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I. Executive Summary

Interviews with transportation management people in 150 New York State firms show remarkably high levels of satisfaction with the range of options available for shipping freight and goods. And their comments on ways to further improve the efficiency with which goods are shipped from their locations statewide provide valuable inputs for transportation planners.

The telephone survey, conducted during late July through mid-August, 2000, reached the transportation decision makers in firms that ship sizable-to-large volumes of goods. Firms that produce the goods they ship account for 64% of the sample, while firms that distribute goods of varied producers make up 36%.

In focusing on the efficiency issue, the survey addressed firms that have goods to ship, since they presumably choose the most efficient methods overall, given the shipping requirements which they have and the options available, including in-house provision of shipping services or contracting for shipping services. The findings also provide considerable description of current transportation patterns throughout the state.

To provide insight into downstate and upstate findings, responses are categorized by region. The downstate categories include New York City and six nearby counties identified here as Suburbs. Those counties include Nassau and Suffolk, which make up Long Island, as well as Putnam, Rockland, Westchester and Dutchess counties immediately north of NYC. Upstate is identified as the remainder of the state.

One aspect of the findings stands out. In summarized form, findings are largely laudatory concerning the state's transportation policies and infrastructure. Yet respondents do have ideas for improvements. Those ideas appear in open ended comments and are highly diverse – several firms may favor toll reductions, another few want vehicles with better gas mileage, while others say there is a shortage of qualified labor. The summarized findings below convey some of the flavor of open ended comments, yet detailed study of the comments is recommended for capturing the scope of ideas that firms presented..

(Please note: Throughout the report, charts and tables show percentage rates of response. Percentages will not always total 100% because of Not Sure/No Answer responses and rounding off. In cases where a question invited more than one response from each respondent, percentages may total more than 100%.)

Key Findings Include:

- Overall, 93% of firms report they are somewhat or very satisfied with the transportation infrastructure available for transporting outgoing shipments. (Table 22)

- And 93% also report they are somewhat or very satisfied with the transportation infrastructure available for bringing incoming shipments to their location. (Table 21)

- Thirty-nine percent of firms primarily contract for shipping services, while 38% operate in-house shipping services, and 20% do both. (Table 14)

- For 71% of firms, trucks provide the primary means for shipping outbound goods. Other primary means cited include contract delivery services such as UPS, Fed Ex, and others (20%), intermodal methods (just over 1%), and rail, air and waterborne (0.7% each). About 3% use several methods. (Table 9)

- For 65% of firms, trucks are the primary means by which incoming goods arrive, followed by contract delivery services (18%), intermodal methods (4.7%), and rail (2%). Other modes include waterborne through ocean ports and waterborne through other waterway systems and pipeline (0.7% each.) And 4% rely on several methods. (Table 4)

- For outgoing shipments, 30% of firms report use of containerization or piggyback methods, with 22% of those firms shipping half or more of their volume by these means, 20% reporting 15% to 50% of volume, while 58% report less than 10%. (Table 11)

- More than 95% of firms ship goods that have special characteristics which may influence or determine the optimal shipping mode. Firms most often cite the need for speedy delivery (60%), goods that must be delivered in small orders to many locations (55%), and very heavy goods (52%). (Table 12)

- Identifying trends that have increased efficiency in recent years, 36% cite use of EZ-Pass, 32% note just in time delivery systems, and 27% are making stepped-up use of transportation brokers to arrange their shipping contracts. (Table 13)

- Pointing to the biggest single change in technology that has increased their efficiency, 31% cite use of computerized tracking via the Internet, followed by use of the Global Positioning System (GPS) and improvements in trucks or machinery. (Question 14)

- In all, 33% make shipments largely within New York State, while 26% ship to all parts of the U.S. and 24% ship largely to the eastern U.S. Those making major shipments abroad number 17%, with Canada the primary destination for 73% of those firms. (Tables 7 and 8)

- Incoming shipments reach 43% of firms largely from locations in the eastern half of the U.S., while 29% receive inputs from all parts of the U.S. Those receiving

major shipments from outside the U.S. total 16.7%, with Canada cited as the country of origin by 40% of those firms. (Tables 5 and 6)

- Overall, 39% say they have a locational advantage by being located where an ample choice of shipping methods is available. Another 17% say they benefit from being located in an area where there are other firms that receive or send similar shipments. And13%% say they benefit from both of these advantages. (Table 19)

- Just over 81% of firms are within 10 miles of a major highway or Thruway interchange, including 67% that are within five miles. (Table 15)

- Half of firms are within 10 miles of a rail shipping point. (Table 16)

- About 39% of firms report that they encounter slowdowns or bottlenecks that reduce efficiency. (Table 18) Numerous sources of delay are cited. (Question 20)

- Just 6% of firms identify a transportation option which is missing or not readily available in their area and which they would like to have, while 94% cite none. (Table 20)

- When asked to identify the biggest single improvement that would augment efficiency for shipping outgoing goods, 92 firms (61%) offered broad-ranging comments. Eight, the largest number, cite reduced traffic congestion, while seven urge provisions for tandem or triple trailers. (Question 26)

- When asked if there is any improvement within the scope of government that would improve the infrastructure in NYS – roads, bridges, rail track or other – 53 firms (35%) offered ideas. Twenty-four urge improvements to roads and bridges, while 7 want lower fuel prices, and 5 would reduce tolls. (Question 27)

- When asked to identify any state regulations, restrictions or requirements – taxes, speed limits, use of tandems, weight limits, land use restrictions, fuel availability or cost – that are particularly burdensome, 95 firms (63%) replied. Fifty-one urge lower fuel costs, while 16 cite restrictions of various kinds, including 12 who favor higher weight limits. Ten want lower taxes. (Question 28)

- Asked if they face any growing problems that could force relocation of part or all of their business, 25 firms (16.7%) cited difficulties. Eight firms cited costs for fuel, taxes, freight shipping, or labor. (Question 29)

- Eleven firms (just over 7%) say that actions to improve transportation could result in their shipping more goods by a method other than currently used. Five would then make stepped-up use of rail. (Questions 32, 33 and 34)

- Nearly 45% of firms plan to increase their investment in shipping facilities or equipment this year, while 5% will invest less and 49% plan no change from last year. (Table 25)

- When asked to select the least objectionable way to raise raising local revenues for transportation improvements, 46% choose increased user fees. Just 13% choose increased sales tax and 10% would increase the property tax. Just over 17% oppose any means of raising local revenues. (Table 26)

- When it comes to raising state revenues to fund improvements, 42% choose increased user fees, 10% would raise the sales tax, 9% would increase tolls, and 20% oppose all means. (Table 27)

- Just 2% of firms have participated in joint public/private funding of transportation improvements. (Table 23)

- Asked to identify features of the current transportation system that work best with regard to shipping goods, 104 firms (69%) offered comments. In all, 39 note the wide choice of transportation options, and 33 applaud the system of roads, highways and the Thruway. (Question 40)

About Regional Data

Crosstabulation tables in Appendix C provide useful insights at regional levels, breaking out findings for New York City and the six nearby counties classed as Suburbs. When combined, the findings for NYC and the Suburbs, help to characterize the downstate region.

