

Appendix C. Port Authority of New York and New Jersey

INTRODUCTION

The Port Authority of New York and New Jersey was formed in 1921 by the states of New York and New Jersey. This bi-state organization was formed under the authority of the United States Constitution, which allows states to form interstate compacts. The Port Authority's area of jurisdiction covers a 17-county region within a 25-mile radius of the Statue of Liberty.

The original mandate of the Port Authority was to promote and protect the commerce of the bistate port and to undertake port and regional improvements not likely to be invested in by private enterprise or to be attempted by either state alone.¹

Since the inception of the Port Authority, massive investments have been made for the construction of marine terminals, tunnels, and bridges connecting the two states and for some of the airports and public transit systems. The Port Authority has also been involved in world trade and regional economic development.

ORGANIZATION

The Port Authority is governed by 12 commissioners who are appointed by the respective state governors. This Board of Commissioners appoints an executive director who manages the day-to-day operations of the Port Authority. The core operations of the Port Authority are carried out by six line departments: the Port Department; the Rail Transportation Department; the Tunnels, Bridges, and Terminals Department; the Aviation Department; the Ferry Transportation Department; and the World Trade and Economic Development Department. Staff functions are carried out by separate budgeting, auditing, planning, and public affairs departments.

The Port Department is the foundation of the Port Authority, because all water port facilities and activities managed by the Port Authority are under this department. The Port Department manages major container ports in New Jersey, such as Port Elizabeth and Port Newark. On the New York side, major port facilities include the Red Hook container port in Brooklyn and a newly built fish port on the Brooklyn waterfront. The Port Department also operates the New York City Passenger Ship Terminal.

In addition to its huge cargo operations at the water ports, the Port Authority is also heavily involved in public

transportation. This facet of the Port Authority's operation is managed by the Rail Transportation Department. This department operates passenger rail lines that carry commuters across the Hudson River. The Port Authority's passenger rail line is called PATH, which stands for "Port Authority Trans Hudson."

One of the first goals of the Port Authority was to improve transportation links across the Hudson River to provide easier access to downtown Manhattan. The bridges and tunnels built across the Hudson are operated and maintained by the Tunnels, Bridges, and Terminals Department. These facilities include the Lincoln and Holland tunnels and the George Washington Bridge. This department also operates the Port Authority Bus Terminal in Manhattan.

The coverage of the Port Authority also extends to the region's three major airports--John F. Kennedy International, LaGuardia Airport, and Newark International Airport. The Aviation Department manages these facilities, as well as two heliports in New York City. Teterboro Airport, the largest general aviation airport in New Jersey, is also managed by the Aviation Department.

Ferry transportation across the Hudson River in the past represented a major means of public transportation; and recently, ferries have been revived as an alternative to bus, train, and auto travel for trans-Hudson commuters. The Ferry Department of the Port Authority has recently entered into an agreement with a private developer to reinstate passenger ferry service across the Hudson. The Port Authority built the ferry terminals, and the private company owns and operates the ferry.

FUNDING

Constructing, operating, and maintaining facilities on such a massive scale has required significant capital investments. Unlike many authorities and commissions established by other state governments, the port authority is a self-supporting organization. Revenues are supplied by rents, public transit fares, bridge and tunnel tolls, and other user fees. Gross operating revenues in 1987 totaled \$1.3 billion. This represents sizable growth in port authority facilities and services over the last ten years, as gross operating revenues in 1978 stood at \$543,810.

Capital projects and major improvements are financed by the sale of bonds. The Port Authority has an impressive record of sound financial management and currently holds a bond rating of "AA-" by Standard and Poor's. One measure of the Port Authority's financial commitment to the region is the total dollar sum of bonds issued. Since its creation, the Port

Authority has issued over \$6.9 billion in obligations. In 1987, the Port Authority embarked on a new \$5.8 billion capital improvement program that will make long-needed investments in port facilities and airports.²

Investments of this magnitude have attracted considerable interest in both New York and New Jersey, and there is currently widespread debate over how this investment will be allocated. Over the years, most of the Port Authority's port facilities handling cargo has been transferred to terminals in New Jersey. Now, with the approval of a new capital improvement program, many New Yorkers want more investment in port cargo facilities in New York. The planning role of the Port Authority is to balance these state biases and develop plans that are in the best interests of the entire region.³

The Port Authority's area of jurisdiction includes numerous other state, regional, and local agencies, all of which have responsibilities over certain segments of the region's transportation system. The Port Authority has the complicated job of coordinating planning in the region among the various concerned agencies. Many projects in the region, especially in the area of public transportation, are conducted jointly between the Port Authority and state or local agencies.

PLANNING

Planning within the Port Authority is highly sophisticated and is similar to the planning processes within most large private corporations. Each line department has its own planning office, and a separate staff planning office prepares the Port Authority's long-term planning documents. However, this staff office does not serve as the overall planning office for the Port Authority. The line departments are in close contact, and projects involving two or more departments are coordinated by the line departments themselves. Planning offices in line departments forecast future needs by conducting extensive market and capacity analyses, interviews with tenants, and economic modeling.⁴

The five-year, \$5.8 billion capital improvement program produced by these planning offices represents an effort by the Port Authority to maintain its market share of total cargo trade entering East Coast ports.⁵ Planners are also responding to projections of rapidly increasing demands on public transit and airports. Provisions of this program are aimed at upgrading port facilities that are 20 to 40 years old, and expanding all aspects of the Port Authority's public transit and aviation system to meet these demands for faster, more efficient service.

FACILITIES

Ports Department

Existing facilities in the port department represent a cumulative investment of \$773 million. In 1987, these port terminals handled 3,282 ship arrivals, including both cargo and passenger ships. Total tons of cargo passing through Port Authority terminals stood at 18.7 million tons in 1987. Total passengers utilizing port facilities numbered 392,000.

Ports on the New Jersey side handled a large majority of oceanborne cargo, because most Port Authority cargo terminals are located in this state. This fact is due primarily to the much higher price of land in New York. When the Port Authority expanded its port facilities, most new terminals were built in New Jersey because land was more plentiful and less expensive.

The two major New Jersey ports are Port Newark and Port Elizabeth, which are located on adjacent sites and cover a combined area of 2,100 acres. The Port Newark/Port Elizabeth complex is the largest port facility on the East coast. Both of these ports handle containerized freight and bulk freight, with over 900 acres devoted to container operations. All major container lines are represented at both ports.

The Port Authority owns some terminals and leases others, and container lines rent and operate the facilities. In Port Elizabeth, five major container lines operate terminals. The following is a detailed look at each of these terminals.

The Atlantic Container Line Terminal in Elizabeth is operated by Atlantic Container Line and covers 102 acres on the south side of the Elizabeth Channel. The terminal occupies five berths totaling over 3,500 feet of dock space. Major handling equipment includes three 30-ton capacity Paceco cranes, five Clark straddle carriers, 29 Ottawa hustlers, and 41 Hyster trucks. The terminal has two roll on/roll off ramps, and a 145,880-square-foot stuffing and stripping facility. Port-side rail service is operated by CONRAIL.

Another major container port is operated by Maher Terminals, Incorporated, and occupies three berths on the south side of the Elizabeth Channel. This 900-acre facility has 2,000 feet of ship berth. Major handling equipment includes four Star 40-ton and 30-ton cranes, 20 straddle carriers, 30 yard hustlers, and 49 forklifts. The terminal has a 155,000-square-foot stuffing and stripping facility and 120 truck bays. Port-side rail service is also operated by CONRAIL.

Maher Terminals operates a second terminal in Elizabeth, which is referred to as the Tripoli Street Terminal. This 243-

acre terminal occupies five berths in Newark Bay that totals 3,150 feet. This facility has three 40-ton Paceco cranes, and four smaller cranes. Terminal operations are supported by 80 yard hustlers, 12 stackers, seven top loaders, and 100 fork lifts. A stuffing and stripping facility is 371,000 square-feet, and 238 truck bays are available. Port-side rail service is operated by CONRAIL.

The Navieras de Puerto Rico is operated by Puerto Rico Marine Management and occupies 97 acres on the south side of the Elizabeth Channel. This terminal has five berths totalling 2,875 feet. Major equipment includes three Paceco cranes, 80 tractors and forklifts, as well as a 116,700-square-foot stuffing and stripping facility, and 163 truck bays. Three roll on/roll off ramps are available, and rail service is operated by CONRAIL.

The Sea Land Terminal in Port Elizabeth is operated by Sea-Land Services, Incorporated, and is located in Newark Bay. This terminal covers 232 acres and occupies six berths totalling 4,519 feet. Sea Land has six Paceco cranes, three top loaders, 45 fork-lifts, and 65 yard hustlers. The terminal has a 306,000-square-foot stuffing and stripping facility and 328 truck bays. CONRAIL provides rail service to the Sea Land Terminal.

The Port Newark complex adjacent to Port Elizabeth also serves as a major container port. The Universal Terminal is operated by Universal Maritime Service Corporation, and covers 85 acres. Universal has four berths totalling 3,058 feet. Major equipment includes three 40-ton Paceco cranes, 11 top handlers, 33 yard hustlers, and seven forklifts. The terminal has a 400,000-square-foot break-bulk facility and CONRAIL rail service.

