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KEYNOTE ADDRESS
ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION
NAS PLAN USERS CONFERENCE
SEPTEMBER 11, 1989

THANK YOU VERY MUCH.

IT'S REALLY GREAT TO SEE SUCH A FINE TURNOUT FOR OUR FIRST NAS PLAN USERS CONFERENCE. THIS IS AN IMPORTANT MEETING. WE WANT TO OPEN UP A PRODUCTIVE, TWO-WAY COMMUNICATIONS CHANNEL WITH YOU FOLKS. AND, BELIEVE ME, WE'RE SERIOUS ABOUT THAT.

I HAVE THE IMPRESSION THAT THE FAA MAY BE PERCEIVED BY SOME AVIATION GROUPS AS TURNING A DEAF EAR TO THEIR CONCERNS. IF THAT'S THE CASE, THEN LET ME ASSURE YOU IT'S GOING TO CHANGE. ONE OF MY MAJOR GOALS IS TO STRENGTHEN THE FAA'S OUTREACH TO THE AVIATION COMMUNITY.

IF AMERICA IS TO KEEP ITS WORLD LEADERSHIP IN AVIATION, THEN OUR AVIATION USER GROUPS MUST WORK TOGETHER. AND THAT MEANS WE'VE GOT TO COMMUNICATE BETTER WITH EACH OTHER, NOT JUST WHEN WE HAVE PROBLEMS, BUT BEFORE PROBLEMS ARISE.

SO THIS CONFERENCE IS A FIRST SHOT AT OPENING UP BETTER LINES OF COMMUNICATION BETWEEN THE FAA AND YOU NAS PLAN USERS. AND I CHALLENGE YOU TO TAKE US SERIOUSLY WHEN WE SAY WE WANT YOUR IDEAS, WE WANT YOUR COMMENTS, AND WE WANT YOUR SUGGESTIONS.

I'D LIKE TO START TODAY BY TELLING YOU ABOUT TWO MAJOR CHANGES WE'RE GOING TO MAKE IN OUR CAPITAL INVESTMENT PROGRAM FOR FACILITIES AND EQUIPMENT (F&E) OVER THE NEXT COUPLE OF YEARS.

FIRST, THE NAS PLAN AS WE KNOW IT TODAY IS GOING TO CHANGE. IT'S GOING TO BECOME PART OF A NEW, MORE COMPREHENSIVE CAPITAL INVESTMENT PLAN THAT IS NOW UNDER DEVELOPMENT.

AND SECONDLY, THE LEVEL OF CAPITAL INVESTMENT IS GOING TO RISE SIGNIFICANTLY.

LET'S TAKE THE NAS PLAN FIRST. THERE'S NOTHING SACRED ABOUT THE BROWN BOOK WITH THE WHITE AND BLUE PAGES. IT'S NOT A BUDGET DOCUMENT. IT'S SIMPLY A PLANNING TOOL TO GUIDE US IN MODERNIZING THE AIR TRAFFIC SYSTEM.

NOW WE ARE GOING TO REFORMAT OUR CAPITAL SPENDING OPERATIONS IN A NEW AND MORE ACCURATE WAY. THERE WON'T BE ANY "SON OF NAS PLAN" OR "NAS PLAN NUMBER TWO." WE'RE GOING TO CHANGE IT INTO SOMETHING SIGNIFICANTLY DIFFERENT AND MORE UNDERSTANDABLE.

WHY? WELL, PRIMARILY BECAUSE THE NAS PLAN NO LONGER ACCURATELY REFLECTS THE REALITIES OF CAPITAL INVESTMENT IN THIS ERA OF RAPID GROWTH AND CHANGE. IT CREATES CONFUSION AND MISUNDERSTANDING. IF YOU ASK TEN PEOPLE TO DESCRIBE THE NAS PLAN, YOU'LL GET TEN WIDELY VARYING ANSWERS AND COSTS WHICH VARY FROM 12 TO 13 BILLION DOLLARS.

MANY PEOPLE VIEW IT AS A ONE-TIME, ONE-SHOT DEAL. THEY SEEM TO THINK THAT ONCE IT'S FINISHED WE CAN ALL GO HOME AND EVERYTHING WILL BE FINE. IT SEEMS TO HAVE TAKEN ON A KIND OF SACRED CHARACTER.

BUT OUR CAPITAL INVESTMENT PROGRAM FOR THE NATION'S AIR SYSTEM MUST REMAIN FLEXIBLE AND DYNAMIC. IT MUST RESPOND TO NEW NEEDS AND EVOLVING TECHNOLOGY. IT CANNOT BE SET IN CONCRETE. THINGS CHANGE JUST TOO FAST FOR THAT.

CAPITAL INVESTMENT IN OUR AIRSPACE SYSTEM IS REALLY A CONTINUING PROCESS THAT ROLLS FORWARD IN TIME. IT CAN'T HAVE A WELL-DEFINED BEGINNING, MIDDLE, AND END -- BECAUSE IT'S ALREADY STARTED AND WILL NEVER BE FINISHED.

OVER THE YEARS, WE TRIED TO RESHAPE THE NAS PLAN TO ACCOMMODATE TO THIS REALITY. TO DESCRIBE NEW CAPITAL SPENDING PROJECTS THAT WERE NOT PART OF THE ORIGINAL PLAN, WE ADDED BLUE PAGES TO THE BACK OF THE BROWN BOOK (WITH THE YELLOW COVER). BUT THAT SEEMED ONLY TO ADD TO THE CONFUSION.

SO WE NEED A NEW FORMAT THAT CAN ACCOMMODATE FLEXIBILITY, GROWTH, AND CHANGE. AND THAT'S WHY THIS IS THE LAST YEAR FOR THE NAS PLAN IN ITS PRESENT FORM.

THE NEW PLAN, WHICH WILL BE PUBLISHED IN MID-1990, WILL PROVIDE A FAR MORE ACCURATE DESCRIPTION OF OUR CAPITAL INVESTMENT ACTIVITIES. IT WILL CLEARLY DISTINGUISH BETWEEN NEAR-TERM PLANNING AND LONGER RANGE PLANNING, FIVE TO FIFTEEN YEARS OUT, WHERE WE MUST MAINTAIN OUR OPTIONS AND ALTERNATIVES.

LOOKING AHEAD THREE TO FIVE YEARS, WE HAVE A PRETTY GOOD IDEA OF WHAT WE WANT TO DO. WE CAN GET GOOD COST ESTIMATES. WE CAN COME WITH GOOD SCHEDULES. AND WE CAN MAKE REALISTIC COMMITMENTS.

BUT OUT BEYOND FIVE YEARS, PLANNING MUST BE MORE INDEFINITE. CAPITAL PROJECTS CAN'T BE NEARLY AS WELL DEFINED AND COSTED AND SCHEDULED. SO WE HAVE TO DEAL MORE WITH CHOICES AND OPTIONS, RATHER THAN FIRM COMMITMENTS. THE NEW PLAN REFLECTS THAT REALITY.

AS WE SEE IT NOW, THE PLAN WILL INCLUDE FOUR MAIN PARTS. ONE WILL COVER THE 90 PROGRAMS IN THE ORIGINAL NAS PLAN, WHICH WE WILL COMPLETE AT A COST OF 15.8 BILLION DOLLARS.

A SECOND PART WILL COVER PLANNED PROGRAMS BEYOND THE 90 PROGRAMS OF THE ORIGINAL NAS PLAN -- THINGS LIKE FULL MODE S IMPLEMENTATION, ASR-10 RADARS, FURTHER EXPANSION OF OUR DATA-LINK CAPABILITY, AND SO FORTH.

THEN THERE'LL BE A SECTION ON ENTIRELY NEW FACILITIES AND EQUIPMENT (F&E) NEEDS, INCLUDING NEW PROJECTS TO RAISE SYSTEM CAPACITY AND PROJECTS BASED ON EMERGING NEW TECHNOLOGY.