One finding of interest is that downstate firms are much more likely to report delays caused by slowdowns or bottlenecks. In all, 50% of NYC-based firms cite these problems, as do 41% of firms in the Suburbs, compared with 36% of firms upstate. Overall, 39% of firms statewide report such delays. (Question 19) And open ended questions, such as Questions 26 and 39, also show that a number of downstate firms identify congestion as a concern.

With a sample size of 150 statewide, regional findings necessarily involve a smaller subset with higher margins for error. While statewide the sampling margin for error is +/- 8%, the error margin for the subset of 98 upstate firms is 10%, for the 52 firms in the downstate region it is 14%, for the 32 firms in the Suburbs 18%, and for 20 firms in NYC alone, 22%. Such margins cause the findings by region to be at least indicative, though not as precise as findings for the larger aggregates.

Within the scope that the relatively small sample size permits, two observations about regional differences are: (1) In NYC and the Suburbs, the pattern of firms responding in random application of the phone list includes a higher percentage of distributors and a

smaller percentage of manufacturers than found Upstate. And (2) On average, firms in New York City and the Suburbs report a smaller number of employees per firm than do the firms Upstate. These factors are further discussed in the Narrative Analysis.

II. Methodology and Sample Characteristics

Zogby International conducted telephone interviews with transportation decision makers in 150 firms with operations in New York State that ship freight and goods. All calls were made from Zogby International headquarters in Utica, NY, from July 27 through August 15, 2000. Calls were placed between 9 am and 4:30 pm. The margin of error is +/-8.0%. Error margins are higher for sub-groups.

A prime objective was to gain transportation managers' views on how NYS policies and infrastructure enhance or limit the efficiency with which goods are transported. An added goal was to provide a broad description of transportation means used, criteria that affect choice of mode, and points from which firms most often receive shipments and destinations to which they ship.

The study design called for reaching firms that produce or distribute products which they must ship, rather than transportation firms that actually provide services, such as trucking companies or railroads. To be sure, a number of firms in the survey do operate their own transportation fleets to ship part or all of their output, while others rely on outside contracting. But because, in principle, firms that must ship goods are in a position to choose whichever means is optimal for meeting their needs, their commentary on choice of mode was viewed as especially valuable in evaluating factors that affect efficiency.

The sample was compiled by consulting Standard Industrial Code (SIC) designations for broad sectors seen as most likely to ship goods, with primary emphasis on manufacturing and distribution, followed by extraction industries (such as mining and forestry), processing industries, and agriculture. Phone numbers for the sample list then were randomly called.

Experienced callers placed the calls with three objectives. First, to identify and reach the transportation decision maker at each firm contacted. Although a number of the firms have operations in many places, it was important to speak with people in charge of actually shipping goods from a particular location within New York State. Secondly, the callers screened early in each interview to determine that the firm ships a sizable to large quantity of goods – a volume of shipping that would ordinarily be associated with a mid-size to large firm. And, thirdly, callers gave particular attention to open ended questions and reporting the respondents' comments.

All respondents were ensured confidentiality and anonymity.

Unlike most public opinion surveys which compile individual respondents' demographic characteristics, the survey did not collect information on respondents' ages, incomes, education and similar variables. Instead, to provide for crosstabulations against responses to the survey's substantive questions, the survey collected basic information about the firm. This data set for crosstabulation against all other questions included the

firm's location by region, its primary business activity, the size of its operation based on number of employees at its location, and the primary mode of transportation used for outgoing shipments.

In addition, the firms are categorized by region, to provide insight into upstate and downstate responses. The downstate categories include New York City and six nearby counties identified here as Suburbs. Those counties include Nassau and Suffolk, which make up Long Island, as well as Putnam, Rockland, Westchester and Dutchess counties immediately north of NYC. Upstate is identified as the remainder of the state.

Sample Characteristics

Characteristic	*Frequency*	*Percent*
Total	**150**	**100.0**
Region		
New York City	20	13.3
Suburbs	32	21.3
Upstate	98	65.3
Type of business		
Manufacturing	72	48.0
Distribution	51	34.0
Mining/Forestry	7	4.7
Processing	5	3.3
Agriculture	3	2.0
Other	12	8.0
Number of employees		
Fewer than 50	85	56.7
50 – 99	23	15.3
100 – 299	19	12.7
300 – 499	8	5.3
500 – 999	7	4.7
1,000 - 1,499	2	1.3
1,500 - 1,999	2	1.3
2,000 or more	1	0.7
Not sure/No answer	3	2.0
Primary means of transporting outgoing shipments		
Trucks	107	71.3
UPS, FedEx, etc.	30	20.0
Several modes (cannot specify)	5	3.3
Intermodal means	2	1.3
Waterborne – ocean	1	0.7
Rail	1	0.7
Air	1	0.7
Other	3	2.0

III. Narrative Analysis

(Please note: All tables show percentage rates of response. Percentages will not always total 100% because of Not Sure/No Answer responses and rounding off. In cases where a question invited more than one response from each respondent, percentages may total more than 100%.)

1. *First, which of the following best describes the main business role of your firm at your location?*

Table 1. Main Business Activity.

Activity	%
Manufacturing and shipping goods to markets	48.0
A distribution activity, distributing the goods of various producers to markets	34.0
Extraction of products from natural sources, as in mining or forest industries, and shipping the products to markets.	4.7
Processing of goods, such as foods or commodities, and shipping them to markets	3.3
Agriculture, producing farm products and, with or without processing, shipping them to markets	2.0
*Other	8.0
Not sure	–

In all, 58% of firms produce or process the goods they ship, to include manufacturers (48%), extraction industries (4.7%), processors (3.3%), and agriculture (2.0%). Distributors who ship the goods of various producers number 34%.