The Maersk Line also operates a terminal at Port Newark, which covers 61.8 acres and has one berth that is 764 feet long. The Maersk Terminal has two 30-ton Paceco cranes and three top loaders, as well as a 198,000-square-foot stuffing and stripping facility, 154 truck bays, plus CONRAIL rail service.

Another major Port Authority complex on the New Jersey side is Port Jersey on the Upper New York Bay by Jersey City. Here, Global Terminal and Container Services, Incorporated, operates a 100-acre terminal with 1,800 feet of ship berth. This terminal has four fixed cranes, five mobile cranes, and four forklifts. Support facilities include a 140,000-square-foot stuffing and stripping building and 150 truck bays. Rail service is provided by CONRAIL and Port Jersey Railroad.

Containerized freight represents a much higher dollar value than bulk freight, but in terms of total tons of freight, bulk exceeds containerized freight by a large margin. In 1987, bulk freight totaled 40 million tons, while containerized freight totaled 13 million tons. New Jersey ports are equipped to handle

bulk freight such as steel, paper pulp, orange juice, cooking oils, petroleum, salt, and cement. These ports also receive 500,000 imported automobiles per year.

New Jersey ports handled 2,638 ship arrivals in 1987 out of a total of 3,282 for all port authority terminals. The remaining 446 ships docked at Port Authority terminals in New York. Major New York terminals are in Brooklyn and on Staten Island.

The Red Hook container terminal on the Brooklyn waterfront is operated by Universal Maritime Service and covers 41 acres. Red Hook is equipped to handle both containerized and bulk freight and has a 200,000-square-foot break-bulk consolidation building. This terminal has three 40-ton Paceco cranes, 33 yard hustlers, and seven forklifts, including 3,000 feet of berth and 80 truck bays. Port side rail is operated by New York Dock Railway. Red Hook is used mostly by smaller cargo lines and is well suited to handle diversified cargo.

Another Port Authority terminal in Brooklyn is the South Brooklyn Marine Terminal on Upper New York Bay. This facility is operated by International Terminal Operating Company and has one container berth and seven bulk berths. Handling equipment include three container cranes, 15 straddle carriers, and 65 forklifts. South Brooklyn has a 705,050-square-foot stuffing and stripping facility and a 446,000-square-foot general cargo shed. Rail service is provided by New York Cross Harbor Railroad Terminal Corporation.

On Staten Island, the Howland Hook Marine Terminal Corporation operates the Holland Hook Terminal, a 187-acre facility with 2,500 feet of ship berths. This terminal has seven container cranes, 48 yard tractors, eight top loaders, and four forklifts. Holland Hook also has a 208,000-square-foot stuffing and stripping facility, a 22,000-square-foot refrigerated warehouse, and a 21,000-square-foot special cargo warehouse. Rail service is operated by Delaware Ostego Corporation.⁶

Rail Transportation Department

The Port Authority first entered the arena of public transit in 1962 when it acquired the bankrupt Hudson and Manhattan Railroad. This commuter rail line is operated by the Port Authority Trans-Hudson Corporation (PATH), a subsidiary of the Port Authority. PATH is one port authority operation managed by the rail transportation department. This department also operates a bus purchasing program for New Jersey Transit, as well as a commuter rail car rehabilitation program for New York State commuter rail lines.

PATH rail lines run across the Hudson River between Penn Station and the World Trade Center in New York and between

Hoboken, Newark, and the Journal Square Transportation Center in New Jersey. In 1987, PATH trains carried 58.2 million passengers, with a weekday average of 207,000 passengers. This ridership represents 70 percent of all commuters entering New York by rail. The PATH system currently includes 35.3 miles of track and 378 cars.

Cumulative port authority investment in the PATH system as of 1987 stood at \$550 million. Major improvements are planned for PATH as part of the Port Authority's five-year capital improvement program, with \$760 million being devoted to PATH. Most funds will be directed at building new cars, refurbishing older cars, and remodeling PATH stations. These improvements are part of the Port Authority's overall plan to make public transportation more attractive to trans-Hudson commuters.⁷

Tunnels, Bridges, and Terminals Department

Tunnel and bridge crossings linking New Jersey and New York are vital elements of the regional transportation system. Many of these crossings are older and must be closely maintained to support the heavy volumes of traffic that cross them every day. Bridges and tunnels under port authority control include the George Washington Bridge, three bridges connecting Staten Island to New York and New Jersey, the Lincoln Tunnel, and the Holland Tunnel. Total vehicular crossings on these structures numbered 110 million in 1987, 100 million of which were automobiles.

The George Washington Bridge first opened to traffic in 1931 at a cost of \$59 million. In 1987, 50 million vehicles crossed over the bridge. George Washington has an upper and lower level, both of which have seven lanes. Adjacent to the bridge is the George Washington Bridge Bus Station and an underground passageway connecting the bus station to the New York City Transit Authority system.

The three bridges connecting Staten Island are the Outerbridge Crossing, the Goethals Bridge, and the Bayonne Bridge. Outerbridge and Goethals were the first structures built by the Port Authority. Staten Island bridges had 26 million crossings in 1987. Outerbridge was opened in 1928 and has four lanes that connect New Jersey and Staten Island. Port Authority investment in Outerbridge totaled \$49 million as of 1988. The Goethals Bridge connects Elizabeth, New Jersey, and Staten Island and was opened in 1928. Like the Outerbridge Crossing, Goethals has a 135-foot channel clearance, which allows large ships to pass underneath on their way to New Jersey ports. Goethals is a four-lane bridge and represents a \$32 million investment by the Port Authority. The Bayonne Bridge connects Bayonne, New Jersey, and Staten Island and was opened in 1931. Port authority investment in this four-lane bridge stands at \$34 million.

The Port Authority's tunnels provide another important means of crossing the Hudson; but, in this case, commuters travel under the river. The Lincoln and Holland Tunnels carried 34 million vehicles in 1987. The Lincoln Tunnel has three tubes and was first opened in 1937. It links Weehawken, New Jersey, and midtown Manhattan. The Holland Tunnel was opened in 1927 and links Jersey City and Manhattan. Combined port authority investment in tunnels totals \$445 million. A major feature of the Lincoln Tunnel is the two exclusive bus lanes (XBLs). During the morning rush hour, buses run only inbound to Manhattan. Nearly 1,650 buses, carrying 65,000 commuters, use XBLs every day.

Probably the most visible symbol of port authority involvement in public transit is the massive Port Authority Bus Terminal (PABT), located in midtown Manhattan and operated by the Tunnels, Bridges, and Terminals Department. This facility opened in 1950 and serves 190,000 commuters daily. In 1987, this terminal handled 2.1 million bus arrivals and 59 million passenger trips. PABT can accommodate 235 buses at any single time and is served by 35 bus companies. On the terminal's roof are 1,080 parking spaces. As of 1988, the Port Authority had invested \$280 million in the PABT.⁸

Aviation Department

Port Authority investment in public transit services and infrastructure under the two preceding departments has been considerable. Port authority contributions to the region's aviation system have been even larger, with cumulative investment standing at \$2.2 billion. Regional airports under port authority control include John F. Kennedy International, LaGuardia, Newark International, and Teterboro, a general aviation airport in New Jersey. In 1987, these airports handled a combined total of 78 million passengers and 1.5 million tons of freight.

Port Authority operation of the regional airports is similar to that of its port facilities. Terminals are leased to terminal operators, who manage daily operations of air terminals, and the air carriers rent space in these terminals. The Port Authority's revenue sources from airports include flight fees, concession fees, and rents. Large capital projects, such as runway improvements and terminal construction, are financed by the Port Authority. If air carriers wish to construct their own facilities, all design plans must be approved by the Port Authority.

Kennedy International, the largest of the four, had 30 million passengers in 1987. It is served by 85 air carriers which offer 800 flights per day. Kennedy also has the largest air cargo facility in the world, which includes a two-million-square-foot cargo storage facility.

LaGuardia Airport served 24 million passengers in 1987, and handled 54,000 tons of air cargo. This airport is mostly used by domestic air carriers and also has truck-to-helicopter courier service.

Newark International is the fastest growing airport in the region, with 900 flights per day and 23 million passengers in 1987. Newark handled 325,000 tons of cargo in 1987 and is a regional center for the overnight package delivery industry.⁹

NEW PROJECTS AND FUTURE PLANS

The Port Authority recently completed construction on a new facility designed exclusively to serve the fishing industry. Called Fishport and located on the Brooklyn waterfront, this port offers a protected area for unloading cargo, a fish-handling area, refrigerated storage, and a public auction room. Fishport is part of the Port Authority's overall economic development plan and is intended to attract the fishing industry back to the area.¹⁰

Another part of the Port Authority's development plan is the construction of auto ports on the New Jersey side. These ports are designed for quick and efficient processing of imported automobiles. A new 145-acre Port Authority Auto Marine Terminal was recently completed in Port Newark. This facility can handle 300,000 cars per year. Construction recently began on another auto port in the Port Jersey complex. This Port Authority venture has an estimated cost of \$31 million. Like Fishport, these auto ports are intended to attract more business to New York and New Jersey ports.

In terms of long-term plans for the ports, the Port Authority is now considering a plan to separate all container operations from bulk cargo areas.¹¹ Unloading processes in bulk cargo often disperse materials into the air, as is the case with cement. These airborne particles can settle on expensive containerized freight and must be removed at considerable expense.