AND, FINALLY, THERE'LL BE A SECTION ON INFRASTRUCTURE IMPROVEMENT. WE'VE GOT TO MAINTAIN THE INFRASTRUCTURE WE ALREADY HAVE AND, AT THE SAME TIME, BUILD THE NEW AIRPORTS, RUNWAYS, TOWERS, AND OTHER FACILITIES THAT WE'RE GOING TO NEED TO KEEP PACE WITH RISING TRAFFIC DEMANDS.

NOW ALL OF THAT IS GOING TO COST MORE MONEY. AND THIS BRINGS ME TO THE SECOND CHANGE I MENTIONED EARLIER -- THE NEED FOR CONSIDERABLY INCREASED CAPITAL INVESTMENT.

WE'VE GOT A GROWING SYSTEM WITH GROWING NEEDS. AND THE ORIGINAL NAS PLAN, WHICH WE'RE OBLIGATED TO COMPLETE, WAS UNDERFUNDED. NOW WE HAVE TO ELIMINATE THE BOW WAVE AND FUND THE PROGRAMS PROPERLY.

SO WE MUST RECOGNIZE THAT WE'RE GOING TO NEED SUBSTANTIAL INCREASES IN THE LEVEL OF CAPITAL INVESTMENT ON THE NATION'S AIR TRAFFIC SYSTEM. AND THAT'S EXACTLY WHAT I AM DETERMINED TO ACHIEVE.

WE HAVE NO CHOICE. AS I SAID AT THE START, WE ALL WANT AMERICA TO MAINTAIN ITS AVIATION LEADERSHIP. SO MUCH DEPENDS ON THAT -- OUR ABILITY TO COMPETE IN WORLD MARKETS, OUR DEFENSIVE STRENGTH, EVEN OUR STANDARD OF LIVING.

MEETING THAT CHALLENGE IS GOING TO COST MORE THAN WE'RE PRESENTLY INVESTING IN OUR CAPITAL NEEDS. HOW MUCH MORE? IN GENERAL TERMS, IT LOOKS LIKE WE'RE GOING TO NEED F&E EXPENDITURES RUNNING SOMEWHERE BETWEEN THE 2.5 AND 3 BILLION DOLLAR A YEAR LEVEL, MORE THAN DOUBLE THE CURRENT LEVEL OF 1.38 BILLION DOLLARS A YEAR.

MOST OF THAT INCREASE WILL FUND MAJOR PROGRAMS IN THE ORIGINAL NAS PLAN THAT WILL BE COMING ON LINE IN THE EARLY 1990's. WE MUST ELIMINATE THE BOW WAVE I MENTIONED.

ONE OF THESE IS THE ADVANCED AUTOMATION SYSTEM, THE FOUR-BILLION-DOLLAR PROGRAM THAT'S GOING TO GIVE US THE COMPUTER SPEED AND CAPACITY WE'LL NEED TO REACH THE 21ST CENTURY IN GOOD SHAPE. BY FISCAL 1991, OUR ANNUAL INVESTMENT IN AAS EQUIPMENT WILL BE RUNNING AT ABOUT 600 MILLION DOLLARS A YEAR, ABOUT TRIPLE THE 200 MILLION DOLLARS WE'LL SPEND THIS YEAR.

IN ADDITION, WE'LL HAVE TO INVEST CLOSE TO 500 MILLION DOLLARS TO MODERNIZE THE CENTERS AND TOWER FACILITIES THAT WILL BE GETTING THE AAS EQUIPMENT. OUR CENTER BUILDINGS ARE MORE THAN 25 YEARS OLD -- THEY NEED TO BE MODERNIZED. WE'VE GOT TO MAKE MAJOR MODIFICATIONS IN POWER, LIGHT, AND HEAT -- WHILE CONTINUING TO

THEN THERE'LL BE ANOTHER BIG INCREASE FOR THE NEW VOICE SWITCHING AND CONTROL SYSTEM. THIS PROGRAM WILL COST IN EXCESS OF A HALF-BILLION DOLLARS, AND WE'VE GOT TO START FUNDING IT IN FISCAL 90.

IN ADDITION, WE'RE COMMITTED TO EXPENDITURES THAT MAY RUN CLOSE TO THREE-QUARTERS OF A BILLION DOLLARS FOR NEW WEATHER RADAR SYSTEMS, INCLUDING TERMINAL DOPPLER WEATHER RADAR AND THE NEW NEXRAD SYSTEMS.

OF COURSE, WE'VE ALSO GOT TO BE READY TO FUND THE NEWLY EMERGING CAPITAL INVESTMENT PROGRAMS THAT ARE NOT INCLUDED IN THE NAS PLAN. RIGHT NOW, AS FAR AS WE CAN SEE, THE BIGGEST AND MOST VISIBLE ITEMS IN THIS GROUP WILL BE:

* FIRST, THE CONSOLIDATION OF OUR FACILITIES IN THE LOS ANGELES BASIN, FOR WHICH WE PROPOSE TO SPEND 100 MILLION DOLLARS IN FISCAL 90 AND 91;

* SECOND, THE FACILITIES AND EQUIPMENT WE'RE GOING TO NEED FOR THE NEW DENVER AIRPORT, WHICH MAY COST ABOUT 200 MILLION DOLLARS IN FISCAL 90, 91, AND 92;

* AND THIRD, IMPROVEMENTS AT THE DALLAS-FORT WORTH AIRPORT THAT MAY RUN ABOUT 100 MILLION DOLLARS.

NOW IT'S ALWAYS HARD TO GET MORE MONEY. AND IT'S EVEN TOUGHER IN THIS TIME OF INCREDIBLY INTENSE COMPETITION FOR FEDERAL DOLLARS. BUT I BELIEVE THIS IS ALSO A TIME OF OPPORTUNITY FOR THE FAA, WHAT WITH A WORLD SITUATION THAT SEEMS TO BE SETTLING DOWN.

AND I'M ESPECIALLY OPTIMISTIC BECAUSE THE PRESIDENT HIMSELF HAD DESIGNATED MODERNIZATION OF THE NATIONAL AIRSPACE SYSTEM AS ONE OF HIS ADMINISTRATION'S HIGHEST PRIORITIES.

AS YOU MAY KNOW, THE PRESIDENT ORDERED THE ESTABLISHMENT OF A NEW MANAGEMENT BY OBJECTIVES SYSTEM THROUGHOUT THE EXECUTIVE BRANCH OF GOVERNMENT. AND, IN JULY, HE SELECTED THE OBJECTIVES FOR EACH OF THE MAJOR DEPARTMENTS.

THERE WERE THREE FOR THE DEPARTMENT OF TRANSPORTATION. ONE OF THEM IS (AND I QUOTE): "TO KEEP THE NATIONAL AIRSPACE SYSTEM MODERNIZATION MOVING FORWARD TO ENSURE THAT AVIATION USER DEMANDS CAN BE SAFELY AND EFFICIENTLY ACCOMMODATED..." END OF QUOTE.

THAT'S A SIGNIFICANT STATEMENT. BASICALLY, IT COMMITS THE ADMINISTRATION TO FUND THE CAPITAL INVESTMENT THAT WE NEED TO MODERNIZE THE SYSTEM. IT MEANS THE ADMINISTRATION IS PAYING ATTENTION TO OUR NEEDS. AND THAT'S GOOD NEWS INDEED.

IT GOES WITHOUT SAYING, OF COURSE, THAT WHENEVER A GOVERNMENT AGENCY INVESTS MONEY IN PUBLIC PROJECTS, IT SHOULD DO SO IN THE MOST EFFICIENT AND EFFECTIVE MANNER.

ONE OF MY MAJOR GOALS AT THE FAA IS TO GET GREATER ECONOMY AND EFFICIENCY IN OUR PROCUREMENT PROCESSES. WE'VE HAD SOME DELAYS AND COST OVERRUNS ALREADY IN OUR NAS PLAN PROJECTS. SO I'VE ORDERED AN IN-DEPTH LOOK AT OUR PROCUREMENT CYCLE TO SEE WHAT CHANGES WE CAN MAKE TO SPEED UP THE PROCESS AND GET THE BUILDINGS AND HARDWARE IN PLACE ON TIME AND ON COST.

