	\$ 3,806,633	\$ 2,931,250	\$ 2,854,604
12,592,747	11,675,044	17,113,000	7,197,417	9,469,053	2,598,322	1,562,070
—	—	749,047	3,028,217	( 1,185,986)	—	—
68,071	761,854	—	—	—	—	—
—	—	—	( 5,597,764)	—	—	—
\$ 21,816,469	\$ 17,062,322	\$ 26,952,047	\$ 6,369,346	\$ 12,089,700	\$ 5,529,572	\$ 4,416,674
( 1,960,262)	1,530,148	( 10,333,451)	8,290,004	997,059	8,517,799	7,281,814
24,168,800	23,717,200	24,843,800	31,289,400	23,399,900	21,573,500	18,932,900
6,827,608	9,239,470	6,582,721	10,470,573	10,070,067	10,899,408	5,022,208
\$ 30,996,408	\$ 32,956,670	\$ 31,426,521	\$ 41,759,973	\$ 33,469,967	\$ 32,472,908	\$ 23,955,108
\$113,288,000	\$140,772,000	\$146,358,000	\$217,530,000	\$168,696,000	\$179,624,000	\$176,326,000
74,400,000	74,400,000	74,400,000	61,400,000	30,000,000	—	—
10,000,000	10,000,000	10,000,000	7,000,000	7,000,000	—	—
35,000,000	—	—	—	—	—	—
9,000,000	12,000,000	17,680,000	26,964,000	28,303,000	36,111,000	13,003,000
\$241,688,000	\$237,172,000	\$248,438,000	\$312,894,000	\$233,999,000	\$215,735,000	\$189,329,000
\$437,530,200	\$393,239,400	\$370,760,000	\$330,511,500	\$292,365,600	\$251,351,000	\$242,363,800

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

NOTE C — 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.

quickly than required by contractual commitments with bondholders.

During 1955, the Port Authority authorized and issued an additional \$46,000,000 principal amount of long-term Consolidated Bonds, the proceeds of which have been and are to be used for requirements of the Authority's development program and to retire outstanding short-term Consolidated Notes. As of December 31, 1955, the outstanding Consolidated Bonds were \$117,776,000 of the total \$279,954,000 funded debt, or 42 per cent; at December 31, 1954, the Consolidated Bonds were 30 per cent of the total funded debt.

In 1955, the gross revenues of the Hoboken-Port Authority Piers, the only facility financed entirely through Consolidated Bonds, amounted to \$448,849, a gain of 52 per cent. Net revenues before debt service for this facility totaled \$122,145 in 1955 as compared to a deficit of \$118,793 in 1954. The Brooklyn-Port Authority Piers will be the second facility financed entirely through Consolidated Bonds.

The significance of this financial picture is the assurance it provides of a sound credit standing, which determines the Port Authority's ability to borrow funds for financing essential public projects. Substantial demands will be made on the Port Authority's credit in the years ahead if the requirements of the people of the Port District for modern, efficient, public terminal and transportation facilities are to be met and if we are to meet the continuing competition of other ports and other metropolitan areas. The capital requirements for essential public terminal and transportation facilities in the Port District over the next five years alone are estimated at \$600,000,000.

As a result of its debt management and its present credit position, the Port Authority should be able

to meet these requirements and go forward in accordance with the Port Treaty of 1921, which recognized the reconstruction and development of the terminal and transportation facilities of the Port District of northern New Jersey and New York as a continuing task. In 1941, a New Jersey Joint Legislative Committee, after a comprehensive study of the financial principles followed by the Commissioners of The Port of New York Authority, affirmed the following policy conclusions as to the fundamental purpose and function of the Port Authority and the administration of its debt structure:

"Your committee, therefore, has adopted the dynamic concept of the Port of New York Authority, the concept which contemplates further development of the facilities in the Port District as the need for such facilities is indicated from time to time. The adoption of this concept is more truly in line with the fundamental purpose upon which the Port District was created, namely; for the continuous development of port facilities.