The majority of the port's allocation of the Port Authority's \$5.8 billion capital improvement program will be devoted to upgrading existing facilities, many of which were built in the 1940s and 1950s. One port authority official described these plans as mostly deferred maintenance projects.¹²

Ports on the New York side will be subject to special attention, as the Port Authority attempts to expand and improve these ports to attract more cargo trade to New York. The Port Authority plans to merge the Red Hook and South Brooklyn

facilities. A \$110-million renovation of the Howland Hook facility on Staten Island is also underway.

Port Authority ports hold 45 percent of all East Coast trade, and in fulfilling its mission of protecting and promoting the economy of the region, the Port Authority is investing heavily to protect its market share in the face of increasing competition from ports in Baltimore, Philadelphia, Boston, and elsewhere along the East Coast. The region is now beginning to rebound from the serious economic problems of the late 1970s and early 1980s, and the Port Authority views this investment as instrumental in supporting this recovery.

Another area of significant port authority investments is the regional airport system. The capital improvement program for airports calls for \$2.7 billion in vitally needed improvements to meet current and future needs. Planners are expecting large increases in passengers and air cargo at all airports.

Most attention is being directed at Kennedy International, where the need for more capacity is most pressing. Passenger traffic at Kennedy exceeds capacity by twice the design capacity, and plans are underway to reconfigure terminals to make passenger movements and interflight transfers faster and more efficient. An important part of this plan is the construction of a "people-mover" system.

Construction needs being addressed at Newark International include improving passenger access to the airport. This will involve the addition of new satellite parking lots where airport patrons can transfer to vans or shuttle buses. A transit line between the airport and downtown Newark and Elizabeth is being studied.

These public transportation projects are a sign of the Port Authority's commitment to create an environment that promotes economic growth. Planners recognize that superior cargo and other industrial facilities will be useless unless the region has an adequate transportation infrastructure to support these facilities. An inadequate transportation system could slow regional growth and seriously reduce the region's competitive position.

Notes

1. Port Authority of New York and New Jersey, Comprehensive Annual Financial Report (New York, N.Y.: 1987), p. 3.
2. Ibid., p. 53.
3. Telephone interview by Monty Headley with William Fritchley, Supervisor, Long-Range Planning, Ports Department, Port Authority of New York and New Jersey, October 28, 1988.
4. Ibid.
5. Port Authority of New York and New Jersey, Port Authority Capital Program: 1987-1991 (New York, N.Y.: 1987), p. 24.
6. Port Authority of New York and New Jersey, VIA (magazine of Port Authority), April 1986, July 1987, October 1987, December 1987, January 1988, June 1988.
7. Port Authority of New York and New Jersey, "Information Package-Port Authority Trans Hudson Corporation" (New York, N.Y.).
8. Port Authority of New York and New Jersey, "Fact Sheets on Tunnels, Bridges, and Terminals" (New York, N.Y.).
9. Telephone interview by Larkin Jennings with Pete Spaulding, Manager, Air Cargo Business Development, Port Authority of New York and New Jersey, New York, N.Y., November 18, 1988.
10. Telephone interview by Monty Headley with Ann Strauss-Weider, Principal Transportation Economist, Office of Business Analysis, Port Authority of New York and New Jersey, New York, N.Y., October 14, 1988.
11. Telephone interview with William Fritchley, October 28, 1988.
12. Telephone interview with William Fritchley, October 28, 1988.

Appendix D. Questionnaire for Conducting Interviews

State Economic Development Agency

1. Does the state economic development agency solicit economic development ideas? If so, from whom?
2. Do you communicate regularly with federal, state, and local transportation agencies? If so, with whom? If not, why not? Nature of communication? What are the mechanisms of communication? Are these mechanisms effective?
3. What is the relationship between the state economic development agency and the state? ...the federal government? ...the local government?
4. Do you communicate regularly with private industry? If so, with whom? If not, why not? Nature of communication? What is the mechanism of communication? What kinds of assistance might they seek from you?
5. If I am a business seeking site location assistance, what would you do for me? What kinds of transportation-related requests might I make and how would you respond?
6. Are there transportation professionals in your office?
7. What are you not doing now that you would like to be doing? ...special projects?

State Transportation Agencies

1. Do you communicate regularly with other state, local, federal, agency transportation professionals? If so, with whom? If no, why not? Nature of communication? What kinds of mechanisms exist that facilitate discussion? Are these mechanisms effective?
2. Do you communicate regularly with other professionals within DOT? Nature of discussions--planning related? ...operations? ...maintenance? ...economic development?
3. Does the DOT solicit economic development/transportation-related ideas? If so, from whom? How are these ideas translated in your office?
4. Are there economic development professionals in your office?

5. Are you able to initiate economic development/transportation-related projects? If so, what types of projects? How and why did these projects come into being?
6. Do you communicate regularly with private industry? If so, with whom? Nature of communication? What kinds of assistance can the department provide private industry? If not, why not?
7. If I am a business seeking site location assistance, what would you do for me? ...special programs? ...the role of transportation?
8. Do you communicate regularly with neighboring states?
9. What aren't you doing now that you would like to be doing? ...special projects? ...wish list?

Local Transportation Agencies

1. Do you communicate regularly with other local, state, federal, agency transportation professionals? If so, with whom? Nature of communication? If not, why not? What kinds of mechanisms exist that facilitate discussion? Are they effective?
2. What kinds of mechanisms exist that help to address or assist local officials in solving transportation-related problems?
3. Are there economic development professionals in your office?
4. What is the nature of current local economic development? Who is involved? How and why has it come into being?
5. What existing mechanisms aid and/or encourage economic development? ...state or federal funding? ...other resources? ...bargaining chips?
6. Do you communicate regularly with private industry? If so, with whom? If not, why not? Nature of communication? What kinds of assistance can a local agency provide to a pre-existing industry?
7. If I am a business seeking site location assistance, what would you do for me? Has this occurred? What has been done? ...the role of transportation?

8. What aren't you doing now that you would like to be doing?
...special projects? ...wish list?
9. Do you communicate regularly with neighboring communities?
...states? ...foreign nations?

Multimodal and Intermodal Activities--Public and Private

1. What is the role of the state/local government to your activity? Do you wish it were any different? If so, in what way?
2. Do you see your project as a part of a statewide economic development plan?
3. How did your project come into existence? ...process?
...involvement in state agencies?
4. Was transportation assistance integral to the success of this project?

Bibliography

California

- California Department of Commerce. Annual Report to the Legislature. Sacramento, 1987.
- California Department of Transportation. Annual Report. Sacramento, Fiscal Year 1988.
- California DOT. California Transportation Facts. Sacramento, 1986.
- California DOT. Intermodal Facilities Program Report. Sacramento, Fiscal Year 1986-87. (In-house working document.)
- California DOT. Division of Highways. Program Development. The State Highway Program. Sacramento, August 1988.
- Office of the Governor. Governor's 1989-90 Budget. Sacramento, 1988.
- Sacramento Area Council of Governments. Overall Work Program for Fiscal Year 1989/90. Sacramento, February 3, 1989. (Draft.)
- Secretary of State's Office. California Roster. Sacramento, 1988.
- Southern California Association of Governments. San Pedro Bay Ports Access Study: Phase 2, Railroad Access. Los Angeles, October 1984.
- Southern California Association of Governments. Southern California and County Economic Base Analysis. Los Angeles, February, 1986.
- Southern California Association of Governments. Southern California's International Trade: Its Importance to the Regional Economy with Forecasts to the Year 2020. Los Angeles, April, 1985.
- Southern Pacific Transportation Company. Annual Report, 1987. Los Angeles, 1987.
- Southern Pacific Transportation Company. Media Kit: Intermodal Container Transfer Facility. Los Angeles, 1988
- Southern Pacific Transportation Company. Promotional Video-ICTF. Los Angeles, 1988.

Florida

CSL Intermodal. "Partnershiping," Monthly Report, Vol. 1, No. 5. Hunt Valley, Maryland, October 1988.

Florida Department of Commerce (FDOC). Agency Functional Plan-- July 1987-June 1991 (Proposed). Tallahassee, Florida, November 1, 1987.

FDOC. Division of Economic Development. The Choice is Florida. Tallahassee, Florida, 1986.

FDOC. "Florida Facts," Economic development fact sheets. Tallahassee, Florida, 1987.

Florida Department of Transportation. Division of Planning and Programming. Florida Transportation Plan. Tallahassee, Florida, September 1986.

Florida DOT and the Federal Aviation Administration. The Florida Aviation System Plan-Executive Summary 1989-2005. Tallahassee, Florida, March 1989.

Florida DOT. Florida Rail System Plan. Tallahassee, Florida, August 1988.

Florida DOT. State Aviation Programs Overview. Tallahassee, Florida, August 4, 1988.

Florida High Speed Rail Commission. "Florida High Speed Rail System." Tallahassee, Florida.

Florida Legislature. "Florida Transportation Corporation Act," chapter 88-271. (Committee Substitute for House Bill No. 621). July 5, 1988.

Florida Transportation Commission. Public Transit in Florida. Tallahassee, Florida, February 23, 1989.

Jacksonville Port Authority. 1987 Official Directory. Miami, Florida, 1987.