WE'RE ALSO TAKING A HARD LOOK AT OUR RESEARCH AND DEVELOPMENT ACTIVITIES, AND WE'VE GOT AN ADVISORY COMMITTEE THAT'S WORKING TO ADVISE ME ON WHAT CHANGES WE SHOULD CONSIDER MAKING. WE'VE GOT TO KEEP UP WITH ADVANCING TECHNOLOGY. WE WANT TO BE ABLE TO IDENTIFY NEWLY EMERGING TECHNOLOGY AND BRING IT UP QUICKLY TO A LEVEL WHERE IT'S READY TO TRANSLATE INTO THE HARDWARE WE NEED IN THE SYSTEM.

FINALLY, I WANT TO EMPHASIZE THAT IN THIS CONFERENCE WE'RE LOOKING FOR PAY DIRT -- PAY DIRT IN THE FORM OF SOLID IDEAS AND PROPOSALS THAT DESERVE FURTHER CONSIDERATION. AND YOU'VE GOT TO HELP DEFINE THEM. THEY WON'T ALL COME FROM THE FAA.

SPECIFICALLY, WE NEED YOUR HELP IN IDENTIFYING THE HIGH-PRIORITY PROGRAMS THAT YOU FEEL WE SHOULD IMPLEMENT FASTER OR IN SOME OTHER MANNER THAN CURRENTLY PLANNED.

AND THAT'S MY CHALLENGE TO YOU TODAY, TO HELP US DO THAT DURING THIS CONFERENCE.

WITH THE TALENT IN THIS ROOM, I'M SURE WE CAN COME UP WITH A LONG LIST OF ACTION ITEMS. TO GIVE YOU AN IDEA OF WHAT I HAVE IN MIND, LET ME DESCRIBE A FEW EXAMPLES.

FIRST, DIGITAL DATA LINK. THE NEW AIRCRAFT NOW COMING OFF THE LINE -- THE 757's, 767's, 747-400's, AND SO ON -- ALL HAVE DATA LINK CAPABILITY. BUT THE FAA IS NOT GOING TO HAVE THAT CAPABILITY IN THE SYSTEM FOR SEVERAL YEARS.

WHAT DO YOU THINK? SHOULD WE GIVE ACQUISITION OF DATA LINK TECHNOLOGY AN EVEN HIGHER PRIORITY THAN IT ALREADY HAS? IS THERE A PRESSING DEMAND FOR THAT?

WE NEED YOUR INPUT ON THAT KIND OF ISSUE. ARE THERE OTHER AREAS WHERE A CHANGE IN TIMETABLE WILL GIVE US SIGNIFICANT CAPACITY INCREASES SOONER? IF SO, WE NEED TO KNOW ABOUT THEM.

ANOTHER EXAMPLE, AUTOMATIC DEPENDENT SURVEILLANCE. WE'LL BE STARTING A PRE-OPERATIONAL TRIAL NEXT SUMMER ACROSS THE NORTHERN PACIFIC USING PROTOTYPE EQUIPMENT IN A NORTHWEST AIRLINES 747-400 EQUIPPED WITH SATELLITE COMMUNICATIONS CAPABILITY.

IF IT PROVES TO BE SUCCESSFUL OVER THE OCEAN, CHEAPER THAN RADAR AND JUST AS EFFECTIVE, SHOULD WE DECIDE TO USE IT AS A SUPPLEMENT TO RADAR OR EVEN AS A REPLACEMENT FOR IT? SHOULD WE EXTEND ITS USE OVER CONTINENTAL AREAS? OR ARE YOU SKEPTICAL? WHAT WOULD IT TAKE TO CONVINCE YOU THAT RADAR CAN BE REPLACED?

WE NEED TO HEAR FROM YOU.

WE'VE ALSO GOT QUESTIONS ABOUT HOW WE'RE GOING TO USE THE SATELLITE GLOBAL POSITIONING SYSTEM. WHAT ARE YOUR THOUGHTS? ARE YOU PREPARED TO BACK AWAY FROM THE VOR SYSTEM AND USE GPS? ARE YOU READY TO BUY INTO THE AVIONICS COST, OR DO YOU WANT TO TELL US THAT WE SHOULD KEEP VOR FOREVER? IF YOU ARE UNDECIDED, THEN HOW CAN WE HELP YOU MAKE A DECISION?

RIGHT NOW WE'RE RUNNING INTO A REAL ESTATE PROBLEM IN THE COCKPIT. THERE'S ONLY JUST SO MUCH OF IT, AND THE QUESTION IS WHERE ARE WE GOING TO PUT ALL THIS NEW TECHNOLOGY -- ADS, GPS, MLS, MODE S, LORAN C, AND ALL THE REST?

THE NEW TECHNOLOGY IS GREAT. BUT SHOULD WE SETTLE THIS REAL ESTATE PROBLEM BY PULLING OUT THE VOR TO MAKE ROOM FOR A GPS.

SO HERE'S ANOTHER CHALLENGE.. CAN OUR AVIATIONS MANUFACTURES COME WITH A MULTI-PURPOSE DEVICE THAT CAN DO MORE THAN ONE THING? SAY, A COMBINED VOR, GPS, AND LORAN C RECEIVER. CAN THEY BE INTEGRATED EFFECTIVELY? WOULD THERE BE A MARKET FOR SUCH A DEVICE?

WE ALL KNOW THAT AIRPORT CAPABILITY IS OUR MAJOR PROBLEM. AND THAT'S WHY WE'RE RUNNING A COUPLE OF DEMONSTRATION PROJECTS ON NEW PARALLEL APPROACH SURVEILLANCE TECHNOLOGY.

THERE ARE ABOUT 50 AIRPORTS IN THE COUNTRY THAT HAVE PARALLEL RUNWAYS THAT ARE CLOSER THAN 4300 FEET AND THEREFORE CAN'T BE USED FOR SIMULTANEOUS OPERATIONS DURING BAD WEATHER.

BUT IF THIS NEW TECHNOLOGY WORKS, AND WE CAN REDUCE THAT MINIMUM RUNWAY SEPARATION, HOW MANY AIRPORT MANAGERS AROUND THE COUNTRY WILL WANT TO BUILD NEW PARALLEL RUNWAYS? WE NEED AN ANSWER TO THAT, SO WE'LL KNOW HOW MANY MONITORS WE'LL HAVE TO BUY.

SO NOW OUR QUESTION TO YOU AIRPORT OPERATORS IS: "WOULD YOU BUILD NEW RUNWAYS IF WE DEVELOP THE TECHNOLOGY THAT WOULD ALLOW ALL WEATHER OPERATIONS AT RUNWAYS CLOSER THAN 4300 FEET?"

MORE PARALLEL RUNWAYS WILL HELP. AND SO WILL MORE NEW AIRPORTS. BUT THERE ARE A LOT OF PLAYERS IN THAT GAME. AND IT'S GOING TO REQUIRE A TEAM SOLUTION. SOMEHOW WE'RE GOING TO HAVE TO SET UP A WAY TO COMMUNICATE THAT WILL GIVE US A BETTER CHANCE TO PLAY AS A TEAM.

THAT'S A TREMENDOUS CHALLENGE. HOW CAN WE DO A BETTER JOB OF SHARING INFORMATION AND DEVELOPING BETTER FINAL SOLUTIONS?

WE'VE GOT TO FIND A WAY TO UNIFY OUR PLANNING AT ALL LEVELS, A WAY TO REDUCE THE GUESSWORK AND INCREASE THE CERTAINTY. FOR EXAMPLE, THE NEED TO FUND NEW AIRPORT FACILITIES AT DENVER AND DALLAS-FORT WORTH CAME UP WITHOUT MUCH ADVANCE WARNING -- ALL OF A SUDDEN WE FOUND MIGHT NEED HUNDREDS OF MILLIONS OF DOLLARS FOR FACILITY INVESTMENT AT THOSE AIRPORTS.