"Once this conclusion was reached, it was evident that the best interests of all the public would be served by retiring present Port Authority indebtedness at as rapidly a rate as the revenues would permit, thus insuring that the Port of New York Authority would be in such financial condition that it could undertake the establishment of new facilities if and when needed and authorized by the States of New Jersey and New York."

The Port Authority has followed this recommended policy of retiring indebtedness as rapidly as prudent financial management would permit. It is believed that its record of debt management and financial position will assure the continuation and the fulfillment of the vital objectives of the port development program to which the two States pledged themselves in their Port Treaty in 1921.

# Revenues and Reserve Funds Operations

	1955		1954	
	Operating Funds	Reserve Funds	Combined Total (Note A-6)	Combined Total (Note A-6)
GROSS OPERATING REVENUES....	\$ 68,615,184	\$ —	\$ 68,615,184	\$ 64,111,850
OPERATING EXPENSES (Note A)...	30,496,995	—	30,496,995	29,893,679
Net Operating Revenues .....	\$ 38,118,188	\$ —	\$ 38,118,188	\$ 34,218,171
OTHER INCOME				
Income on investments—net .....	404,211	786,778	1,190,990	1,155,093
Security valuation adjustment....	(151,410)	(1,065,343)	(1,216,754)	408,447
	\$ 38,370,989	\$ (278,564)	\$ 38,092,424	\$ 35,781,711
OBLIGATORY DEBT SERVICE				
Interest on funded debt .....	(4,599,870)	(45,946)	(4,645,816)	(4,407,628)
Serial maturities and sinking fund requirements .....	(7,634,150)	(2,000,000)	(9,634,150)	(9,368,792)
Short-term note maturities (Note A-5) .....	(19,400,000)	—	(19,400,000)	(19,950,000)
APPROPRIATIONS FROM RESERVE FUNDS AND DISPOSITION OF REVENUES				
Debt retirement acceleration .....	—	(2,798,748)	(2,798,748)	(403,655)
Transfers to and from reserves—net .....	(6,736,968)	6,736,968	—	—
NET CHANGE IN RESERVES .....		\$ 1,613,709	\$ 1,613,709	\$ 1,651,635

# Financial Position

ASSETS	1955				1954
	Capital Funds	Operating Funds	Reserve Funds	Combined Total	Combined Total
INVESTMENT IN FACILITIES (Note A)....	\$579,054,157	\$ —	\$ —	\$579,054,157	\$519,198,351
CASH .....	3,161,360	603,956	326,044	4,091,362	3,939,159
INVESTMENT IN SECURITIES (Note A-7)	41,033,607	7,837,765	32,278,433	81,149,805	67,025,611
OTHER ASSETS .....	340,802	5,100,426	—	5,441,228	5,420,685
ADVANCES FOR WORKING CAPITAL .....	2,320,000	—	—	2,320,000	2,110,000
TOTAL ASSETS .....	\$625,909,927	\$13,542,148	\$32,604,478	\$672,056,553	\$597,693,808
LIABILITIES					
FUNDED DEBT .....	\$279,954,000	\$ —	\$ —	\$279,954,000	\$246,770,000
DEBT RETIRED THROUGH INCOME .....	290,391,100	—	—	290,391,100	257,842,487
RESERVES .....	—	—	32,602,442	32,602,442	30,988,732
ACCOUNTS PAYABLE, ACCRUED EXPENSES AND DEPOSITS .....	8,243,924	7,210,834	2,036	15,456,794	12,692,406
COMMITMENTS (Note A-4) .....	47,320,902	—	—	47,320,902	43,811,251
PROVISION FOR SELF-INSURANCE .....	—	1,421,882	—	1,421,882	987,710
DEFERRED CREDITS TO INCOME .....	—	2,589,431	—	2,589,431	2,491,220
LIABILITY FOR WORKING CAPITAL ADVANCES .....	—	2,320,000	—	2,320,000	2,110,000
TOTAL LIABILITIES .....	\$625,909,927	\$13,542,148	\$32,604,478	\$672,056,553	\$597,693,808