Crosstabulations indicate that in NYC and the Suburbs, the pattern of responding firms includes a larger percentage of distributors and smaller percentage of firms that produce goods than is found Upstate. Overall, for the downstate region, the presence of manufacturing firms is small relative to population, though the presence of distributors is approximately proportionate to the region's share of statewide population.

The relatively small representation of manufacturing found in NYC and the Suburbs may reflect long-term trends believed to be of interest to planners. These trends include: (1) Shortage of space at affordable rates for building the large single-level manufacturing plants that firms have favored in recent decades, (2) The rapid and on-going development in the NYC area of the financial and the communications/information sectors, whose firms can efficiently use multi-story buildings and can pay higher square footage rates than manufacturing can, (3) The impact of foreign competition on industries that traditionally thrived in NYC, such as garment manufacturing, and (4) The high cost of living, doing business, and hiring employees for purposes of manufacturing in the greater NYC area.

At the same time, the presence of distributors downstate in approximate proportion to the state's population composition appears rational, based on the assumption that a large downstate population requires distribution of goods to final users, including both businesses and consumers. None the less, the fact that downstate distribution firms tend to have smaller numbers of employees than Upstate firms (per Question 3), may indicate that a sizable share of distribution in NYC and the Suburbs is carried out from locations outside the downstate area, such as close-in New Jersey or to the north of the downstate region.

* Other Responses (8%):
New York City:
Install telephone systems
Ship books to schools
Ship industrial hardware.
We publish and distribute books

Suburbs:
Distribution of solid waste material
Fax and copier products
Produce large architectural models and ship them to clients
Ship out spills and environmental burdens, i.e. contaminated soil, etc
Ship restaurant supplies

Upstate:
A store that ships goods back to distribution centers
Manufacturer
Manufacturing and shipping to places that in turn ship them to market

2. *In a most general way, would you describe the main product or the range of products that your company ships from your location.*

A very wide range of goods are shipped, to include raw materials, semi-finished products and final products. They range from metallic ores to automobile and airplane parts to books, vitamins, and drug store sundries.

Table 2. Main Product or Product Line Shipped.

New York City:	Suburbs:	Upstate:
Bakery products (2)	Architectural models	Alcoholic beverages/Beer/ Wine (4)
Coffee (2)	Books	Chemicals (3)
Educational supplies/Textbooks (2)	Building supplies	Electronics (3)
Ice cream products (2)	Butter cookies	Plastic products (3)
Bath products	Cabinetry	Steel (3)
Cabinets	Creative activity	Airplane parts and turbine plates (2)
Clothing	Crushed stone	Baked goods (2)

Dental pharmaceuticals	Data.com stuff	Groceries, frozen foods, refrigerated produce (2)
Housewares	Displays	Paper (2)
Insecticides	Distribution of solid waste material	Plumbing and heating supplies (2)
Magazines	Doughnuts	Water and water treatment accessories (2)
Perishable food	Dry food products	Agricultural equipment and fuel storage tanks
Spices	Electronic components	Agricultural hand tools
Telephone	Environmental burdens	Airplane fuel
Utility tools for construction use	Everything from clothing to food to merchandising	Automotive parts
We ship from all over the world. We package other people's goods	Food for commercial use	Books and magazines
	Frozen Italian food	Build engines
	Hot dog grills	Build large machines
	List mechanisms	Bundling device
	Lumber	Cabinets
	Medical supplies	Cable and insulated wire
	Multiple types of products	Carbide inserts
	Natural and artificial flavor extracts	Cash registers
	Office machinery	Caskets
	Parts supplies and equipment	Ceramic tile
	Plastic products	Copper wire
	Plumbing and heating supplies	Corrugated cardboard
	Pool covers	Cow hides
	Refrigeration and restaurant supplies	Dairy products
	Stone aggregate	Disposable medical devices
	Universal remote controls and batteries.	Drum handling equipment
	Vitamins and food supplements	Dry grocery, shelf stable
		Everything you would find in a drugstore
		Feed for animals
		Firearms
		Food products
		Framed prints
		Furnace and air conditioner parts
		Gas pumps
		Glass
		Guitar hardware
		Industrial equipment

		Ladders
		Laminated case goods
		Lawn, garden, and farm equipment
		Lighting fixtures
		Machines, complete process manufacturing machines
		Manufacture and ship mass transit bus.
		Manufacture cold rolled
		Manufacture large circuit boards and antennas
		Medical products
		Metal – finished product
		Metallurgical consumable supplies
		Mill work
		Mineral products
		Office furniture
		Olive oil, blended oil
		Packaging material
		Pesticides
		Plastic beverage bottles for the water bottle industry. Pre-forms for soda.
		Plywood and lumber
		Pool supplies
		Poultry
		Power transmission
		Retail store fixtures
		Returned ready-to-wear items
		Safes
		Safety equipment, personal protection
		Samples
		Sand and gravel, mulch, topsoil
		Small equipment used in the construction industry
		Soccer goals, hockey goals
		Stainless steel and aluminum
		Storage or locker products
		Tools, dies, and fixtures
		Tree seeds
		Vinyl flooring and carpeting
		Wheat flakes from wheat
		Windows
		Wood products

3. Approximately how many people does your company employ at your location?

Firms vary considerably in size. Overall, manufacturing operations tend to be larger than distribution firms, with 37.5% of manufacturers reporting fewer than 50 employees while 72.5% of distributors are in that category. Overall, 40.2% of manufacturers have from 100 to 1,500 employees. And the 4.2% of firms with more than 1,500 employees are all manufacturers.

On average, downstate firms in NYC and the Suburbs report smaller numbers of employees than upstate firms. This may reflect concerns of planners involving (1) Shortage of space at affordable rates for building or expanding manufacturing and warehouse facilities of large size, (2) Shortage of space for transportation infrastructure to support larger size facilities, and (3) Lower square footage cost for space in older and smaller buildings where limited amounts of space are available.

Table 3. Employees at Firm's Location.

Number of Employees	%
Less than 50	56.7
50 to 99	15.3
100 to 299	12.7
300 to 499	5.3
500 to 999	4.7
1,000 to 1,499	1.3
1,500 to 1,999	1.3
2,000+	0.7
Not sure	2.0

I'd like to ask separately about incoming and outgoing shipments.

4. Which of the following primary modes of transportation is most important for bringing incoming shipments to your location? ***(Choose only one)***

Nearly two in three (64.7%) report trucking is the main mode by which incoming goods arrive. The fact that 18% rely on contract delivery services implies a large number of firms are engaged in producing or distributing light items, remarkable yet not surprising considering the trend in the economy's industrial mix toward high tech products, intellectual property, custom and lightweight items in place of heavier industries.