THE HISTORY OF OUR SYSTEM IS THAT SOMEONE MAKES A MOVE AND THEN EVERYONE ELSE RESPONDS. RIGHT NOW, A GUY COULD GO OUT AND BUY 500 PLANES, WITHOUT TELLING ANYONE WHERE THEY'RE GOING TO FLY AND WHERE THEY'RE GOING TO LAND.

NOW, OF COURSE, WE'LL NEVER GET RID OF ALL THE SURPRISES. BUT THERE MUST BE SOME WAY TO REDUCE THEM A BIT, TO BRING A BIT MORE CERTAINTY TO OUR PLANNING, NOT ONLY FOR AIRPORTS BUT THROUGH THE SYSTEM.

AND THAT'S WHY I'VE LAID DOWN THESE CHALLENGES TODAY. YOU'RE PART OF THE SYSTEM. WE NEED YOUR INPUT.

I KNOW THAT MANY USER GROUPS JUST DON'T HAVE THE TECHNICAL STAFF TO COME UP WITH SPECIFIC ANSWERS ON SUCH THINGS AS HOW MANY RADARS TO BUY.

BUT I ALSO KNOW THAT USERS WANT VERY MUCH TO BE INVOLVED. MAYBE YOU CAN'T TELL US HOW MANY RADARS, BUT YOU CAN GIVE US YOUR VIEWS ON POLICY QUESTIONS, SUCH AS THE FUTURE OF ADS OR GPS OR LORAN C. AND MAYBE YOU CAN RAISE OTHER, EQUALLY IMPORTANT, QUESTIONS THAT WE HAVEN'T EVEN THOUGHT OF YET.

SO WE'RE GOING TO BE TALKING TO ALL OF YOU AS TIME GOES ON. BUT RIGHT HERE AND NOW, DURING THIS CONFERENCE, YOU HAVE AN OPPORTUNITY TO MAKE YOUR VOICES HEARD. AND THAT'S MY CHALLENGE TO YOU TODAY. WE WANT TO HEAR FROM YOU.

THANK YOU.

REMARKS
ADMIRAL JAMES BUSEY
ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION
FAA ALL HANDS MEETING
SEPTEMBER 12, 1989

GOOD MORNING. I WANTED TO GET TOGETHER WITH ALL OF YOU BY SATELLITE TODAY TO TELL YOU HOW PROUD I AM TO BE PART OF THIS GREAT ORGANIZATION AND TO GIVE YOU AN IDEA OF MY GOALS FOR THE FAA OVER THE NEXT FEW YEARS.

AMERICAN AVIATION IS THE BEST IN THE WORLD. ONE REASON FOR THAT IS THE ORGANIZATION THAT ALL OF US ARE PART OF TODAY. IT DESERVES A LARGE SHARE OF THE CREDIT FOR THE SAFETY, THE VITALITY, AND THE BASIC STRENGTH OF OUR COUNTRY'S AIR TRAFFIC SYSTEM. AND I HAVE NO DOUBT THAT ALL OF YOU JOIN ME IN MY DETERMINATION TO MAKE SURE AMERICA MAINTAINS ITS WORLD LEAD IN AVIATION.

THESE ARE EXCITING TIMES. THE FAA IS ABOUT TO ENTER WHAT I BELIEVE WILL BE ONE OF THE MOST CHALLENGING PERIODS IN ITS HISTORY.

OVER THE NEXT FEW YEARS, WE'RE GOING TO MAKE MAJOR CHANGES IN THE WAY WE DO OUR WORK. WE'VE GOT ADVANCED HIGH-TECH EQUIPMENT COMING ON LINE THAT WILL REVOLUTIONIZE AIR TRAFFIC CONTROL AND COMMUNICATIONS. WE'RE SETTING UP NEW TRAINING PROGRAMS. AND A LOT OF TALENTED NEW PEOPLE WILL BE COMING ABOARD.

LOOKING AT THE CHALLENGES WE FACE IN THE MONTHS AND YEARS AHEAD, I'M OPTIMISTIC BECAUSE I KNOW WE HAVE THE PEOPLE, THE RESOURCES, AND THE SPIRIT WE NEED TO ACHIEVE ANY GOAL — AND I MEAN ANY GOAL — THAT WE SET BEFORE OURSELVES.

I'M ALSO OPTIMISTIC BECAUSE WE'RE GOT A SECRETARY OF TRANSPORTATION WHO IS AN AVIATION BUFF. SAM SKINNER IS A PILOT. HE LOVES AVIATION. AND I KNOW HE'll GIVE US THE SUPPORT WE NEED TO GET ON WITH THE JOB AT THE FAA.

NOW WHAT ARE MY GOALS?

WELL, LET ME FIRST SAY THAT I HAVE NO INTENTION OF STARTING OFF WITH MAJOR CHANGES IN THE FAA ORGANIZATION. THOSE WERE MADE A YEAR AGO, AND IM GOING TO PLAY THE HAND I'VE BEEN DEALT. AS I SEE IT, MY TASK NOW IS TO SET THE RIGHT GOALS AND THEN TO HELP THE ORGANIZATION REACH THOSE GOALS AS EFFICIENTLY AS POSSIBLE.

THOSE GOALS COVER SIX MAIN AREAS: SAFETY, PEOPLE, PROCUREMENT, BUDGET, OUTREACH, AND AVIATION POLICY.

MY NUMBER ONE PRIORITY, AS IT MUST BE FOR EVERY FAA ADMINISTRATION AND FOR EVERYONE IN THE ORGANIZATION, IS SAFETY.

WE HAVE THE SAFEST SYSTEM IN THE WORLD, AND I'M GOING TO WORK AS HARD AS I POSSIBLY CAN TO SEE THAT IT STAYS THAT WAY. THAT'S AN ABSOLUTELY MANDATORY GOAL THAT STANDS HEAD AND SHOULDERS ABOVE EVERYTHING ELSE.

NEXT COMES PEOPLE. IN THE FINAL ANALYSIS, THE PERFORMANCE OF OUR ORGANIZATION WILL BE DETERMINED BY THE QUALITY OF OUR PEOPLE. WE MUST HAVE TALENTED, WELL-TRAINED PEOPLE. WE NEED THE RIGHT PEOPLE, IN THE RIGHT NUMBERS AND IN THE RIGHT JOBS, AND I'M DETERMINED WE'LL HAVE THEM.

FROM RECRUITMENT TO TRAINING TO RETENTION, I'M GOING TO MAKE SURE THAT THE FAA IS THE KIND OF PLACE THAT ATTRACTS AND KEEPS SMART, HARD WORKING, DEDICATED PEOPLE.

I'M A STRONG BELIEVER IN TRAINING — EFFECTIVE TRAINING, EFFICIENT TRAINING, THE KIND OF TRAINING THAT GIVES PEOPLE THE PRECISE SKILLS THEY NEED TO DO THEIR JOBS IN A SUPERB MANNER.

TRAINING IS VITALLY IMPORTANT IN THIS ERA OF RAPID TECHNOLOGICAL CHANGE. WE CAN HAVE THE MOST ADVANCED TECHNOLOGY, THE BEST HARDWARE, AND THE MOST EFFICIENT SYSTEMS IN THE WORLD, BUT THEY WON'T MEAN MUCH IF OUR PEOPLE CAN'T RUN THEM WELL.

AS YOU KNOW, WE'RE RIGHT IN THE MIDDLE OF A MAJOR MODERNIZATION OF OUR CONTROLLER TRAINING PROGRAMS. WE'RE GOING TO USE SIMULATION TECHNIQUES AND OTHER ADVANCED TRAINING CONCEPTS TO TRAIN NEW CONTROLLERS BETTER AND FASTER.

GOOD TRAINING IS THE FOUNDATION FOR GOOD JOB PERFORMANCE. AND IT'S ALSO IMPORTANT FOR GOOD MORALE. IF YOU'RE DOING IMPORTANT WORK, AND YOU'RE DOING IT WELL, THE CHANCES ARE YOU'LL FEELS GOOD ABOUT YOURSELF AND YOUR JOB. AND YOU'LL WANT TO KEEP ON DOING IT, WHICH IS EXACTLY WHAT WE WANT. WE WANT TO RETAIN PEOPLE WHO ARE DOING THE HARD WORK WELL.