February 3, 1956

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

In our opinion, the accompanying statement of financial position and related statement of revenues and reserve funds operations and supporting exhibit present fairly the financial position of The Port of New York Authority at December 31, 1955 and the results of its operations for the year, 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 of these statements was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

*Price Waterhouse & Co.*

## Operating Funds Revenues

	Related to				Total (Note A-6)
	General and Refunding Bonds	Air Terminal Bonds	Marine Terminal Bonds	Consolidated Bonds (Note A-5)	
GROSS OPERATING REVENUES .....	\$ 50,666,399	\$ 14,206,487	\$ 3,293,447	\$ 448,849	\$ 68,615,184
OPERATING EXPENSES (Note A) .....	18,448,708	9,582,591	2,133,601	332,094	30,496,995
Net Operating Revenues..	\$ 32,217,691	\$ 4,623,896	\$ 1,159,846	\$ 116,754	\$ 38,118,188
OTHER INCOME					
Income on investments—net Security valuation adjust- ment .....	331,264 (119,117)	55,735 (26,420)	10,528 (3,536)	6,682 (2,336)	404,211 (151,410)
	\$ 32,429,838	\$ 4,653,211	\$ 1,166,838	\$ 121,100	\$ 38,370,989
OBLIGATORY DEBT SERVICE					
Interest on funded debt .....	(1,461,333)	(1,780,016)	(216,382)	(1,142,138)	(4,599,870)
Serial maturities and sinking fund requirements .....	(5,460,151)	—	(38,999)	(2,135,000)	(7,634,150)
Short-term note maturities (Note A-5) .....				(19,400,000)	(19,400,000)
TRANSFERS TO AND FROM RESERVES					
Appropriations from General Reserve to cover net deficits .....	—	—	—	22,556,037	22,556,037
Disposition of revenues					
To General Reserve—(to bring to 10% of funded debt) .....	(25,481,772)	(2,870,210)	(910,502)	—	(29,262,485)
To special reserves .....	(26,581)	(2,984)	(954)	—	(30,520)
NET BALANCE .....	\$ —	\$ —	\$ —	\$ —	\$ —

# Notes to Financial Statements

December 31, 1955

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 of capital funds 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 1955, 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 are 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.

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

NOTE B—CONTINGENT LIABILITIES:

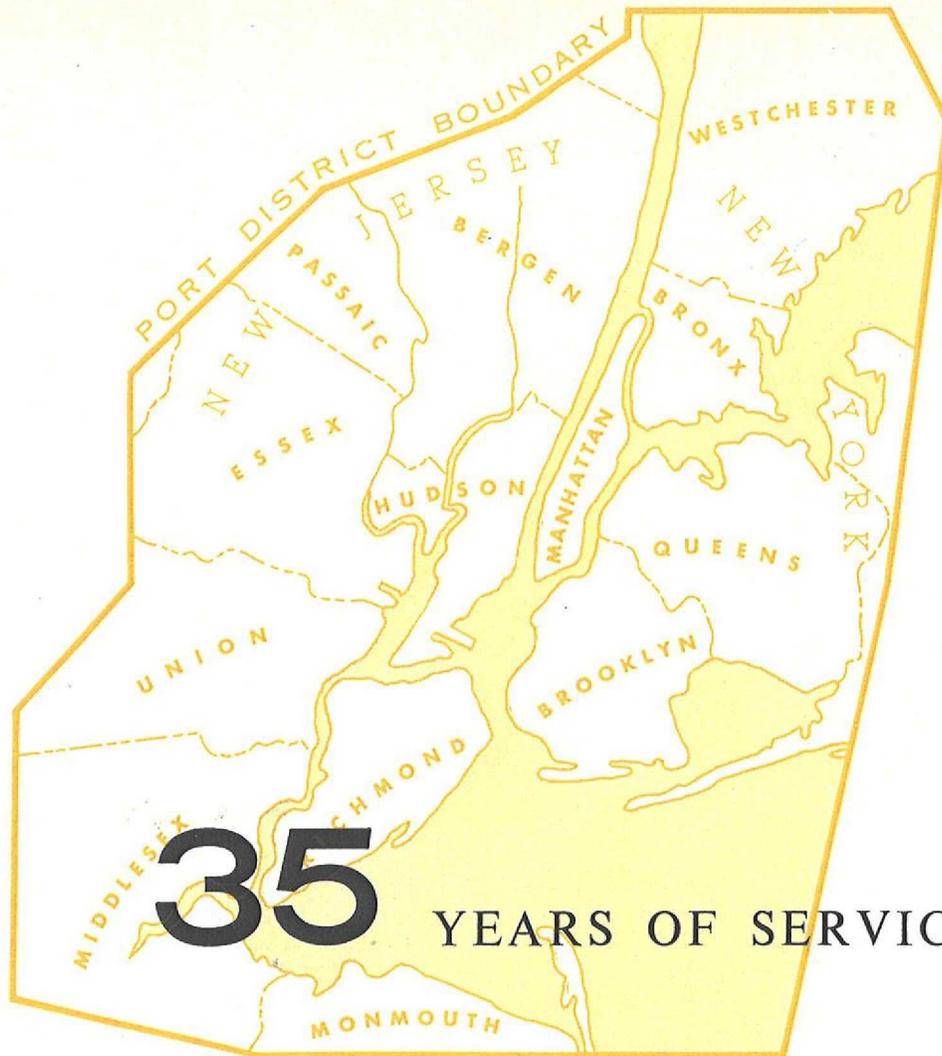
Under an agreement with The City of New York dated April 17, 1947 for the lease to the Authority of the Municipal Air Terminals, the Authority agreed to provide funds up to the sum of \$198,500,000 in the aggregate, if necessary, for the rehabilitation, expansion, improvement and development of said 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. The lease further provides that a substantial portion of this amount be expended prior to March 22, 1955.

While the dollar expenditure requirements of the foregoing agreements have not 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.



The picture on the back cover shows the view from the Brooklyn Heights Esplanade overlooking the Brooklyn-Port Authority Piers on completion of Port Authority's development program. Thirty-foot-high structures permit unobstructed view of harbor panorama.

Picture Credits: Governor Meyner—State of New Jersey staff photographer; Governor Harriman—State of New York staff photographer; page 44—Standard Oil of New Jersey; page 50: Chairman Lowe—Phyfe; Commissioner Corbin—Bushke's; Commissioner Drukker—Fabian Bachrach; Commissioner Kellogg—Blackstone Studios; Commissioner Lord—Oren Jack Turner; page 51: Honorary Chairman Cullman—Karsh, Ottawa; Commissioner Colt—Karsh, Ottawa; Commissioner Hamilton—Fred Stein; Commissioner Sells—Affiliated Photo-Conway; Commissioner Jackson—Jay Te Winburn. Other photographs by members of the Port Authority's Photographic Section.

**T**HE Port District, area of the Port Authority's responsibilities, extends over a 1,500-square-mile area and embraces over 350 cities, municipalities, townships, neighborhoods, and villages whose prosperity is inextricably linked to the economic well-being of the district as a whole. This, the world's greatest metropolitan region, whose radius extends roughly twenty-five miles from the Statue of Liberty, owes its supremacy to the commerce that flows in tremendous quantities to, through, and from the area. In developing that commerce, through a better coordination of the district's terminal and transportation facilities, and through an intensive program of promoting and protecting the area's trade, the Port Authority directly serves all of the Port District's communities and the 13,000,000 residents of those communities.