McCue, Patrick J. "Florida's Challenge: Managing Explosive Growth." Paper prepared for TRB Conference-A Look at the Future: Year 2020, June 22-24, 1988. Washington, D.C.

Metro-Dade Transit Agency. Facts at a Glance. Miami, Florida, January 2, 1987.

Metropolitan Planning Organization for the Miami Urbanized Area. Prospectus for Transportation Improvements (third edition). Miami, Florida, January 1989.

Tallahassee-Leon County Planning Department. Statistical Digest 1989. Tallahassee, Florida.

Illinois

- American Association of State Highway and Transportation Officials (AASHTO). Survey of State Funding of Landside Port Facilities and Cargo Terminals 1977-1984. 1986.
- Chicago Area Transportation Study (CATS). Recommended 2010 Transportation System Development Plan. Chicago, Ill., 1989.
- CATS. Transportation Improvement Program Fiscal Year 89-93. Chicago, Ill., 1988.
- CATS. Unified Work Program for Transportation, Northeastern Illinois Fiscal Year 1989. Chicago, Ill., 1988.
- CATS. Year 2000 Transportation System Development Plan. Chicago, Ill., 1985.
- Department of Commerce and Community Affairs (DCCA). Building Illinois-A Five Year Plan. Springfield, Ill., 1986.
- DCCA. Business Finance Programs. Springfield, Ill., 1988 Edition.
- DCCA. Illinois Breaks Ground. Annual Report for Fiscal Year 1987, Springfield, Ill., 1988.
- DCCA. Illinois Facts. Springfield, Ill., 1986.
- DCCA. Sell Illinois-A Strategy for the Present-A Commitment to the Future. Springfield, Ill., 1986.
- Illinois Association of Port Districts. Survey of Illinois Port Districts 1986. Chicago, Ill., 1987.
- Illinois Department of Transportation. Economic Development Strategy for Southwestern Illinois. Springfield, Ill., 1986.
- Illinois DOT. Illinois Airport Inventory Report. Springfield, Ill., 1988.
- Illinois DOT. Illinois Coal: Markets and Deliver Systems. Springfield, Ill., 1983.
- Illinois DOT. Illinois Highway and Street and Mileage Statistics. Springfield, Ill., 1987.

Illinois DOT. Illinois Travel Statistics. Springfield, Ill., 1987.

Illinois DOT. Iroquois Landing Lakefront Terminus Master Plan. Chicago, Ill., 1985.

Illinois DOT. Proposed Airport Improvement Program, Fiscal Years 1989-1993. Springfield, Ill., 1989.

Illinois DOT. Proposed Improvements for Illinois Highways, Fiscal Year 1989. Springfield, Ill., 1989.

Illinois DOT. Proposed Public Transportation Improvement Program, Fiscal Years 1989-1993. Springfield, Ill., 1989.

Illinois DOT. Proposed Rail Improvement Program, Fiscal Years 1989-1993. Springfield, Ill., 1989.

Springfield Area Transportation Study (SATS). Long Range Transportation Plan. Springfield, Ill., 1988.

SATS. Transit Development Program, Fiscal Years 1989-1993. Springfield, Ill., 1989.

SATS. Transportation Improvement Program, Fiscal Years 1989-1993. Springfield, Ill., 1989.

Springfield-Sangamon County Regional Planning Commission (SSCRPC). Annual Report 1987-1988. Springfield, Ill., 1988.

SSCRPC. Citizen Involvement Program, 1987-1988. Springfield, Ill., 1987.

SSCRPC. Springfield Comprehensive Plan. Springfield, Ill., 1983.

SSCRPC. Technical Work Program, Fiscal Year 1988. Springfield, Ill., 1987.

Iowa

Bi-State Metropolitan Planning Commission. Department of Transportation. Quad-City Intermodal Freight Transportation Study. Davenport, February 1989.

Des Moines Area Transportation Planning Committee. Planning Division. Transportation Improvement Program. Des Moines, September 1988.

Des Moines Area Transportation Planning Committee. Planning Division. Year 2000 Street and Highway Plan. Des Moines, July 1985.

- Des Moines Metropolitan Transit Authority. "Facts." Des Moines, April 1986.
- Intermodal Pilot Project Program. Charter. Ames, 1987.
- Iowa Department of Economic Development. Directions for Iowa's Economic Future. Des Moines, March 1987.
- Iowa Department of Transportation. Planning and Research Division. The Commercial and Industrial Network Project. Ames, 1988.
- Iowa Department of Transportation. Planning and Research Division. Iowa Airport Sufficiency Ratings. Ames, December 1987.
- Iowa Department of Transportation. Planning and Research Division. 1985 Iowa Aviation System Plan and Technical Supplement. Ames, 1985.
- Iowa Department of Transportation. Iowa Transportation Improvement Program 1988-1992. Ames, December 1987.
- Iowa Department of Transportation. "Railroad Service Maps." Ames, July 1987.
- Iowa Department of Transportation. Planning and Research Division. Report on Highways, Roads and Streets for Study Years 1986 through 2005. Ames, January 1987.
- Iowa Department of Transportation. "RISE Project Packet." (Packet for interested localities for RISE funding.)
- Thomson, Rod. "Quad-City Container Transfer Terminal Project." The Quad-City Times. Davenport, April 24, 1988. pp. 1-4.

Maryland

- Baltimore and Greater Baltimore Committee. Regional Planning Council. Baltimore Region Transportation Needs. Baltimore, 1989.
- Baltimore and Maryland Department of Transportation. Regional Planning Council. Baltimore Region Transportation Improvement Program 1989-1991. Baltimore, 1988.
- Baltimore and Maryland Department of Transportation. Regional Planning Council. Baltimore Region Briefing Report RPC Operations and Relationships. Baltimore, October, 1988.

- Baltimore and Maryland Department of Transportation. Regional Planning Council. Unified Transportation Planning Program, Fiscal Year 1988. Baltimore, 1988.
- Baltimore and Maryland Department of Transportation. Regional Planning Council. Unified Transportation Planning Program, Fiscal Year 1990. Draft, Baltimore, 1989.
- Baltimore and Metropolitan Washington Council of Governments. Regional Planning Council. Baltimore Washington Accessibility Study. Baltimore-Washington, 1988.
- Maryland Department of Economic and Employment Development. Maryland, A Business Inventory of Major Locational Factors. Baltimore, 1989.
- Maryland Department of Transportation. State Aviation Administration. Master Plan Executive Summary, Baltimore Washington International Airport, Master Plan Update. 1987.
- Maryland Department of Transportation. State Railroad Administration. 1989 State Rail Report. Baltimore, 1989.
- Maryland Department of Transportation 1988 State Report on Transportation, Volume 1: Maryland Transportation Plan. Baltimore, 1988.
- Maryland Department of Transportation. 1988 State Report on Transportation, Volume 2: Consolidated Transportation Program Fiscal Year 1988 - Fiscal Year 1993. Baltimore, 1988.
- Maryland Department of Transportation. 1989 State Report on Transportation, Volume 1: Maryland Transportation Plan. Baltimore, 1989.
- Maryland Department of Transportation 1989 State Report on Transportation, Volume 2: Consolidated Transportation Program, Fiscal Year 1989 - Fiscal Year 1994. Baltimore, 1989.
- Maryland Port Administration. Maryland Department of Transportation. 1987-1988 Port of Baltimore Portfolio, Baltimore, 1988.
- Metropolitan Washington Council of Governments. Metropolitan Washington Council of Governments. Washington, 1989.
- National Capital Region Transportation Planning Board. "A Transportation Special Report," volume 28, no. 3. Washington, Winter, 1987, pp 1-40.

Ralph M. Parsons Company. Volume 1, Overview of Baltimore Washington International Airport, Master Plan Update. Baltimore, 1987.

Virginia Department of Transportation. Policy Committee of the Northern Virginia Sub-Regional Transportation Plan. Northern Virginia 2010 Transportation Plan. Washington, 1989.

Washington/Baltimore Regional Association. Baltimore-Washington Commuter Rail Accessibility Study. Baltimore-Washington, 1989.

Minnesota

Department of Agricultural and Applied Economics. Institute of Agriculture, Forestry, and Home Economics. University of Minnesota. Minnesota Grain Movements. City of St. Paul, August 1988. (Staff paper.)

Metropolitan Council of the Twin Cities Area. Metropolitan Development and Investment Framework. City of St. Paul, December 1986.

Metropolitan Council of the Twin Cities Area. Transportation Development Guide/Policy Plan. City of St. Paul, October 1988.

Metropolitan Council of the Twin Cities Area. 1988-90 Transportation Improvement Program for the Twin Cities Area. City of St. Paul, December 1987.

Metropolitan Council of the Twin Cities Area. 1988 Transportation Unified Planning Work Program for the Twin Cities Metropolitan Area. City of St. Paul, October 1986.

Minnesota Department of Transportation. Airport Development Guide. City of St. Paul, August 1981.

Minnesota Department of Transportation. River Transportation in Minnesota. City of St. Paul, Spring 1988.

Minnesota Department of Transportation. The 1988 Minnesota Transit Report. City of St. Paul, January 1989.

Minnesota Department of Transportation. Minnesota State Rail Plan. City of St. Paul, 1986.