SPEAKING OF RETENTION, I WANT YOU TO KNOW THAT I'M GOING TO PUSH HARD FOR PAY SCALES THAT ARE FLEXIBLE, COMPETITIVE, AND FAIR. THE PAY DEMONSTRATION PROJECT FOR ABOUT 2,100 EMPLOYEES AT ELEVEN FACILITIES IN THE CHICAGO, NEW YORK, LOS ANGELES, AND OAKLAND AREAS IS ONLY A BEGINNING. WE'RE DEVELOPING RECOMMENDATIONS FOR PERMANENT IMPROVEMENTS THAT WILL RELATE PAY SCALES MORE DIRECTLY TO TRAFFIC VOLUMES AND COST OF LIVING FACTORS.

IN THE PROCUREMENT AREAS, MY GOALS ARE TO INSTILL GREATER ECONOMY AND EFFICIENCY THROUGHOUT THE WHOLE PROCESS.

AS YOU PROBABLY KNOW, THERE HAVE BEEN SOME DELAYS AND COST OVERRUNS IN THE NATIONAL AIRSPACE SYSTEM PLAN. THIS PLAN, WHICH ADMINISTRATOR HELMS STARTED IN 1982, WILL COST A TOTAL OF $15.8 BILLION AND IS THE KEY PART OF OUR CAPITAL IMPROVEMENT PROGRAM.

THAT PROGRAM IS SO IMPORTANT THAT WE SIMPLY CANNOT TOLERATE OVERRUNS AND DELAYS. WE'VE GOT TO MAKE SURE THAT THEY DON'T BECOME A CHRONIC CONDITION IN THE FAA'S PROCUREMENT PROCESSES. AND I INTEND TO ENSURE THAT WE ARE WORKING WITH OUR CONTRACTORS TO GET OUR NEEDED HARDWARE AND PROGRAMS DELIVERED ON TIME AND ON COST.

AS YOU CAN SEE, MY PROCUREMENT GOAL HAS TO DO WITH HOW WE SPEND THE MONEY. MY BUDGET GOAL HAS TO DO WITH HOW MUCH MONEY WE GET TO SPEND.

LET ME PUT IT QUITE SIMPLY: MY GOAL IS TO GET THE MONEY WE NEED TO MAKE SURE THAT AMERICA CONTINUES TO HAVE THE SAFEST AND MOST PRODUCTIVE AIR COMMERCE SYSTEM IN THE WORLD.

SECRETARY SKINNER AND I ARE COMMITTED TO THE GROWTH AND ADVANCEMENT OF THE AIR TRANSPORTATION SYSTEM.

THAT MEANS THAT A CRITICALLY IMPORTANT PART OF MY JOB WILL BE TO WORK HARD WITHIN THE ADMINISTRATION AND WITH THE CONGRESS TO SEE THAT WE GET THE RESOURCES AND FUNDING THAT WILL ALLOW THE SYSTEM TO EVOLVE AND GROW AS IT SHOULD.

ANOTHER OF MY MAJOR GOALS IS OUTREACH. WE'VE GOT A LARGE COMMUNITY OF AVIATION LOVERS OUT THERE — PILOTS, MECHANICS, TECHNICIANS, FBO OPERATORS, AND MANY OTHERS. THEY'VE GOT IDEAS. THEY'VE GOT THINGS ON THEIR MINDS. AND THEY SHOULD BE HEARD.

BUT THAT'S NOT HAPPENING. I'VE HEARD FROM MANY OF THE USER GROUPS THAT OUR RULE-MAKING PROCESS REALLY DOESN'T PROVIDE THEM ENOUGH OPPORTUNITY TO GIVE US THE BENEFIT OF THEIR VIEWS. AND EVEN WHEN THEY DO COMMENT ON A PROPOSED RULE, IT OFTEN APPEARS THAT WE DON'T PAY MUCH ATTENTION.

NOW THAT'S GOT TO BE CHANGED. SO I'M LOOKING FOR NEW WAYS TO ENSURE THAT WE REALLY HEAR FROM ALL PARTS OF THE AVIATION WORLD.

ONE WAY TO DO THAT IS FOR ME TO GET OUT OF THE OFFICE AND MEET WITH OUR AVIATION USER GROUPS AND WITH YOU FOLKS AS OFTEN AS POSSIBLE. AND I'M GOING TO DO THAT. I CALL IT GETTING OUT WHERE THE RUBBER MEETS THE ROAD. THAT'S WHERE THE ACTION IS. THAT'S WHERE THE PROBLEMS ARE. AND THAT'S WHERE I CAN LEARN THE MOST ABOUT WHAT'S REALLY GOING ON IN AVIATION.

THE LAST GOAL I WANT TO MENTION IS FAA'S PARTICIPATION IN THE DEVELOPMENT OF A NATIONAL TRANSPORTATION POLICY — WHICH IS ONE OF SECRETARY SKINNER'S PRIMARY GOALS.

WE IN THE FAA HAVE A BIG ROLE TO PLAY IN HELPING TO DEVELOP THAT POLICY. WE WANT IT TO BE AS REALISTIC AND AS ALL-ENCOMPASSING AS POSSIBLE, AND WE'RE MAKING A SPECIAL EFFORT TO GET THE VIEWS AND THOUGHTS OF AVIATION INTEREST GROUPS FROM ALL AROUND THE COUNTRY.

I FEEL STRONGLY THAT A NATIONAL POLICY LIKE THIS SHOULD NOT BE DEVELOPED STRICTLY FROM INSIDE THE WASHINGTON BELTWAY. NOR SHOULD IT BE GENERATED BY SOME CONGRESSIONALLY MANDATED GROUP. IT'S OUR RESPONSIBILITY, AND WE'RE TAKING THE LEAD.

AS YOU CAN SEE, THOSE ARE AMBITIOUS GOALS. BUT I WOULDN'T HAVE CONSIDERED THEM IF I HAD ANY DOUBT ABOUT OUR ABILITY TO ACHIEVE THEM. I KNOW WE CAN — IF WE ALL PULL TOGETHER.

AND I HAVE NO DOUBT ABOUT THAT, EITHER. I KNOW I CAN COUNT ON ALL OF YOU.

I'VE BEEN ABOARD ABOUT THREE MONTHS NOW, AND I LIKE WHAT I SEE. I'M PROUD TO BE YOUR ADMINISTRATOR. I'M PROUD TO LEAD THIS SUPER ORGANIZATION.

I INTEND TO TALK TO YOU VIA THIS NETWORK FREQUENTLY, AND I LOOK FORWARD TO TALKING WITH YOU PERSONALLY WHEN I VISIT OUR FACILITIES AROUND THE COUNTRY.

KEEP CHARGING — AND THANKS FOR LISTENING.

MR. ED STOHR, WHO IS OUR REPRESENTATIVE TO ICAO:

MR. STU JAMISON, WHO IS OUR ALTERNATE REPRESENTATIVE TO ICAO AND A MEMBER OF THE ICAO AIR NAVIGATION COMMISSION;

MR. DALE McDANIEL, WHO IS OUR ACTING ASSOCIATE ADMINISTRATOR FOR POLICY AND INTERNATIONAL AVIATION; MR. TOM MESSIER, WHO IS OUR DIRECTOR OF INTERNATIONAL AVIATION:

AND, ETC., ETC.

I WANT TO TAKE THIS OPPORTUNITY TO THANK ALL OF YOU FOR YOUR CONTINUED DEDICATION TO ADVANCING THE SAFETY AND SECURITY OF GLOBAL AVIATION. THERE'S NO QUESTION THAT FURTHER PROGRESS IN THIS FIELD WILL DEPEND ON THE MUTUAL EFFORTS OF THE REPRESENTATIVES OF THE ADVANCED AVIATION NATIONS.