Just 4.7% receive goods through intermodal means, and 2% by rail. The 4% who receive goods by several means suggests an eclectic range of inputs. This category includes 4.2% of manufacturers and 5.9% of distributors.

Table 4. Primary Mode of Transportation – Incoming Shipments.

Mode	%
Trucking	64.7
Contract delivery services such as UPS, Fed Ex, and others	18.0
Intermodal methods	4.7
Rail	2.0
Air	0.7
Waterborne – through ocean ports	0.7
Waterborne – through other waterway system	0.7
Pipeline	0.7
Waterborne – through the Great Lakes	–
Waterborne – through the St. Lawrence Seaway	–
Our firm uses several modes. Cannot specify any one most often used.	4.0
Other transportation means**	1.3
Not applicable*	1.3
Not sure	1.3

*** (As for a company that receives very few incoming shipments, such as a mining company)**

****** Other Responses (1.3%):

Suburbs:
First by waterborne, then by trucking.

Upstate:
UPS

5. *Which of the following best describes the points from which you receive the bulk of your incoming shipments?* ***(Choose only one)***

Overall, 51.4% of firms report that the bulk of incoming shipments come from the eastern half of the U.S. (42.7%), or from within New York State (8.7%).

Firms that receive inputs largely from outside the U.S. number 2.7%, while another 14% say the bulk of shipments come from all parts of the U.S. and abroad.

Table 5. Points From Which Firm Receives Most Incoming Shipments.

Responses	%
Largely from within the eastern half of the U.S.	42.7
From all parts of the U.S.	28.7
From all parts of the U.S. and abroad	14.0
Largely from within New York State	8.7
Largely from outside the U.S.	2.7
Not sure	3.3

6. *From which parts of the world do you receive major shipments?* ***(Choose all that apply)***

This question was asked only of the 25 firms (16.7%) that reported major shipments from outside the U.S., per Table 5.

In all, 64% receive shipments from the Americas, to include Canada (40%) and Latin America (24%). Another 52% receive goods from Europe (28%) and Asia (24%).

Table 6. Places Outside the U.S. from Which Major Shipments Are Received.

Points of Origin	%
Canada	40.0
Europe	28.0
Latin America	24.0
Asia	24.0
Other **(Please specify)***	16.0
Not sure	8.0

* Other Responses (16%):
All From Upstate:
Africa
Germany and Switzerland
Mostly U.S., some Canada
Russia

7. *Which of the following best describes the locations to which you send the bulk of outgoing shipments?* ***(Choose only one)***

Destinations largely within NYS (32.7%) or within the eastern half of the U.S. (24%) receive the bulk of outgoing shipments from 56.7% of the firms.

Another 16% ship to all parts of the U.S. and abroad, while just 1.3% ship largely to points outside the U.S., for a total of 17.3% of firms making major shipments to points outside the U.S. This compares with 16.7% of firms that reported receiving major shipments from abroad, per Table 6..

Table 7. Where Outgoing Shipments Are Sent.

Responses	%
Largely within New York State	32.7
To all parts of the U.S.	26.0
Largely within the eastern half of the U.S.	24.0
To all parts of the U.S. and abroad	16.0
Primarily outside the U.S.	1.3
Not sure	–

8. To which parts of the world do you send major shipments? ***(Choose all that apply)***

This question was asked only of the 26 firms (17.3%) that reported making major shipments abroad, per Table 7.

Canada is by far the best customer for exporting firms, 73.1% of whom make major shipments there. And 23.1% ship to Latin America.

Europe receives major shipments from 53.8% of firms, while 38.5% ship to Asia.

Table 8. Places Outside the U.S. To Which Major Shipments Are Sent.

Responses	**%**
Canada	73.1
Europe	53.8
Asia	38.5
Latin America	23.1
Other*	7.7
Not sure	–

* Other Responses (7.7%):
All From Upstate:
Middle East
Caribbean Islands

9. I'd like to list some primary modes of transport, and ask which of the following is most important for transporting your outgoing shipments? ***(Choose only one)***

In all, 71.3% count on trucks for outgoing shipments, even more than the 64.7% that receive shipments by this means, per Table 4. And 20% of firms rely on contract delivery services, compared with 18% for incoming shipments.

Firms using several means number 3.3%, plus two in the 'other' category' that indicate the use of several modes, boosting the number to 4.6%.

Among crosstabulation read-outs of interest: For NYC and the Suburbs, 100% of firms cite trucking as the primary means for transporting outgoing shipments. This includes the 80% that name trucks as the primary mode and 20% that cite contract delivery services, which likewise largely rely on trucking.

This may mirror concerns of planners in the downstate area that trucks may afford virtually the only means that all or most firms find practical. The broad set of historic and current factors that may account for why trucking is so widely cited as the primary mode may invite added examination beyond the scope of the current survey.

Factors that affect the use of trucking and other modes in each region are addressed in Questions 12, 19, and most questions from Question 20 through 40.

Table 9. Primary Mode of Transportation – Outgoing Shipments

Primary Mode of Transportation	**%**
Trucks	71.3
Contract delivery services such as UPS, Fed Ex, and others	20.0
Intermodal methods	1.3
Rail	0.7
Air	0.7
Waterborne – through ocean ports	0.7
Waterborne – through the Great Lakes	–
Waterborne – through the St. Lawrence Seaway	–
Waterborne – through other waterway system	–
Pipeline	–
Our firm uses several modes. Cannot specify any one most often used.	3.3
Other transportation means*****	2.0
Not sure	–

* Other Responses (2%):
Suburbs:
Van

Upstate:
Make extensive use of all
Rail, truck, air, contract delivery, and waterborne

*10. When using intermodal methods, what combinations of transportation modes are used? **(Choose all that apply)***

This question was asked only of the eight firms (5.3%) whose answers to the previous question indicated they may use intermodal means.

Four of the eight firms use the combination of truck and air (counting one firm that gave this responses as an 'open ended' reply), outnumbering any other combination by four to one.

Table 10. Intermodal Means – Combination of Modes Used.

Responses	**%**
Truck and air transport	37.5
Truck and rail	12.5
Truck and waterborne	12.5
Rail and waterborne	12.5
Other (**Please specify)***	25.0
Not sure	12.5

* Other Responses (25%):
Suburbs:
Truck and contract

Upstate:
Truck and air

11. For outgoing shipments, could you estimate the percentage of volume for which you rely on containerization or piggyback mode, if at all?