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

## NEW JERSEY

### BERGEN

Alpine  
Bergenfield  
Bogota  
Carlstadt  
Cliffside Park  
Closter  
Cresskill  
Demarest  
Dumont  
East Paterson  
East Rutherford  
Edgewater  
Emerson  
Englewood  
Englewood Cliffs  
Fairlawn  
Fairview  
Fort Lee  
Garfield  
Glen Rock  
Hackensack  
Harrington Park  
Hasbrouck Heights  
Haworth  
Hillsdale  
Ho-ho-kus  
Leonia  
Little Ferry

### Lodi

Lyndhurst  
Maywood  
Moonachie  
New Milford  
North Arlington  
Northvale  
Norwood  
Old Tappan  
Oradell  
Palisades Park  
Paramus  
Ridgefield  
Ridgefield Park  
Ridgewood  
River Edge  
River Vale  
Rochelle Park  
Rockleigh  
Rutherford  
Saddle Brook  
South Hackensack  
Teaneck  
Tenafly  
Teterboro  
Wallington  
Washington  
Westwood  
Wood Ridge

### ESSEX

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

### HUDSON

Bayonne  
East Newark  
Guttenberg  
Harrison  
Hoboken

Jersey City  
Kearny  
North Bergen  
Secaucus  
Union City  
Weehawken  
West New York

### MIDDLESEX

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

### MONMOUTH

Atlantic Highlands  
Highlands

### Holmdel

Keansburg  
Keyport  
Matawan  
Matawan Township  
Middletown  
Raritan  
Union Beach

### MORRIS

East Hanover  
Florham Park  
Montville  
Parsippany - Troy Hills

### PASSAIC

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

### SOMERSET

Franklin  
North Plainfield Borough  
Watchung

### UNION

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

# COMMUNITIES OF THE PORT DISTRICT

## NEW YORK

### BRONX

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

Williamsbridge  
Woodlawn

### BROOKLYN

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

### MANHATTAN

Central Manhattan  
Downtown

Greenwich Village  
Harlem  
Inwood  
Lower East Side  
Middle East Side  
Middle West Side  
Chelsea  
Morningside Heights  
Upper West Side  
Washington Heights  
Yorkville

### QUEENS

Arverne  
Astoria  
Bayside  
Beechurst  
Belle Harbor  
Bellerose  
Broad Channel  
Cambria Heights  
College Point  
Corona  
Douglaston  
East Elmhurst  
Edgemere  
Elmhurst  
Far Rockaway  
Flushing  
Forest Hills  
Fort Tilden  
Fresh Meadows  
Glendale  
Hammels-Holland  
Hollis  
Howard Beach  
Jackson Heights

Jamaica  
Kew Gardens  
Laurelton  
Little Neck  
Long Island City  
Malba  
Maspeth  
Middle Village  
Neponsit  
Oakland Gardens  
Ozone Park  
Queens Village  
Rego Park  
Richmond Hill  
Richmond Hill South  
Ridgewood  
Rockaway Park  
Rosedale  
Seaside  
South Jamaica  
South Ozone Park  
Springfield Gardens  
St. Albans  
Steinway  
Sunnyside  
Utopia  
Whitestone  
Woodhaven  
Woodside

### RICHMOND

Castleton Corners  
Charleston  
Dongan Hills  
Eltingville  
Great Kills  
Mariners Harbor  
New Brighton

New Dorp  
Pleasant Plains  
Port Richmond  
Prince Bay  
Richmond Town  
Rosebank  
Rossville  
St. George  
Stapleton  
Tompkinsville  
Tottenville  
Travis  
West New Brighton

### NASSAU

Baxter Estates  
Bellerose  
Cedarhurst  
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  
Russell Gardens

Saddle Rock  
Sands Point  
South Floral Park  
Thomaston  
Valley Stream

### ROCKLAND

Grand View-on-Hudson  
Orangetown  
Piermont

### WESTCHESTER

Ardley  
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