ICAO GIVES US THE FRAMEWORK FOR PROGRESS. BUT THE ENERGY AND EXPERTISE MUST COME FROM PEOPLE LIKE ALL OF YOU. AND I KNOW WE CAN COUNT ON YOU.

THIS MORNING I WANT TO SAY A FEW WORDS ABOUT A PROBLEM THAT WE ALL SHARE, TO ONE DEGREE OR ANOTHER. IN THE PAST TEN YEARS, WE HAVE WITNESSED AN EXPLOSIVE GROWTH IN WORLDWIDE AVIATION ACTIVITY. IN THE U.S., FOR EXAMPLE, AIR TRAFFIC HAS RISEN BY MORE THAN 50 PERCENT AND THE NUMBER OF PASSENGERS CARRIED BY OUR AIRLINES HAS MORE THAN DOUBLED DURING THIS PERIOD.

NATURALLY, THIS INCREDIBLE GROWTH HAS PRODUCED MAJOR STRAINS IN OUR AIR TRANSPORT SYSTEM. AND IT HAS ADDED IMMEASURABLY TO THE FEDERAL AVIATION ADMINISTRATION'S WORKLOAD IN ENSURING THE SAFE SEPARATION OF AIRCRAFT, IN WORKING TO RAISE SYSTEM EFFICIENCY AND REDUCE COSTLY DELAYS AND CONGESTION, AND IN FULFILLING OUR CONTINUING SAFETY REGULATORY RESPONSIBILITIES.

BUT I AM OPTIMISTIC. THE PEOPLE OF THE FAA HAVE RISEN TO THE TASK IN ADMIRABLE FASHION. AND WE NOW HAVE A NUMBER OF FAR-REACHING INITIATIVES THAT WILL TRANSFORM THE WAY WE DO OUR WORK AND THAT WILL INCREASE THE SYSTEM'S CAPACITY AND EFFICIENCY IN THE YEARS AHEAD.

WE HAVE SET UP A NATIONAL, COMPUTERIZED FLOW CONTROL SYSTEM. WE HAVE RESTRUCTURED MANY OF OUR BUSIEST AIR ROUTE CORRIDORS. WE ARE MOVING FORWARD WITH A MASSIVE CAPITAL INVESTMENT PLAN, OUR $15.8 BILLION DOLLAR NATIONAL AIRSPACE SYSTEM PLAN, WHICH OVER THE NEXT FEW YEARS WILL GIVE US THE ADVANCED TECHNOLOGY WE NEED TO HANDLE EVER INCREASING TRAFFIC VOLUMES. AND WE ARE TAKING A NUMBER OF ACTIONS THAT WILL HELP RELIEVE AIRPORT CONGESTION.

SINCE WE KNOW THE CAUSES OF OUR PROBLEMS, WE ALSO KNOW THE CURES. AND WE ARE APPLYING THEM AS EFFECTIVELY AND AS RAPIDLY AS WE CAN.

OF COURSE, THESE PROBLEMS ARE NOT UNIQUE TO THE U.S. AVIATION NATIONS MUST NOW TAKE STEPS TO INCREASE THE EFFICIENCY AND CAPACITY OF THEIR OWN AIR TRANSPORT SYSTEMS.

NO MODERN INDUSTRIAL NATION CAN LONG ENDURE SEVERE CONGESTION, DELAYS, AND INEFFICIENCY IN AIR TRANSPORTATION. NATIONAL STANDARDS OF LIVING AND THE ABILITY TO COMPETE IN WORLD MARKETS ALL DEPEND UPON EFFICIENT AIR COMMERCE.

SO WE SHARE COMMON CONCERNS. IN ONE WAY OR ANOTHER, WE ALL HAVE OUR WORK CUT OUT FOR US. WE ARE ALL CHALLENGED TO BRING GREATER CAPACITY, GREATER EFFICIENCY, AND GREATER SAFETY TO OUR AIR TRANSPORT ACITVITIES.

AND I THINK THAT WE CAN ALL LEARN FROM EACH OTHER, AS WE MOVE TO SOLVE THESE COMMON ISSUES. LET ME EMPHATICALLY ASSURE YOU THAT WE ARE MOST WILLING TO SHARE WITH YOU THE EXPERIENCE AND KNOWLEDGE WE HAVE GAINED IN STRIVING TO MODERNIZE OUR AIR SYSTEM.

I AM A NEWCOMER TO CIVIL AVIATION REGULATION. BUT I AM AN EXPERIENCED HAND AT INTERNATIONAL COOPERATION TO PROMOTE MUTUAL INTERESTS AND SOLVE COMMON PROBLEMS. I KNOW FROM EXPERIENCE THAT WE CAN ALL BENEFIT FROM A BETTER UNDERSTANDING OF EACH OTHER'S SYSTEMS AND FROM JOINT EFFORTS TO FIND WORKABLE SOLUTIONS TO THE ISSUES AND PROBLEMS THAT CONFRONT US ALL.

THANK YOU AGAIN FOR BEING WITH US SO EARLY THIS MORNING. I WOULD WELCOME ANY COMMENT OR QUESTIONS YOU MAY HAVE. THANK YOU.

REMARKS FOR ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION
INTERNATIONAL CIVIL AVIATION ORGANIZATION
MONTREAL, CANADA
SEPTEMBER 20, 1989

THANK YOU. THIS IS MY FIRST MEETING WITH THE INTERNATIONAL CIVIL AVIATION ORGANIZATION, AND I AM VERY PLEASED TO HAVE THIS OPPORTUNITY TO SAY A FEW WORDS TO THE 27TH SESSION OF THE ASSEMBLY.

I'M SURE THAT ALL OF YOU SHARE MY DEEP RESPECT AND HIGH REGARD FOR THIS GREAT ORGANIZATION. ITS ACTIVITIES IN THE DYNAMIC WORLD OF INTERNATIONAL CIVIL AVIATION ARE OF VITAL IMPORTANCE TO EVERY MEMBER COUNTRY AND INDEED TO EVERY ONE OF THE MILLIONS OF PASSENGERS WHO FLY ON INTERNATIONAL FLIGHTS.

ICAO SERVES AS THE BASIC, ESSENTIAL FOUNDATION FOR OUR COOPERATIVE EFFORTS TO DEVELOP AND APPLY SOLUTIONS TO A NUMBER OF CRUCIAL AVIATION ISSUES THAT AFFECT VIRTUALLY EVERY NATION IN THE WORLD.

TODAY, I WILL TALK ABOUT THREE OF THOSE ISSUES. THE FIRST IS INTERNATIONAL TERRORISM AND WHAT FURTHER STEPS WE MUST TAKE TO COMBAT IT MORE EFFECTIVELY. THE SECOND IS THE GROWING PROBLEM OF HOW TO USE OUR AIRSPACE AND AIRPORTS MORE EFFICIENTLY. AND THE THIRD IS THE EVER-PRESENT ISSUE OF AVIATION SAFETY.

SINCE THE 1986 TRIENNIAL ASSEMBLY, ICAO HAS ACHIEVED SIGNIFICANT PROGRESS IN STRENGTHENING AVIATION SAFETY AND SECURITY. IT HAS DONE THAT IN AN ATMOSPHERE LARGELY FREE OF POLEMICS, IN WHICH REPRESENTATIVES OF MEMBER STATES AND THEIR TECHNICAL EXPERTS DEDICATED THEMSELVES TO ACHIEVING PRACTICAL TECHNICAL SOLUTIONS.

SECRETARY OF TRANSPORTATION SKINNER AND I APPLAUD ICAO's STRONG RESPONSE TO TERRORISM. THAT RESPONSE HAS MADE IT CLEAR TO TERRORISTS AND WOULD-BE TERRORISTS THROUGHOUT THE WORLD THAT CIVILIZED PEOPLE WILL NOT TOLERATE THESE BRUTAL AND ILLICIT ACTS. THE MEASURES TAKEN SO FAR HAVE BEEN BOTH FAR-REACHING AND EFFECTIVE.