In all, 105 respondents (70%) make no use of these methods, while 45 firms (30%) provided estimates of volume percentage they ship by container or piggyback.

While 57.5% ship 10% or less of volume by these means, more than one in ten firms ships all of its volume by container or piggyback (11.1%).

Table 11. Estimating Outgoing Volume Shipped By Containerization or Piggyback Mode.

Percentage Range	%
1	15.6
2	4.4
3	2.2
5	22.2
6	2.2
8	4.4
10	6.7
Subtotal of 10% or less	**57.7**
15	4.4
20	8.9
25	2.2
30	2.2
40	2.2
50	4.4
75	2.2
80	2.2
90	2.2
100	11.1

12. I would like to list some special characteristics of the goods that can influence transportation choices. Which of these special characteristics influence or determine transportation methods for the goods you most often ship? ***(Choose all that apply)***

Only 4.7% of firms report that the goods they ship have no special characteristics that influence or determine choice of transportation methods. The finding illustrates that for

most firms, cost alone may not determine choice of mode. As a result, choice of transportation mode hinges on which means optimally covers all considerations.

Table 12. Special Characteristics of Goods Shipped.

Characteristic	%
Product lines where speed of delivery is a vital consideration	60.0
Goods that must be delivered in small orders to many locations	55.3
Very heavy weight	52.0
Very large bulk	40.7
Requirement for delicate handling	34.7
Very large dimensions	32.0
Requirements for special loading or unloading equipment	22.7
Liquid shipments	14.7
Requirement for refrigeration during shipment	14.0
Flammable materials	10.7
Hazardous materials	8.7
No special characteristics	4.7
Other **(Please specify)***	0.7
Not sure	0.7

* Other Responses (0.7%):
All From Suburbs:
Recipients coming to firm to pick up packages

*13. In recent years, has your firm made increased use of any of the following? **(Choose all that apply)***

Trends are clearly under way toward electronic toll collection, used by 36% of firms, and just in time delivery systems, used by 32%. Noteworthy, too, is the stepped-up use of transportation brokers, who arrange contracting for goods shipments on behalf of a firm.

Table 13. Firm's Increased Use of Particular Techniques or Practices.

Technique or Practice	%
Electronic toll collection, such as *EZ-PASS*	36.0
Just in time delivery systems	32.0
Use of transportation brokers	26.7
Containerization	12.0
The Global Positioning System, or GPS	10.0
Not sure	31.3

14. From the standpoint of increasing the efficiency with which your firm ships goods, what do you see as the single most important change in the technology or transportation that your firm uses?

In all, 104 respondents (69%) offered comments.

Top-ranked in all regions was computerized tracking via the Internet, cited by 46 firms (30.7%). Other improvements include the closely related GPS (Global Positioning System), along with improvements in trucks and machinery.

New York City:
Computerization/Tracking (7)
Basic efficient communications between the trucks and the home base (2)
Cost-effective trucks
GPS – I would imagine there were problems with containers going back to manufacturers
On-time delivery and the quality of the product
RoadNet
Trucking

Suburbs:
Computerized tracking/Internet (11)
Ability to get things overnight (2)
Computers in trucks/GPS (2)
Anything related to the trucking industry
Better engines
Efficiency
Spider trucks
I don't see a lot of technology changing
More international; more air freight
Sending packages to the right place
The expedited end of service

Upstate:
Computerization/Internet tracking (28)
On board computers, like GPS (4)
On-time delivery and on-time pickup (4)
UPS (4)
The trucks and the trailers are much better now (3)
Driving piggy-backs/tandems (2)
EZ-Pass (2)
Technology in the machinery (2)
Cheaper transportation
Communications
EDI
Fax machines
Haven't changed too much. Just getting new vehicles
Improvement in contract shippers
Increase in diesel fuel
Increased costs
Multiple drivers so one can sleep and one can drive.
Newer equipment
Nothing in particular. Boxes are shrink-wrapped

Reduction in transportation costs through the transportation brokers
Taking advantage of shorter transit times
The 65-mile an hour speed limit
The number of trucks and people hauling large bulk products.
The lack of service within the railroads
Trucks don't hold enough weight – need to make that better
Warehouse management system

15. Overall, does your firm…primarily contract for shipping service… primarily operate its own shipping services… make extensive use of both services? Or, this may vary over time?

Firms were evenly divided in their arrangements for shipping, with about 38% primarily contracting for services and a similar number providing its own. One in five (19.3%) do both.

Table 14. Provision for Shipping Services – Outsourcing vs. In-House.

Response	%
Primarily contract for shipping services	38.7
Primarily operate its own shipping services	38.0
Make extensive use of both services	19.3
This may vary over time	2.0
Not sure / No answer	2.0

16. Approximately how far is your shipping facility located from a major Interstate Highway or a Thruway interchange?

Two in three firms (66.7%) have fittingly located their shipping facility less than five miles from a major highway or the Thruway, with another 14.7% within 5 to 10 miles.

Table 15. Distance to Major Highway or Thruway.

Distance	%
Less than 5 miles	66.7
5 to 10 miles	14.7
11 to 20 miles	7.3
21 to 30 miles	4.7
31 to 40 miles	4.0
41 to 60 miles	1.3
61 to 80 miles	–
81 to 100 miles	–
101 miles or more	–
Not sure	1.3

17. How far is your firm located from a rail shipment point?

Though only 2% of firms cite rail as their primary mode for receiving shipments (Table 4), and just 0.7% report rail is their primary mode for outgoing shipments (Table 9), 40% of firms are located within 5 miles of a rail shipment point. Another 10% are within 10 miles.

Table 16. Distance to Rail Shipment Point.

Distance	%
Less than 5 miles	40.0
5 to 10	10.0
11 to 20	10.7
21 to 30	4.7
31 to 40	4.7
41 to 60	6.0
61 to 80	0.7
81 to 100	0.7
101 +	0.7
Not sure	22.0

18. How far is your firm located from port facilities for waterborne shipping?

This question was asked only of the four firms (2.7%) that report making use of waterborne shipments for either incoming or outbound goods. Interestingly, two of the four firms are at a considerable distance – more than 60 miles – from ports.

Table 17. Distance to Port Facilities.