Minnesota Department of Transportation. Highway Jurisdiction Report. City of St. Paul, January 1988.

New Jersey

Delaware Valley Regional Planning Commission. Year 2010 Planning Process Population and Employment Forecasts. Philadelphia, October, 1988.

New Jersey Department Of Transportation. 1987 Annual Report. Trenton, N.J., 1987.

New Jersey Department of Transportation. New Jersey Transportation Plan. Trenton, N.J., 1984.

New Jersey Transit Corporation. Meeting New Jersey's Growth Challenge-A Transit Plan for the 1990s. Trenton, N.J., June 1987.

North Jersey Transportation Coordinating Council. Biennial Report: 1897 and 1988. Newark, N.J., 1988.

New York

Amtrak. "Amtrak Thruway Connecting Bus Service." (Flyer.)

Andrews & Clark, Inc. and New York State Department of Transportation. Full Freight Access Program-New York and Long Island. Albany, NY, March 1984.

Capital District Transportation Committee. Continuing Operation Plan. 1985-90 volume I. Albany, NY, September 1985. (Prospectus.)

Capital District Transportation Committee. "Joanna M. Brunso MPO Report." Albany, NY, June 27, 1988. (Survey and report photocopied.)

Capital District Transportation Committee. 1988 Regional Transportation Plan Report. Albany, NY, February 1988.

Capital District Transportation Committee. Unified Planning Work Program 1988-89. Albany, NY, August, 1988.

City of New York. Department of Ports. International Trade & Commerce. (Promotional piece describing the Department of Ports, International Trade & Commerce). New York, NY. (Photocopy.)

City of New York. Department of Ports, International Trade & Commerce. North Atlantic Ports. June 1988.

City of New York. Department of Ports and Trade. "Brooklyn Cocoa Port." (No source listed.)

- DeLeuw, Cather. Rail Consolidation in the Buffalo-Niagara Falls Terminal Area. Prepared for the Niagara Falls Terminal Area Committee, Buffalo, NY, December 1, 1986.
- Joseph, Gloria. "Big Cocoa Shipment To NY May Set Off Atlantic Port War." Journal of Commerce. November 18, 1988.
- Joseph, Gloria. "New York City Upgrading Piers." Journal of Commerce. June 17, 1988.
- Laughlin, Terrence. "Countdown to Takeoff." Hudson Valley Magazine. Hudson Valley, NY, September 1988.
- Metropolitan Transportation Authority. MTA Annual Report 1987. New York, 1987.
- New York Metropolitan Transportation Council. Metro Mobility. New York, NY, February 1988.
- New York Metropolitan Transportation Council. Unified Work Program, 1988-89. New York, NY, February 19, 1988.
- New York State Department of Transportation. "Airport Access Needs Report." Albany, NY, revised 4/7/88. (Draft.)
- New York State Department of Transportation. Annual Report 1987. Albany, NY, 1987.
- New York State Department of Transportation. Commercial Transport Division. "First Amtrak Feeder Bus Service in New York State to Start May 15." Albany, NY, 1988. (Memo.)
- New York State Department of Transportation. Environmental Action Plan: Transportation Development Process. New York, 1983.
- New York State Department of Transportation. HOV/TSM Newsletter-I287 Suffern-Port Chester Corridor. Albany, NY, October 1988.
- New York State Department of Transportation. "Information and Public Hearing Brochure South Bronx-Oak Point Link." Albany, NY, April 1982.
- New York State Department of Transportation. "Information for Applicants, Industrial Access Program." (Application.)
- New York State Department of Transportation. "List of New York MPO's." Albany, NY, 1988. (Photocopy.)

- New York State Department of Transportation. Long Island Expressway Fourth Lane Report-Nassau/Suffolk Counties. Hauppauge, NY, October 1986.
- New York State Department of Transportation. New York State Rail Program Report 1986. New York, December, 1986.
- New York State Department of Transportation. Planning and Development. Region 10, Hauppauge. Hudson River Rail Crossing and Stewart Airport Rail Link Feasibility Study. Albany, NY, September 22, 1988.
- New York State Department of Transportation. Planning and Research Bureau. Draft Study Proposal Monorail/Light Rail Study Westchester/Rockland Counties. Albany, NY, March 1988.
- New York State Department of Transportation. Rail Division. Office of New York City Affairs. Full Freight Access Program. Newsletter number 1. Albany, NY, May 1988.
- New York State Department of Transportation. The Rebuilding New York Initiative: The Road to Renewal. New York, 1987.
- New York State Department of Transportation. State Transportation Master Plan: Rebuilding New York. New York, 1987.
- New York State Department of Transportation. State Transportation Master Plan: Rebuilding New York-Summary. New York, 1987.
- New York State Department of Transportation. Statewide Aviation System Planning Framework Study. New York, 1977.
- Ogdensburg Bridge and Port Authority. Ogdensburg Port Master Plan and Development Study. Ogdensburg, NY, June 1985.
- Olmsted, Robert. "Proposed West Midtown Transit Link, New York City." New York City, NY.
- Parsons Brinckerhoff Quade and Douglas, Inc. and New York State Department of Transportation. Long Island Expressway Fourth Lane Study, New York City to Route 112, Nassau and Suffolk Counties. Albany, NY, April 1988.
- Port of Oswego. "Oswego, The Port of Central New York." Oswego, New York. (Brochure.)
- Smith, Pat. "B'klyn set to become top cocoa port." (Newspaper article, no source evident.) September 8, 1988.
- Temple, Barker & Sloane, Inc., Harlem River Yard Privatization Study. Prepared for State of New York, Department of Transportation, Lexington, MA, February 1989.

Tese, Vincent. Annual Report Omnibus Economic Development Act of 1987. New York, NY, October 1988.

Tese, Vincent. Building on Resurgence: Strategic Economic Policy for New York's Future. New York, NY, May 1987.

Vail, Bruce. "New York Wants Breakbulk Again." American Shipper. May 1988.

Wilbur Smith Associates. Port of Albany Master Plan and Development Study. Prepared for the Albany Port District Commission, Albany, NY, 1988.

Oregon

Oregon Department of Transportation. Highway Division. Planning Section. Oregon Highway Plan, 1984. Salem, Oregon, 1984.

Oregon Department of Transportation. Ports and Waterways Section. Oregon Transportation Overview. Salem, Oregon, 1988. (Draft.)

Oregon Transportation Commission. Oregon Department of Transportation. Development of the Strategic Management Process at the Oregon Department of Transportation. Salem, Oregon, November 9, 1988.

Oregon Transportation Commission. Oregon Department of Transportation. Oregon's Statewide Planning Goals 1985. Salem, Oregon, 1985. (Draft.)

Oregon Transportation Commission, Oregon Department of Transportation. Synopsis of Presentations: Moving Oregon Into the 21st Century: A Futures Forum, May 6, 1988. Salem, Oregon, November 9, 1988.

Oregon Transportation Commission. Transportation Strategies for Oregon 1988-1989. Salem, Oregon, November 9, 1988. (Draft.)

Phillips Cartner & Co., Inc.; Gordon Fay Associates, Inc.; and the Highway Division of the Oregon Department of Transportation. Oregon Coastal Ports Study. Final Report. Salem, Oregon, September 30, 1986.

Pennsylvania

Allegheny County Board of Commissioners. An Agenda for Development at Greater Pittsburgh International Airport Impact Area Plan. Pittsburgh, July 1988.

Allegheny County Board of Commissioners. Airport Area Development Advisory Commission. Pittsburgh. (Briefing book.)

Allegheny County Board of Commissioners. Economic Development Study Allegheny County Airport. Pittsburgh, 1988.

City of Philadelphia. Capital Grant Application, Intermodal Connections-Gallery II. Philadelphia, Pennsylvania, April 3, 1981.

Delaware Valley Regional Planning Commission. Directory of Transportation Service Providers in the Delaware Valley Region. Philadelphia, Pennsylvania, December 1987.

Delaware Valley Regional Planning Commission. Transportation Improvement Program. Philadelphia, Pennsylvania, October 22, 1987.

Delaware Valley Regional Planning Commission. Year 2010 Regional Development Strategy. Philadelphia, Pennsylvania.

Department of Agriculture and the Pennsylvania Department of Transportation. Pennsylvania Agri-Access Network Statewide Report. Harrisburg, Pennsylvania, April, 1985.

Economic Development Partnership Committee on the Ports of Pennsylvania. A Report to the Honorable Robert P. Casey, Governor of the Commonwealth of Pennsylvania. Harrisburg, June 15, 1988.

Greater Philadelphia Economic Development Coalition. 1988 Year End Report. Philadelphia, Pennsylvania.

Mayor's Office of Transportation. Olney Terminal Project Description. Philadelphia, Pennsylvania.

Pennsylvania Department of Commerce/Economic Development Partnership. Infrastructure Task Force Recommendations. Harrisburg, Pennsylvania, February 1988.

Pennsylvania Department of Commerce/Economic Development Partnership. Investment in Pennsylvania's Future-The Keystone for Economic Growth. Harrisburg, January 1988.