THE COUNCIL AND ITS COMMITTEE ON UNLAWFUL INTERFERENCE ACTED WITH GREAT DISPATCH FOLLOWING THE BOMBING OF PAN AM FLIGHT 103 OVER LOCKERBIE, SCOTLAND, LAST DECEMBER. IN FEBRUARY, A MINISTERIAL-LEVEL COUNCIL SESSION ADOPTED A RESOLUTION THAT CALLED FOR IMPROVED WORLDWIDE IMPLEMENTATION OF SECURITY STANDARDS AND THE DEVELOPMENT OF STRONGER PROVISIONS AGAINST TERRORIST ACTS.

THE UNITED STATES JOINED OTHER NATIONS IN ASKING FOR THAT SPECIAL COUNCIL SESSION, AND WE ARE GRATIFIED BY THE COMMON RESOLVE TO STRENGTHEN THE WORLDWIDE FIGHT AGAINST TERRORISM.

WE BELIEVE THAT THE TIME HAS COME TO DO MORE. WE MUST USE EVERY MEANS AT OUR DISPOSAL, INCLUDING THE MOST ADVANCED TECHNOLOGY, TO STOP TERRORISTS IN THEIR TRACKS.

WE RECOGNIZE THAT THE ESTABLISHMENT OF NEW AND EVEN STRONGER SECURITY MEASURES WILL COST MORE MONEY AND CREATE ADDITIONAL ECONOMIC BURDENS ON MEMBER STATES. BUT WE BELIEVE THAT TERRORISTS CAN BE DETERRED ONLY BY THE FIRM RESOLVE AND CONCERTED ACTION OF ALL CIVILIZED COUNTRIES. WE MUST STAND UNITED IN EXACTING A HEAVY PRICE FROM THOSE WHO WOULD ATTACK DEFENSELESS AIR TRAVELLERS.

DURING THIS 27TH SESSION, WE ARE BEING ASKED TO CONSIDER ESTABLISHING A NEW MECHANISM FOR PROVIDING TECHNICAL, FINANCIAL, OR MATERIAL ASSISTANCE IN AVIATION SECURITY TO OTHER STATES.

I WOULD STRONGLY URGE THE MEMBERS TO SUPPORT THIS PROPOSAL. WE MUST ELIMINATE ANY REMAINING WEAK LINKS THAT TERRORISTS MIGHT BE ABLE TO EXPLOIT.

THE UNITED STATES ALREADY PROVIDES TRAINING AND MATERIAL ASSISTANCE IN ANTI-TERRORISM AND AVIATION SECURITY TO OTHER MEMBER STATES. AND NOW WE'RE ALSO GOING TO MAKE AVAILABLE TWO OF OUR TOP AVIATION SECURITY SPECIALISTS TO WORK FULL TIME HERE AT ICAO HEADQUARTERS UNDER THE DIRECTION OF DR. KOTAITE AND SECRETARY GENERAL SIDHU IN STRENGTHENING ICAO'S OVERALL AVIATION SECURITY ORGANIZATION.

ANOTHER QUESTION THAT WE MUST ADDRESS DURING THIS SESSION RELATES TO THE THREAT OF PLASTIC EXPLOSIVES. THEY ARE EASY TO CONCEAL AND DIFFICULT TO DETECT.

THE SPECIAL COUNCIL SESSION THAT MET IN FEBRUARY SPONSORED A MEETING OF EXPLOSIVE EXPERTS TO SEE WHAT MIGHT BE DONE ABOUT PLASTIC EXPLOSIVES. THEY DETERMINED THAT THE DETECTIBILITY OF PLASTIC EXPLOSIVES CAN BE IMPROVED BY THE USE OF A SPECIAL ADDITIVE DURING THE MANUFACTURING PROCESS.

NOW WE ARE BEING ASKED TO SUPPORT THE PREPARATION OF A NEW LEGAL INSTRUMENT RELATING TO THE MARKING OF EXPLOSIVES FOR ENHANCED DETECTIBILITY. AND I WOULD STRONGLY URGE YOUR SUPPORT FOR THIS PROPOSAL, TOO.

IN ADDITION, THE UNITED STATES IS SPONSORING A NEW ASSEMBLY RESOLUTION THAT CALLS FOR STRONGER SECURITY MEASURES DIRECTED AGAINST PLASTIC EXPLOSIVES. THIS RESOLUTION WOULD ASK OTHER NATIONS TO INSTALL EXPLOSIVE DETECTION SYSTEMS AT INTERNATIONAL AIRPORTS AS SOON AS POSSIBLE.

AND HERE AGAIN, I WOULD STRONGLY URGE YOUR SUPPORT FOR THIS NEW RESOLUTION. I BELIEVE THAT ADVANCED DETECTION SYSTEMS CAN PLAY A KEY ROLE IN DETERRENCE.

AS YOU PROBABLY KNOW, THE UNITED STATES IS REQUIRING U.S. AIRLINES TO INSTALL EXPLOSIVE DETECTION SYSTEMS AT 40 DOMESTIC AND FOREIGN AIRPORTS. IN THIS CONNECTION, I WOULD LIKE TO EXTEND AN INVITATION TO ALL OF YOU TO VISIT THE JOHN F. KENNEDY AIRPORT, IN NEW YORK, ON EITHER OCTOBER 7 OR 8 FOR DEMONSTRATIONS OF THE NEW THERMAL NEUTRON ANALYSIS UNIT NOW IN OPERATION THERE.

MEMBERS OF OUR DELEGATION HERE TODAY WILL BE HAPPY TO GIVE YOU MORE INFORMATION ABOUT THE DEMONSTRATION SCHEDULE.

THE UNITED STATES NOW REQUIRES 100 PERCENT INSPECTION OF CHECKED BAGGAGE AT SELECTED AIRPORTS, AND WE ARE GETTING READY TO PROPOSE MORE EXACTING STANDARDS FOR OUR X-RAY AND METAL DETECTION EQUIPMENT.

OF COURSE, WE ARE ALSO WORKING CLOSELY WITH OUR AVIATION SECURITY COUNTERPARTS AROUND THE WORLD. OUR GOAL IS TO HELP COORDINATE INTERNATIONAL SECURITY ASSESSMENT EFFORTS AND TO EXPEDITE THE DISSEMINATION OF SECURITY INFORMATION. TO FURTHER STRENGTHEN THESE EFFORTS, THE FEDERAL AVIATION ADMINISTRATION PLANS TO POST MORE SECURITY LIAISON SPECIALISTS OVERSEAS TO WORK WITH U.S. AIR CARRIERS AND WITH SECURITY OFFICIALS IN OTHER COUNTRIES.

THE SECOND ISSUE I WANT TO DISCUSS TODAY CONCERNS WHAT WE CAN DO TO USE OUR AIRSPACE AND AIRPORTS MORE EFFICIENTLY. AIRPORTS AND AIRWAYS AROUND THE WORLD ARE INCREASINGLY CONGESTED. FLIGHTS ARE DELAYED. PASSENGERS ARE FRUSTRATED. AND IMMENSE SUMS OF MONEY ARE WASTED.

WE ALL KNOW THE MAJOR CAUSES: OLD AIRPORTS THAT CAN'T HANDLE TODAY'S TRAFFIC DEMANDS, AIRSPACE RESTRICTIONS, CONTROLLER SHORTAGES, LABOR DIFFICULTIES, THE LACK OF POSITIVE RADAR CONTROL, OUTDATED SYSTEMS, AND OUTMODED TECHNOLOGY, PROCEDURES, AND EQUIPMENT.

SINCE WE KNOW THE CAUSES, WE ALSO KNOW THE CURES. BETTER FLOW CONTROL AND TRAFFIC MANAGEMENT CAN HELP, OF COURSE, BUT THEY ARE BY NO MEANS THE FINAL ANSWER. WE NEED NEW AIRPORTS, MORE AND BETTER RUNWAYS, BETTER SURVEILLANCE TECHNOLOGY, BETTER COMPUTERS, AND BETTER COMMUNICATIONS. WE NEED IMPROVED SYSTEMS AND PROCEDURES. AND WE NEED MORE AUTOMATION.