Distance	%
Less than 5 miles	25.0
5 to 10	–
11 to 20	–
21 to 30	25.0
31 to 40	–
41 to 60	–
61 to 80	25.0
81 to 100	–
101 +	25.0
Not sure	–

19. When shipping goods, do you encounter slowdowns or bottlenecks that reduce efficiency?

Those reporting slowdowns include 50% of firms in NYC, 40.6% of those in the Suburbs, and 35.7% of Upstate firms.

Table 18. Slowdowns or Bottlenecks?

Response	%
Yes	38.7
No	56.7
Not sure	4.7

20. How is your mode of transportation hindered by these deficiencies?

This question was asked only of the 58 firms (38.7%) that reported slowdowns or bottlenecks. Fifty-four offered comments

New York City:
Traffic jams slow it down (3)
Time consuming (2)
Creates a lot of coordination problems
Gas prices are a real pain
Have to make new delivery appointments
Late

Suburbs:
Late/slows delivery (6)
It isn't (2)
Availability of trucks and capacity
It shuts down
Loss of money
Safety
Time, as in overtime

Upstate:
Delayed delivery to customers (10)
Delays at the plant (3)
Affects money, costs (3)
Loss of time (3)
Receiving the goods on time (2)
Change to truck if it has to be there
Customers are upset when their shipment is late
It takes a long time to get through customs
Have a crane and crew ready at a specific time and date
Overall ability to get it into the system. UPS often has bottlenecks
Rail delays
Shipments are late due to bad weather
Slow process of permits
Slows down on the holidays
Time and lower inventories and outages.
We make sure to package equipment in boxes

21. Do you find your firm benefits from any of the following? Being located in an area where an ample choice of shipping methods is available, being located in an area where there are other firms that send or receive similar shipments, both or neither?

While two in five (38.7%) say they benefit from an ample choice of shipping methods because of their location, more than one in four (29.3%) say they do not benefit from either ample shipping options or being near similar firms.

Table 19. Firm's Experience of Locational Advantages.

Advantage	%
Being located in an area where an ample choice of shipping methods is available	38.7
Being located in an area where there are other firms that receive or send similar shipments	17.3
Both	13.3
Neither	29.3
Not sure	1.3

22. In what ways does this benefit your firm?

The question was asked only of the 104 firms (69.3%) that reported advantages, per Table 19. All responded.

New York City:
Easier for the delivery to go in and out of a main area (3)
Speedy delivery, speedy everything (3)
Airports, also
Easy to bargain for prices
Flow of traffic because the road is built for big trucks
It increases customers
It reduces cost if we can have trucks not travel empty and pick up things for other companies
Many choices
Our truck is making more stops for more deliveries
The area is a great benefit for our trucks
The fact that it allows easy access to other companies

Suburbs:
Ability to get things to the customers right away (2)
Choices of different shipping companies (2)
More people in the area (2)
Anything we want to use
Availability of trucks
Competition
Everything is accessible

Greater flexibility
If we can coordinate with someone else having a shipment going in one direction and we have one coming in the other, it can cheapen costs
More efficiency in regard to trucking rates
The contractors will only come to our locations to get contracts
Truckers may bring material here
We can pass off the work if overloaded to save time and manpower

Upstate:
Being able to choose from many different companies gives us flexibility (21)
Easy access to highways, other plants, and trucking companies (15)
Cheaper freight/Cuts costs (12)
Being able to receive and ship product in a timely manner (9)
Ease of transportation/Convenience (9)
I can get back haul rates that reduce our transportation costs (3)
Easy flow of traffic for the trucks and it doesn't hang up traffic
Lately, we need to have more manufacturing firms in New York because I'm having trouble getting trucks in here, and no one wants to come in or go out.
Fresh product
Manpower

23. Is there any transportation option that is missing or not readily available in your area that you would like to see offered?

The overwhelming majority cannot name a transportation option in its area that is missing or not readily available.

Table 20. Transportation Options Missing or Not Readily Available.

Response	%
Yes	6.0
No	94.0
Not sure	–

All nine (6%) who cited a need for added options offered comments.

New York City:
Bigger highways

Suburbs:
Air
Another company
Have FedEx make later pickups
Rail

Upstate:

Rail service (2)
Intermodal transferals
Same day delivery

24. Overall, how would you rate your satisfaction with the transportation infrastructure available for transporting incoming shipments to your location?

More than nine in ten (92.7%) are somewhat or very satisfied with the available options.

Table 21. Satisfaction with Available Options for Transporting Incoming Shipments.

Rating	**%**
Very satisfied	46.7
Somewhat satisfied	46.0
Somewhat unsatisfied	5.3
Very unsatisfied	0.7
Not sure	1.3

25. Overall, how would you rate your satisfaction with the transportation infrastructure available for transporting outgoing shipments?

Again, 93.4% reported satisfaction with available options for outgoing shipments, while 4.7% listed varying degrees of dissatisfaction.

Table 22. Satisfaction with Available Options for Transporting Outgoing Shipments.

Rating	**%**
Very satisfied	50.7
Somewhat satisfied	42.7
Somewhat unsatisfied	2.0
Very unsatisfied	2.7
Not sure **(Do not read)**	2.0

26. What is the biggest single transportation improvement that would increase the efficiency with which you are able to ship outgoing goods from your location?

In all, 92 respondents (61.3%) offered comments. Eight in NYC and the Suburbs cited reduced traffic congestion. Seven in Upstate New York urged provisions for tandem or triple-trailers.

Several cited a need for more and better trained truck drivers and other personnel in their own firm or the industry.

New York City:
Improving the flow of traffic/Speed (3)
A bigger building/More space (2)
Better personnel on the other end
More qualified CDL drivers
Bigger, quality highways
More parking available in Queens
More trucks and more people
People following instructions
To be careful and not bounce it around

Suburbs:
A reduction of traffic (in New York City, especially) (5)
Additional trucks (3)
More roads, wider roads (2)
Being on time when making appointments, in reference to the contractor we sell to.
Better paperwork
Cheap gas
Convenience
Faster access
FedEx making later pickups
Internet tracking
Necessity for reduced speed because of location and neighboring land uses
Reduction of cost

Upstate:
Bigger trailers/Double trailers/Triples (7)
Better roads (6)
Lower fuel prices (6)
Better rates/Reduced shipping prices (5)
Timely pickups/deliveries (4)
Highway use tax/tolls eliminated (3)
If we were closer to an Interstate highway (3)
More drivers/trucks (2)
Synchronized or no traffic lights (2)
More businesses in the area that would increase availability of cheaper rates (2)
A rail siding
Bigger loading dock
Cell phone communication
Customs – they delay or lose the paperwork
Don't have to box everything manually; a self-adhesive tape machine
EZ-Pass
Fewer regulations on the drivers
Fewer traffic jams
GPS
Having our own fleet of trucks

More use of an Interstate highway
New equipment
Next day delivery
Reducing paperwork with US mail shipment
Repair the rail industry.
Set pickup of packages
Stop breaking my shipments
The new proposal which would limit the hours that a truck driver can drive. Courtesy of the DOT.
The NS Railroad to have a system up that would limit delays
More roads like the Thruway to include the use of tandems.
There is no vision for the future. Everything is going to get worse.