- Pennsylvania Department of Commerce/Economic Development Partnership. Profiles of Key Industries in Pennsylvania-Competing in the New Global Marketplace. Harrisburg, Pennsylvania.
- Pennsylvania Department of Transportation. Annual Report, 1987. Harrisburg, Pennsylvania, 1987.
- Pennsylvania Department of Transportation. A Comprehensive Freight Rail Study for Pennsylvania. Philadelphia, November 23, 1987.
- Pennsylvania Department of Transportation. Pennsylvania Industrial-Commercial Access Network Pilot Study. Harrisburg, Pennsylvania, July 1986.
- Pennsylvania Department of Transportation. Transportation Partnership-Guidelines Manual. Harrisburg, Pennsylvania.
- Southeastern Pennsylvania Transportation Authority. Annual Report for Fiscal Year 1987. Philadelphia, Pennsylvania.
- Southwestern Pennsylvania Regional Planning Commission. About SPRPC. Pittsburgh, August, 1986.
- Southwestern Pennsylvania Regional Planning Commission. Allegheny Valley Expressway Corridor Reconnaissance Study. Pittsburgh, June 26, 1986.
- Southwestern Pennsylvania Regional Planning Commission. Crows Run Economic Impact Assessment. Pittsburgh, May 1987.
- Southwestern Pennsylvania Regional Planning Commission. The Economic Impact of Aviation in Southwestern Pennsylvania. Pittsburgh, December, 1986.
- Southwestern Pennsylvania Regional Planning Commission. Highway Needs in Southwestern Pennsylvania. Pittsburgh, August 1987.
- Southwestern Pennsylvania Regional Planning Commission. A Regional Industrial Property System (RIPS). Pittsburgh. (Abstract.)
- Southwestern Pennsylvania Regional Planning Commission. 1988-1992 Transportation Improvement Program For SPRPC Region (Including Monessen Urbanized Area). Pittsburgh, August 29, 1988.
- Temple, Barker & Sloane, Inc. Opening Pennsylvania Rail Routes for Double-Stack Containers Briefing Book. Prepared for Consolidate Rail Corporation, Harrisburg, January 1988.

Virginia

- Commission on Transportation in the Twenty-First Century. Confronting Virginia's Transportation Challenge. Richmond, August 1988.
- "The View from the Top." Virginia Maritimer. February 1986.
- Virginia Department of Highways and Transportation. Biennial Report 1984-1986. Richmond, 1986.
- Virginia Department of Transportation. Background Information. Richmond, July 1988. (Pamphlet.)
- Virginia Department of Transportation. Report. Richmond, July 1986.
- Virginia Department of Transportation. Transportation, 1986-1988 Biennial Report. Richmond, 1988.
- Virginia Port Authority. A Brief Introduction to the Virginia Port Authority. Richmond, 1988.
- Virginia Port Authority. Highlights 1987. Richmond, 1988.
- Virginia Port Authority. "History of the Virginia Port Authority." Richmond. (Pamphlet.)
- Virginia Port Authority. Port of Hampton Roads Tonnage Handling. Richmond, 1987.
- Virginia Port Authority. Terminal Specifications. Richmond, 1988.
- Watts, Vivian. "Meeting Virginia's Transportation Challenge." In newsletter published by the University of Virginia, Institute of Government, vol. 64, no. 1. September, Richmond, 1987.

Washington

- Cantwell, State Representative Maria. House Bill No. 2140. Olympia, Washington: State of Washington, 51st Legislature, 1989 Regular Session.
- Casavant, Ken L. and Lenzi, Jerry C. "Changes in Intermodal Transportation in Washington and Impacts on Road Infrastructure." Olympia, Washington: Washington State Department of Transportation, August 1987.

- Gardner, Governor Booth. "The Washington Economic Development Agenda." Olympia, Washington: Office of the Governor, January 7, 1988.
- Matassa, Mark. "House speaker testing out new tactic with gas-tax plan." Seattle Times, February 24, 1989, p. C1.
- Puget Sound Council of Governments. "Multi-Corridor Project." Seattle, Washington: April 1986. (Pamphlet.)
- State Transportation Plan Steering Committee. "Agenda and Draft Scopes of Work - Meeting No. 7." Olympia, Washington: February 24, 1989. (Pamphlet.)
- Thurston Regional Planning Commission. Thurston County, Washington Comprehensive Plan. Olympia, Washington: June 1988.
- Thurston Regional Planning Commission. City of Olympia, Washington Comprehensive Plan. Olympia, Washington: June 1988.
- Tippets-Abbett-McCarthy-Stratton, Engineers and Planners. Ports and Transportation Systems Study. Seattle, Washington: December 1985.
- Transportation Technical Advisory Group to the Washington State Economic Development Board. Final Report. Olympia, Washington: June 1988.
- Washington State Department of Transportation. "1990 Washington State Transportation Plan." Olympia, Washington: (Pamphlet.)
- Washington State Department of Transportation. Executive Summary-Washington State Transportation Plan/1985-2000. Olympia, Washington: January 26, 1984.
- Washington State Department of Transportation. "Status Report on the 1990 Transportation Policy Plan." Olympia, Washington: January 1989.
- Washington State Department of Transportation. "Status Report on the 1990 Transportation Policy Plan." Olympia, Washington: February 1989.
- Washington State Department of Transportation. "Washington State Interest in Transportation." Olympia, Washington: (Pamphlet.)
- Washington State Economic Development Board. Washington Works Worldwide. Olympia, Washington: November 1988, pp. 15-17.

Washington State Rail Development Commission. Final Report.
Olympia, Washington: September 1988.

Wisconsin

Dane County Regional Planning Commission. 1988-1990 Overall Program Design - Unified Planning Work Program. Madison, October 1987.

Dane County Regional Planning Commission. Regional Transportation Plan For Dane County. Madison, November 9, 1978.

Dane County Regional Planning Commission. Regional Transportation Plan Re-evaluation, Report #1, Background Paper. Madison, January 1988.

Dane County Regional Planning Commission. Regional Transportation Plan Update for Dane County A Summary. Madison, June 1988.

Dane County Regional Planning Commission. 1988 Report 20th Anniversary. Madison, 1988.

Dane County Regional Planning Commission. Transit Technology Corridor Study, Project Summary Report. Madison, November 1985.

Port of Milwaukee. The Port of Milwaukee Information Packet. Milwaukee, 1988.

Southeastern Wisconsin Regional Planning Commission. 1987 Annual Report. Milwaukee, July 1988.

Southeastern Wisconsin Regional Planning Commission. Twenty Five Years of Regional Planning. Milwaukee, August 1985.

Transportation Economic Assistance and Development Program-Rule Test, section 1, Trans 510. Wisconsin Administrative Code.

Wisconsin Facilities Economic Assistance and Development.
Wisconsin State Statute 84.185.

Wisconsin Department of Transportation. Corridors 2020- Wisconsin's Connections to the 21st Century-An Interim Report. Madison, August 1988.

Wisconsin Department of Development. Current Perspectives of the Wisconsin Economy. Madison, February 1989.

Wisconsin Department of Transportation. Highway 29/45 Corridor Study-Interim Report. Madison, August 1988.

Wisconsin Department of Transportation. TEA Projects. Madison, March, 1989.

Wisconsin Department of Transportation. Transportation Economic Assistance Overview. Madison, 1988.

Wisconsin Department of Transportation. Transportation Policy Agenda. Madison, January 1985.

Wisconsin Department of Transportation. Wisconsin Department Transportation Planning Program State Highway Plan 2000. Madison, October 1985.

Wisconsin Department of Transportation. 1987-1989 Wisconsin Transportation Budget. Madison, November 2, 1987.

Wisconsin Department of Transportation. Wisconsin Transportation-Economic Lifelines. Madison, October 1988.

Wisconsin Development Fund. Wisconsin State Statute 560.56, subchapter IV.

Port Authority of New York and New Jersey

Port Authority of New York and New Jersey. Comprehensive Annual Financial Report. New York, N.Y., 1987.

Port Authority of New York and New Jersey. "Fact Sheets on Tunnels, Bridges, and Terminals." New York, N.Y.

Port Authority of New York and New Jersey. Office of Ferry Transportation. Hoboken to Lower Manhattan Ferry Transportation System-Request for Proposals. New York, N.Y., October, 1987.

Port Authority of New York and New Jersey. "Information Package-Port Authority Trans Hudson Corporation." New York, N.Y.

Port Authority of New York and New Jersey. Port Authority Capital Program, 1987-1991. New York, N.Y., 1987.

Port Authority of New York and New Jersey. VIA, (magazine of Port Authority of New York and New Jersey). April 1986, July 1987, October 1987, December 1987, January 1988, June 1988.

Interviews

California

Attaran, Kazem. Chief Economist, Office of Strategic Management, Division of Transportation Planning, California Department of Transportation, Sacramento. March 1, 1989.

Friedman, Richard L. Marketing and Intermodal Facilities Branch, Division of Mass Transportation, California Department of Transportation, Sacramento. March 3, 1989.

Hicks, Gill. Principal Planner, Ports Division, Southern California Association of Governments, Los Angeles. March 10, 1989.

Hough, Kenneth A. Transportation Planning Manager, Sacramento Area Council of Governments, Sacramento. March 1, 1989.

Keegan, Anne. Senior Economist, Economic Planning and Development, Southern California Association of Governments, Los Angeles. March 9, 1989.

Keyser, Jack. Senior Economist, Los Angeles Chamber of Commerce, Los Angeles. March 10, 1989.

Palmer, Gordon. Head of Economic Planning and Development, Southern California Association of Governments, Los Angeles. March 9, 1989.

Perry, Cathy. Marketing and Intermodal Facilities Branch, Division of Mass Transportation, California Department of Transportation, Sacramento. March 3, 1989.

Florida

Alsentzer, Michael. International Representative, International Trade and Development, Florida Department of Commerce, Tallahassee. March 10, 1989.

Bright, Dave. Assistant Director of Transportation Planning, Tallahassee-Leon County Planning Department, Tallahassee. March 9, 1989.

Hartsfield, Richard. Economic Development Specialist, Tallahassee-Leon County Planning Department, Tallahassee. March 9, 1989.

Johnson, Jack K. Bureau Chief, Bureau of Aviation, Florida
Department of Transportation, Tallahassee. March 10, 1989.

Kraft, Terry. Manager-Policy Development and Analysis, Florida
Department of Transportation, Tallahassee. March 16, 1989.

Merrell, Warren D., Jr. P.E. Director, Office of Highway Planning
and Transportation Statistics, Florida Department of
Transportation, Tallahassee. March 9, 1989.

Mesa, Jose-Luis. Secretariat, Metro-Dade (Miami) Metropolitan
Planning Organization, Miami. March 30, 1989.

Miller, Roger. Bureau of Industrial Development, Florida
Department of Commerce, Tallahassee. March 10, 1989.

Schutte, Robert. Economic Analyst, Bureau of Economic Analysis,
Florida Department of Commerce, Tallahassee. March 10, 1989.

Wise, J. Fred, Jr. Manager-Transit/Rail Office, Florida
Department of Transportation, Tallahassee. March 10, 1989.

Illinois

Archer, William E. Transit Planner, Transit Program Planning,
Office of Planning and Programming, Illinois Department of
Transportation, Springfield. March 10, 1989.

Baker, Steven C. Transit Planner, Transit Program Planning,
Office of Planning and Programming, Illinois DOT,
Springfield. March 10, 1989.

Dees, Dan. Deputy Director of Planning and Programming, Office of
Planning and Programming, Illinois DOT, Springfield. March
22, 1989.

Farmer, Michael J. Vice President of Economic Development, The
Greater Springfield Chamber of Commerce, Springfield. March
10, 1989.

Hamrick, L. Thomas. Director, Sites, Buildings, and Community
Profiles, Illinois Department of Commerce and Community
Development, Springfield. March 9, 1989.

Hopkins, Harry H. Executive Director, Springfield-Sangamon County
Regional Planning Commission, Springfield. March 10, 1989.

Johnson, Jim. Deputy Chief, Ports Management Section, Illinois
DOT, Chicago. March 22, 1989.

Malone, Jim. Planner, O'Hare Airport, City of Chicago, Chicago.
March 21, 1989.

Renner, Mary. Marketing Representative, Illinois Department of
Commerce and Community Affairs, Springfield. March 9, 1989.

Ryan, Eugene. Deputy Director of Planning, Chicago Area
Transportation Study, Chicago. March 21, 1989

Sherman, Keith. Chief, Transportation Planning Section, Office of
Planning and Programming, Illinois DOT, Springfield. March
9, 1989.

Williams, Veralee. Senior Transportation Planner, Springfield-
Sangamon County Regional Planning Commission, Springfield.
March 10, 1989.

York, Robert L., Jr. Chief, Urban Program Planning, Office of
Planning and Programming, Illinois DOT., Springfield. March
9, 1989.

Iowa

Bammel, Phillip. Iowa State University, Ames. March 17, 1989.

Baxter, Byron. Director of Transportation, Davenport Department
of Municipal Transportation, Davenport. March 27, 1989.

Chiaromonte, Phillip. Traffic Facilities Administrator, Traffic
and Transportation Department, Central Iowa Regional
Association of Local Governments, Des Moines. March 16,
1989.

Kyras, Sherry. Transportation Planner, Planning Management
Department, Metropolitan Transit Authority, Des Moines.
March 28, 1989.

Lipsman, Mike. Transportation Planner, Office of Advanced
Planning, Iowa Department of Transportation, Ames. March 17,
1989.

Lozano, Gary. Assistant Planning Director, Office of Planning and
Zoning, Des Moines Area Transportation Committee, Des
Moines. March 16, 1989.

Marvick, Craig. Planner, Division of Revitalizing Iowa's Sound
Economy (RISE), Iowa Department of Transportation, Ames.
March 17, 1989.

Nelson, Brice. Planner/Researcher, Planning and Research, Iowa Department of Economic Development, Des Moines. March 16, 1989.

Plazak, David. Bureau Chief, Planning and Research, Iowa Department of Economic Development, Des Moines. March 23, 1989.

Rorbakken, Gunnar. Transportation Planner, Office of Advanced Planning, Iowa Department of Transportation, Ames. March 22, 1989.

Severance, Craig. Manager, Finance and Administration, Rail, and Water Division, Iowa Department of Transportation, Ames. November 10, 1988.

Shelly, Mack. Iowa State University, Ames. March 15, 1989.

Vallem, Gary. Executive Director, Bi-State Metropolitan Planning Commission, Rock Island. March 22, 1989.

Wagner, Rudy. Transportation Planning Supervisor, Office of Planning and Zoning, The Des Moines Area Transportation Planning Committee, Des Moines. March 23, 1989.

Woodman, Bill. Iowa State University, Ames. March 15, 1989.

Maryland

Bandy, Gene. Senior Transportation Planner, Baltimore Regional Planning Council, Baltimore. March 9, 1989.

Bezilla, Lynn S. Aviation Planning and Research, Baltimore. March 9, 1989.

Harshaw, Gregory V. Director Freight Services, State Railroad Administration, Maryland Department of Transportation, Baltimore. March 10, 1989.

Galbraith, Kathleen Hebler, ScD. Manager Research and Analysis, State Aviation Administration, Baltimore. March 9, 1989.

Kirby, Ronald F. Director of Transportation Planning, Metropolitan Washington Council of Governments, Baltimore. March 8, 1989.

Lukens, Roger M. Senior Industrial Representative, Division of Business Development, Maryland Department of Economic and Employment Development, Baltimore. March 8, 1989.

Ormsby, Nelson K. Manager Analysis and Policy Development, State Aviation Administration, Baltimore. March 9, 1989.

Rappe, Fred, Jr. Manager, Local Planning Management Section, Maryland Department of Transportation, Baltimore. March 10, 1989.

Shafran, Isaac. Director of Development, Maryland Port Administration, Maryland Department of Transportation, Baltimore. March 10, 1989.

Minnesota

Briscoe, Catherine. Program Manager, Greater Minnesota Planning, Minnesota Department of Transportation, City of Duluth. March 6, 1989.

Bloom, John. Director, Office of Highway Program Management, Minnesota Department of Transportation, City of St. Paul. October 10, 1988 and March 10, 1989.

Buharim, Paul. Transit Planner, Medicine Lake Lines, City of Minneapolis. March 22, 1989.

Daire, Jim. Principal Planner-Transportation, Minneapolis Planning Department, City of Minneapolis. March 22, 1989.

Diaz, Natalio. Manager of Transportation Division, Metropolitan Council, City of St. Paul. March 22, 1989.

Hoeper, Kenton. Director, Aviation Economics Development and Research, Minnesota Department of Transportation, City of St. Paul. November 22, 1988.

Lofthus, Mark. Director, Minnesota Rural Development Board, City of St. Paul. March 17, 1989.

Lovejoy, Alan. Principal Planner, St. Paul Planning Department, City of St. Paul. March 22, 1989.

Lushine, Jim. Economic Development Consultant, Minnesota Department of Trade and Economic Development, City of St. Paul, March 17, 1989.

Mueller, Michelle. Manager of Public Information, Minneapolis Economic Development, City of Minneapolis, March 16, 1989.

Munnich, Lee W., Jr. Assistant Commissioner, Minnesota Department of Trade and Economic Development, City of St. Paul. November 22, 1988.

Newstrand, M. William. Director, Ports and Waterways, Minnesota Department of Transportation, City of St. Paul. October 10, 1988.

Rossman, Dave. Traffic Engineer, City of Rochester. April 13, 1989.

Stevens, Ken. Director of Light Rail Transit, Hennepin County Regional Railroad Authority, City of St. Paul. March 21, 1989.

Tanzer, Fred. Transportation Coordinator, Minnesota Department of Transportation, City of St. Paul. November 22, 1988.

Tonkin, Gary. Metropolitan Program Manager, Arrowhead Regional Development Commission, City of Duluth. March 23, 1989.

Turnbull, Katie. Planning Manager, Regional Transit Board, City of St. Paul. March 20, 1989.

Underwood, Karen. Transit Planner, Metropolitan Transit Commission, City of Minneapolis. March 20, 1989.

De La Vega, Bob. Deputy Commissioner, Minnesota Department of Trade and Economic Development, City of St. Paul. February 23, 1989.

Vollum, Brian. Area Planner, Twin Cities, Minnesota Department of Transportation, City of St. Paul. March 23, 1989.

Wennerstrom, Gordon. Property Manager, Minneapolis-St. Paul International Airport, City of Minneapolis. November 22, 1988.