27. Within the scope of government, is there any improvement not mentioned so far in the transportation infrastructure of New York State – roads, bridges, rail track or other – that would appreciably increase the efficiency of transporting goods?

In all, 53 firms (35.3%) volunteered responses. Twenty-four urged improvements to roads and bridges. Seven, including six upstate firms, advocated lower fuel prices or fuel taxes. Five would like reduced tolls. Others seek improved rail service and streamlined procedures for paper work and customs procedures when entering Canada.

New York City:
Better upkeep of roads (5)
Just bigger roads and bridges (2)
Better communications on permits and all the other stuff.
EZ Pass has been helpful
Keep the President out of New York City.
Fewer tolls
Stop the construction on every road in the city

Suburbs:
Improved roads (4)
Lower the tolls (2)
Cost only
Fix the expressway
Price of gas
The roads; decrease in construction.
We don't have that much access to the NYS Thruway, so we have a problem getting on Interstates.

Upstate:
Lower fuel prices/fuel taxes (6)
Just to upgrade and maintain the roads (5)
Highway use taxes (2)
Making it easier to get through customs into Canada (2)

Reduce the toll charges for trucking companies (2)
The DOT and State Troopers are a hassle to deal with (2)
Build a new road and bridge to New Jersey to reduce bottlenecks
CP draw needs a second bridge
DOT under good control; paperwork to be done to make it easier.
Finish fixing the bridges
Our roads are bad because of the cold climate. I don't think there is much that can be done to change that.
If they opened the rail back up in Rochester
Putting a road in which will connect us with Rt. 17
Rail service
Not to have as many checkpoint locations for inspections of parts
There is just no vision. No one person can possibly understand. Redesigning all roads would be a project that would take years.

28. Do you find any particular state regulations, restrictions or requirements – taxes, speed limits, use of tandems, weight limits, land use restrictions, fuel availability or cost – to be particularly burdensome in moving products throughout the state?

In all, 95 firms (63.3%) offered comments. Fifty-one want lower fuel costs. Sixteen cite restrictions of various kinds, including 12 who favor higher weight limits. Ten seek lower taxes. Overall, firms in the Upstate region give greatest emphasis to cost factors.

New York City:
The price of fuel is high (6)
Some of the commercial vehicle restrictions are ridiculous or silly. For example, coming off the Tri-borough Bridge onto the Brooklyn-Queens Expressway, trucks have to exit the highway and travel on local city streets.
Weight limit
Parking restrictions
Taxes

Suburbs:
High cost of fuel (10)
Weight restrictions (3)
All
Inspections take too long and should be done quicker
Oxygen
Taxes
The tolls are high.
Trying to pass a law that would limit the hours of operation for trucks on the road

Upstate:
Fuel costs (surcharges and taxes) (35)
Weight restrictions (8)

The tolls on the Thruway are very burdensome. (6)
Taxes are too much (5)
Highway use taxes (3)
All can be a burden at some point (2)
Cost of everything is going up (2)
Restrictions (2)
The law limiting hours for truck drivers (2)
Not enough 65 mph in the state/speed limits (2)
Customs
Permit system
Sometimes our trucks get stopped by the DOT. They have to come off the road for silly reasons, such as a mechanical issue with the truck. If we could finish that delivery, then fix the truck, it would be helpful.

29. Is there any transportation difficulty that you see as a growing problem that could force relocation of part or all of your business operations in the foreseeable future?

Twenty-five firms (16.7%) offered widely varied comments. Eight firms, all Upstate, cite cost factors, including fuel (3), taxes (2), freight shipping costs (2), and labor.

New York City:
For space
No, with the exception of the ramp to the George Washington Bridge
The restrictions on the size of our location
Traffic

Suburbs:
Congestion
Elevator restrictions are too strict and expensive
Faster shipment
Neighboring land uses
Only one way off of Long Island
Shipping companies
Shortage of drivers
Speed

Upstate:
Fuel costs (3)
The tax burden in the area (2)
Freight costs (2)
Cost of labor
Cost to ship around town is pretty high, and New York State is pretty high
I don't see us relocating, but the new driver hour regulations could impact us
New York State rules and regulations

Truck stops
The railroad didn't make it, and is thinking about closing down.

30. What form of private sector investment could be made that would improve the efficiency of transporting goods in New York State?

In all, 44 firms (29.3%) provided comments, though 29 addressed issues that involve government rather than private investment, including eight who want road improvements. Fifteen urged improvements that could involve private investment or public funding, including four who advocate an improved rail system.

New York City:
Infrastructures of city and state need to be upgraded, need to have four lanes
Make trucks more accessible in the city
More ferries
Put more money into road repair to speed up the construction process.

Suburbs:
Better roads (3)
All stay home and have fewer cars on the road (2)
Better signs
More people available to do it
Next day delivery to upstate New York at a fair rate
Rail
Trucking

Upstate:
Build and repair roads/Better highways (5)
Lower gas prices (3)
Better rail system (3)
Give independent trucking companies more trucks (2)
Better-trained DOT people (2)
Fewer restrictions (2)
An Interstate into the northern part of the state
Better access to the infrastructure
Improvement of roads, especially Rt. 17 eastbound from Binghamton to New York City
Instant relief from companies
A better hump yard in Buffalo
Ease traffic, less congestion,
More public funds
Reduced tolls
Reducing taxes
Something to speed up the Peace Bridge
The costs of power and state taxes are too much in New York. The effect of downstate is negative for upstate, i.e. rebuilding West Side Highway will cost one billion dollars a mile.
They need vision. They need to look to upgrade facilities. User-friendly in and out of the

warehouse.
Widen the highways

31. Has your firm participated in any joint public-private funding of transportation improvements?

Only three firms (2%) have taken part in public-private funding of improvements. The high percentage who have not (92%) or are not sure (6%) may indicate little awareness of opportunities.

Table 23. Participation in Public-Private Funding of Transportation Improvements.

Response	%
Yes	2.0
No	92.0
Not sure	6.0

32. Would any of the improvements that you have mentioned or any other improvement not previously mentioned cause you to ship more of your firm's goods by a method other than you are currently using?

Eleven firms (7.3%) say improvements would cause them to ship more goods by another method.

Table 24. Would Any Improvements Result In Change of Shipping Methods?

Response	%
Yes	7.3
No	90.0
Not sure	2.7

33. What would the improvement be?

Ten firms cited improvements, including five that advocated rail improvements.

New York City:
Better personnel and more efficient people

Suburbs:
Better pickup times
Rail

Upstate:
More effective/cheaper rail (4)
Better roads and better markings on roads

Faster delivery service
More volume

34. If that improvement were made, what new means of transportation would you use?

Ten firms provided responses, including five that would make stepped-up use of rail, plus one that would use more piggyback service. This could be a significant change, since just three firms (2%) primarily rely on rail for incoming shipments (Table 4) and just two firms (1.3%) primarily use rail for outgoing shipments.

At least two of the firms would do business through other companies, though not necessarily change modes.

New York City:
More outside companies

Suburbs:
A different company
Footage
Rail

Upstate:
Rail (4)
Air
More of a piggy back system

35. And what current means of transportation would that new means of transportation replace?

Replies from 10 firms indicate that reduced use of trucking or of operating the firm's own trucks would be the result.

New York City:
Nothing but ship more

Suburbs:
Driving
FedEx
Trucks

Upstate:
Trucking (6)

36. During the current year, do you estimate that your firm's level of investment in shipping facilities or equipment will be…much larger than last year…somewhat larger than last year… somewhat smaller than last year… much smaller than last year… or about the same?

This year 44.7% of firms plan somewhat larger or much larger investment in shipping facilities or equipment, while 4.7% say investment will be somewhat or much smaller. Close to half (48.7%) see no change from last year.

The level of confidence which the responses indicate may be compared with the 16.7% of firms that cited in response to Question 29 some factors that could cause them to consider relocating.

Table 25. Firm's Projected Investment in Shipping Facilities or Equipment.

Level of Investment	%
Much larger than last year?	10.7
Somewhat larger than last year?	34.0
Somewhat smaller than last year?	2.0
Much smaller than last year?	2.7
About the same as last year?	48.7
Not sure	2.0

37. When transportation improvements require the use of <u>local</u> funding, which of the following ways of raising local revenues to pay for transportation would you find least objectionable?

In all, 46% of firms view an increase in user fees as the least objectionable way to raise revenues through local funding. Another 13.3% say sales tax and 10% say property tax, while 17.3% say none.

Table 26. Choice of Ways to Raise Revenues for Transportation Improvements Through Local Funding.

Choice	%
Increase in user fees	46.0
Increase in sales tax	13.3
Increase in property tax	10.0
None	17.3
Not sure	13.3

38. Which of the following ways of raising <u>state</u> revenues to pay for transportation improvements would you find least objectionable?

For raising state revenues, 42% cite increased user fees as least objectionable, while

10% say sales tax and 8.7% choose increased tolls. Least favored are increased state income tax (6%), trailed by increased gas tax (2.7%). Another 20% say none.

Table 27. Choice of Ways to Raise Revenues for Transportation Improvements Through State Funding.

Choice	%
Increase in user fees	42.0
Increase in sales tax	10.0
Increase in tolls	8.7
Increase in state income tax	6.0
Increase in gas tax	2.7
None	20.0
Not sure	10.7

39. Is there anything else that you believe deserves to be said about ways to make the transportation of freight and goods in New York State more efficient?

Forty-one firms (27.3%) replied. Nine call for fewer restrictions, though six offer comments that imply added restrictions, such as limiting the number of commercial vehicles in cities or separate lanes for slow traffic. Seven want cheaper fuel.

New York City:
Big trucks do not get around well in the city
Bigger roads and fewer road restrictions for trucks
Fewer restrictions
Simple, common sense, in developing roadways
Someone has to address some kind of major artery for trucks
Speed limit
Way too much volume of commercial vehicles in the metropolitan areas. In the future, it will bring everything to a complete standstill.

Suburbs:
DOT is sometimes too tough. They don't bend. They can take a truck out of commission because of a light bulb.
Maintaining everything
Use too many trucks and too much pollution. We should use more rail.

Upstate:
Fuel costs (7)
Fewer federal restrictions (5)
Lower highway-use taxes (3)
DOT laws are restrictive (2)
Highway maintenance (2)
Better gas mileage
Charging people tolls for trucks that cannot run on normal roads
Less funding for social taxes and more funding to an infrastructure

Fewer restrictions on hazardous materials shipping
Charge everyone for mileage and gas, not just the trucking companies
Lowering fuel taxes
Make the rail industry more customer-responsive. They are not customer friendly.
Improve the service levels, caused by mega-mergers.
More infrastructure, highways are overcrowded
Poor road surfaces on the Thruway – it's hard for bigger vehicles to travel. Secondary roads are much smoother than the Thruway
Separate lanes for people who like to drive slowly
Somebody needs to make a choice about the Peace Bridge
The proposal to change the driver service laws should be defeated.
Uniformity from state to state in the laws and freight
Use more lottery money to decrease taxes in New York State

40. What feature or features of the current transportation system in New York State do you feel works best with regard to your shipping operation?

In all, 104 firms (69.3%) replied. Thirty-nine note the wide choice of transportation options. Thirty-three applaud the system of roads, highways, and the Thruway. Seven cite EZ-Pass.

New York City:
Truck availability (3)
EZ-Pass (2)
Highways (2)
UPS (2)
Airplane
Bridges
The accessibility of the area
The public transportation system has improved
The Thruway

Suburbs:
Road maintenance/Local roads (3)
UPS (2)
Trucking (2)
All helps
EZ-Pass
Ground delivery
Our access to George Washington Bridge is very quick
Our location is good because many manufacturers are in our area
The network of highways. We can go anywhere we want.
Thruway

Upstate:
A number of major highways/Interstates (12)

Trucking (12)
UPS/RPS/FedEx (10)
The Thruway (9)
Roads (7)
Highway system is very good (6)
EZ Pass (4)
Availability of choice (3)
Air transport (2)
Deregulation works pretty well (2)
The running of tandem trailers on the New York State Thruway (2)
Common carrier
Mobility
Not a far distance
Rail
The roads are cheap
Route 81
We contract