Wilson, Steve. Transportation Planner, Metropolitan Council, City of St. Paul. October 20, 1988 and March 24, 1989.

New Jersey

Beetle, William S. Manager, Bureau of Local Transportation Planning, New Jersey Department of Transportation, Trenton. March 3, 1989.

Cooper, Eli. Area Planning Manager, New Jersey Planning Commission, Trenton. March 16, 1989.

Heely, Jim. Legislative Analysis, New Jersey Department of Transportation, Ewing. October 24, 1988.

Horodysky, Roman. Systems Planning, New Jersey Department of Transportation, Trenton. November 9, 1988.

Moore, John. Project Engineer, Bureau of Statewide Planning, New Jersey Department of Transportation, Trenton. March 28, 1989.

Rubin, Helene. Senior Planner, Bureau of Statewide Program Planning, New Jersey Department of Transportation, Trenton. March 28, 1989.

Silvestrov, Michael. Chief, Legislative Analysis, New Jersey Department of Transportation, Ewing. November 4, 1988.

Sobel, Cliff. Manager, Technical Planning, North Jersey Transportation Coordinating Council, Newark. March 24, 1989.

New York

Bager, Michele. Economic Analysis and Agency Liaison Unit, Department of Transportation, State of New York, Albany. February 24, 1989.

Beard, Robert. Senior Transportation Planner, Office of Business Development, Port Authority of New York and New Jersey, New York City. February 23, 1989.

Brady, John. Port Authority of New York and New Jersey, New York City. February 23, 1989.

Brown, Carter. Transit Specialist, Metropolitan Transit Authority, New York City. February 24, 1989.

Chamberlain, Stephen. Senior Rail Transportation Specialist, Department of Transportation, State of New York, Albany. February 24, 1989.

Colucci, Robert. Planning Division, Department of Transportation, State of New York, Albany. February 24, 1989.

Erickson, Donn. Downstate Metropolitan Planning Section, Planning and Research Bureau, Department of Transportation, State of New York, Albany. February 23, 1989.

Grafer, William. Director of Regional Economic Development, State Office of Economic Development, Department of Transportation, State of New York, Albany. February 23, 1989.

Gwin, Bob. Intermodal Unit, Department of Transportation, State of New York, Albany. February 23, 1989.

Hammel. Metropolitan Transportation Council, New York City.
February 23, 1989.

Johnson, Greg. Director, Planning Department, Metropolitan
Transit Authority, New York City. February 24, 1989.

Jukins, Dave. Senior Transportation Engineer, Capital District
Transportation Committee, Albany. February 24, 1989.

Koval, Joseph. Commercial Transport Division, Department of
Transportation, State of New York, Albany. February 23,
1989.

Lemire, Laura. Airport Development Specialist, Airport
Operations, Department of Transportation, State of New York,
Albany. February 24, 1989.

Mohr, William. Intermodal Unit, Department of Transportation,
State of New York, Albany. February 23, 1989.

Muller, Robert. Supervising Transportation Planner, Office of
Transportation Planning, Port Authority of New York and New
Jersey, New York City. February 23, 1989.

Stein, Julian. Special Assistant to the Commissioner, Department
of Ports and Trade, City of New York. February 24, 1989.

VanHeusen, Larry. Port Development, Department of Transportation,
State of New York, Albany. February 24, 1989.

Oregon

Immel, Ed. Transportation Analyst/Rail Program, Oregon Department
of Transportation, Salem. December 2, 1988.

Norris, Paul. Special Projects Coordinator, Oregon Department of
Transportation, Salem. September 28, 1988 and November 11,
1988.

Svadlenak, Jack. Transportation Analyst/Economist, Policy and
Finance Unit, Oregon Department of Transportation, Salem.
December 2, 1988 and March 27, 1989.

Pennsylvania

- Baron, Bob. Planning Manager, Pennsylvania Department of Transportation, Harrisburg. March 9, 1989.
- Bickle, Richard. Assistant Director for Economic Development, Delaware Valley Regional Planning Commission, Philadelphia. March 8, 1989.
- DeYoung, Larry. Office of Government Affairs, Consolidated Rail, Philadelphia. March 10, 1989.
- DiPietro, Chuck. Manager, Transportation Planning, Southwestern Pennsylvania Regional Planning Commission, Pittsburgh. March 23, 1989.
- George, Steve. Director, Airport Area Development Advisory Commission, Pittsburgh. March 27, 1989.
- Goren, Denise. Director of the Mayor's Office of Transportation, Philadelphia. March 10, 1989.
- Harnett, Ellis. Transportation Specialist III, Pennsylvania Department of Transportation, Harrisburg. March 9, 1989.
- Haskins, Lynn. Deputy Director, Greater Philadelphia Economic Development Coalition, Philadelphia. March 10, 1989.
- Mazur, James E. Project Manager, Greater Philadelphia Economic Development Coalition, Philadelphia. March 10, 1989.
- Pietropola, Tony. Pennsylvania Department of Transportation, Harrisburg. March 1, 1989.
- Shaffer, Tom. Senior Transportation Planner, Delaware Valley Regional Planning Commission, Philadelphia. March 8, 1989.
- Trovato, Carl. Director of Operations, Port Corporation, Philadelphia. March 1, 1989.
- Tylawsky, Ivan. Director, Office of Regional and Community Initiatives, Department of Commerce/Economic Development Partnership, Harrisburg. March 9, 1989.
- Vale, Stanley. Director of Ports and Waterways, Pennsylvania Department of Transportation, Harrisburg. March 9, 1989.

Virginia

Cooper, Sally H. Director, Rail & Public Transportation, Virginia Department of Transportation, Richmond. October 20, 1988.

Darr, Debra. Information Services, Southeastern Virginia Planning Commission, Chesapeake. May 1, 1989.

Lysy, Dan. Director of Transportation, Richmond Regional Planning District, Richmond. March 27, 1989.

McCoy, Laurie. Information Officer, Virginia Port Authority, Richmond. November 20, 1988.

Trego, Geoff. Analyst, Virginia Department of Transportation, Richmond. October 16, 1988.

Worrell, Bill. Information Officer, Department of Transportation, Richmond. October 20, 1988.

Washington

Burgess, Kathleen. Associate Director, Thurston Regional Planning Council, Olympia. February 23, 1989.

Greenwood, Dale. Director of Governmental Affairs, Burlington Northern Railroad Company, Olympia. February 23, 1989.

Henchman, John M. Director, Economic Development Affairs, Washington State Department of Transportation, Olympia. February 23, 1989.

Lenzi, Jerry C. Manager, Transportation Planning Office, Washington State Department of Transportation, Olympia. February 23 and 24, 1989.

Matson, Dennis A. Deputy Director, Operations, Department of Trade and Economic Development, Olympia. February 23, 1989.

Smelser, Curtis R. Executive Director, Puget Sound Council of Governments, Seattle. February 24, 1989.

Wisconsin

- Favour, Thomas. Deputy Director and Director of Transportation Planning, Dane County Regional Planning Commission, Madison. March 20, 1989
- Fisher, Ellen. Chief, Harbors and Waterways Section, Bureau of Railroads and Harbors, Division of Transportation Assistance, Department of Transportation, State of Wisconsin, Madison. February 28, 1989
- Gunderson, George. Director Bureau of System Planning, Department of Transportation, State of Wisconsin, Madison. October 11, 1988 and December 2, 1988
- Heitman, Paul. Director, Bureau of Railroads and Harbors, Department of Transportation, State of Wisconsin, Madison. October 6, 1988
- Hughes, Dennis. Policy Analyst, Bureau of Policy and Planning Analysis, Department of Transportation, State of Wisconsin, Madison. October 6, 1988
- Leonard, Ken. Director, Bureau of Policy Planning and Analysis, Division of Planning and Budget, Department of Transportation, State of Wisconsin, Madison. February 28, 1989 and March 27, 1989
- Martinson, Dan. Chief Transportation Planner, Southeastern Wisconsin Regional Planning Commission, Madison. October 21, 1988 and March 21, 1989.
- Nacker, Ralph. Director, Bureau of Public Information, Department of Development, State of Wisconsin, Madison. March 20, 1989.
- Roberts, Dan. Policy Analyst, Bureau of Policy and Planning Analysis, Department of Transportation, State of Wisconsin, Madison. October 6, 1988
- Szallai, Ken. Director of Port of Milwaukee, Milwaukee. March 1, 1989.
- Winkel, Phil. Chief, Urban and Regional Planning Assistance Section, Bureau of System Planning, Department of Transportation, State of Wisconsin, Madison. October 10, 1988

Port Authority of New York and New Jersey

Fritchley, William. Supervisor, Long-Range Planning, Ports Department, Port Authority of New York and New Jersey. October 28, 1988.

Hurwitz, Myron. Supervisor, Patron and Community Relations, Rail Transportation Department, Port Authority of New York and New Jersey. November 16, 1988.

Radin, Laura. Market Analyst, Tunnels, Bridges, and Terminals Department, Port Authority of New York and New Jersey. October 21, 1988.

Spaulding, Pete. Manager, Air Cargo Business Development, Port Authority of New York and New Jersey. November 18, 1988.

Strauss-Weider, Ann. Principal Transportation Economist, Office of Business Analysis, Port Authority of New York and New Jersey. October 14, 1988.