PART OF THE PROBLEM CAN BE SOLVED BY ACQUIRING AND USING THE MOST ADVANCED TECHNOLOGY AVAILABLE. TO DO THAT IN THE MOST COST-EFFECTIVE MANNER, EACH NATION NEEDS A COMPREHENSIVE PLAN FOR THE KIND OF TECHNOLOGICAL MODERNIZATION THAT CAN EXPAND THE CAPACITY OF ITS AIR TRANSPORT SYSTEM.

WE'VE HAD SUCH A PLAN IN THE UNITED STATES SINCE 1981, A PLAN WE CALL OUR NATIONAL AIRSPACE SYSTEM PLAN, OR NAS PLAN, FOR SHORT. IT'S A BLUE PRINT FOR $15.8 BILLION DOLLAR'S WORTH OF INVESTMENT IN NEW TECHNOLOGY THAT WILL GIVE US THE SURVEILLANCE, CONTROL, AND COMMUNICATIONS SYSTEMS WE'RE GOING TO NEED TO HANDLE THE DEMANDS OF THE 21ST CENTURY.

SUCH PLANS CANNOT BE SET IN CONCRETE. THEY MUST BE FLEXIBLE AND ABLE TO ROLL FORWARD WITH CHANGING DEMANDS AND THE RAPID EVOLUTION OF TECHNOLOGY. IN THE U.S., FOR EXAMPLE, WE ARE RIGHT NOW CHANGING THE FORMAT OF OUR CAPITAL INVESTMENT PLAN SO THAT IT WILL MORE ACCURATELY REFLECT THE CHANGING NEEDS AND HIGHER LEVELS OF CAPITAL INVESTMENT THAT WILL BE REQUIRED IN FUTURE YEARS.

AS YOU KNOW, WE'VE ACCUMULATED A LOT OF EXPERIENCE IN THE PLANNING AND ACQUISITION OF ADVANCED NEW SYSTEMS, AND WE'RE MOST PLEASED TO SHARE THAT EXPERIENCE WITH OTHER NATIONAL AVIATION AUTHORITIES.

AS I SAID, ADVANCED TECHNOLOGY IS ONLY ONE PART OF THE STORY. TO KEEP OUR AIR TRANSPORT SYSTEMS IN LINE WITH RISING DEMAND, WE ALSO NEED MORE RUNWAYS AND MORE AIRPORTS.

IN MY COUNTRY, RUNWAYS AND AIRPORTS ARE NOT BUILT BY THE NATIONAL GOVERNMENT. WE CAN HELP PLAN AIRPORTS, AND WE CAN PROVIDE FINANCIAL ASSISTANCE THROUGH OUR AIRPORT IMPROVEMENT PROGRAM. BUT WE DO NOT BUILD NEW RUNWAYS AND AIRPORTS.

THEY ARE THE RESPONSIBILITY OF OUR STATE AND LOCAL GOVERNMENTS. THE RESULT IS THAT, ALL TOO OFTEN, THE DECISION TO BUILD OR IMPROVE AN AIRPORT IS MADE LARGELY ON THE BASIS OF LOCAL CONSIDERATIONS, EVEN THOUGH AIRPORTS ARE A VITAL PART OF OUR NATIONAL TRANSPORTATION SYSTEM.

AND THAT IS ONE REASON WHY AIRPORT PLANNING AND CONSTRUCTION IN THE UNITED STATES HAS FALLEN BEHIND IN RECENT YEARS. WE FINISHED OUR LAST MAJOR AIRPORT 15 YEARS AGO.

I BELIEVE THE AMERICAN PUBLIC UNDERSTANDS AND SUPPORTS THE MODERNIZATION AND EXPANSION OF THE AIR TRAFFIC CONTROL SYSTEM. BUT THE PUBLIC IS NOT NEARLY AS WILLING TO FUND THE EXPANSION OF EXISTING AIRPORTS OR THE CONSTRUCTION OF NEW ONES.

TO FOCUS PUBLIC ATTENTION ON SUCH CRITICAL ISSUES, SECRETARY OF TRANSPORTATION SKINNER HAS BEGUN A MASSIVE EFFORT TO DEVELOP AN ALL-ENCOMPASSING NATIONAL TRANSPORTATION POLICY. DEVELOPMENT OF THIS POLICY WILL FORCE CONSIDERATION OF A NUMBER OF CRUCIAL ISSUES, INCLUDING:

* WHETHER THE CURRENT FEDERAL GOVERNMENT AIRPORT INVESTMENT PROGRAM IS SUFFICIENT;

* HOW TO BALANCE ENVIRONMENTAL CONCERNS WITH THE NEED TO EXPAND SYSTEM CAPACITY;

* AND WHAT ROLE THE FEDERAL GOVERNMENT SHOULD PLAY IN AIRPORT EXPANSION AND CONSTRUCTION.

I BELIEVE THAT THE DEBATE OVER A NEW NATIONAL TRANSPORTATION POLICY IN MY COUNTRY WILL HELP CREATE GREATER PUBLIC UNDERSTANDING OF THE PRESSING NEED TO IMPROVE OUR EXISTING AIRPORTS AND BUILD NEW ONES. CERTAINLY, WE MUST HAVE INCREASED PUBLIC UNDERSTANDING AND SUPPORT, IF WE ARE TO EXPAND AIRPORT CAPACITY IN THE YEARS AHEAD.

NOW I'D LIKE TO TURN TO SOME SAFETY ISSUES THAT ARE OF MUTUAL CONCERN.

WE ARE ALL KEENLY AWARE OF THE STRUCTURAL CHANGES THAT ARE TAKING PLACE IN THE INTERNATIONAL AIRLINE INDUSTRY. IN MY VIEW, SOME OF THOSE CHANGES MAY SEVERELY AFFECT OUR ABILITY TO REGULATE SAFETY IN THE INTERNATIONAL ARENA.

FOR EXAMPLE, THE RAPID INTERCHANGE OF TRANSPORT AIRCRAFT, AND THE EXPANSION OF AIRCRAFT LEASING, CHARTER, AND INTERCHANGE, ARE MAKING IT CONSIDERABLY MORE DIFFICULT TO MONITOR INDIVIDUAL AIRCRAFT OPERATORS AND TO KEEP TRACK OF THE CONTINUING AIRWORTHINESS OF INDIVIDUAL AIRCRAFT.

THAT'S WHY I BELIEVE THAT IT IS NOW CRITICALLY IMPORTANT TO GET EARLY RATIFICATION OF ARTICLE 83 BIS OF THE CONVENTION ON INTERNATIONAL CIVIL AVIATION.

THIS ARTICLE WOULD SET UP A BILATERAL FRAMEWORK THAT WOULD ALLOW THE AVIATION AUTHORITIES OF LESSEE AND LESSOR COUNTRIES TO MAKE VOLUNTARY ARRANGEMENTS TO MONITOR AIRCRAFT MORE EFFECTIVELY.

SAFETY AUTHORITIES CAN NO LONGER AFFORD THE LUXURY OF UNCOORDINATED REGULATORY PRACTICES GOVERNING MAINTENANCE AND OPERATIONS. AND I WOULD URGE EVERY AVIATION OFFICIAL HERE TODAY TO DO EVERYTHING POSSIBLE TO ASSURE EARLY RATIFICATION OF ARTICLE 83 BIS.

IN THE INTEREST OF TIME I WILL JUST MENTION THREE OTHER PRESSING SAFETY ISSUES:

* FIRST, THE NEED FOR AIRWORTHINESS AUTHORITIES TO EXPEDITE EFFORTS TO ACHIEVE COMPARABILITY IN AIRCRAFT CERTIFICATION, OPERATION, AND MAINTENANCE REQUIREMENTS.

* SECONDLY, THE CHANGES WE ARE MAKING IN INSPECTION AND PARTS REPLACEMENT PRACTICES FOR AGING AIRCRAFT, FOLLOWING THE ALOHA AIRLINES BOEING 737 ACCIDENT LAST YEAR. WE WANT TO THANK COUNCIL PRESIDENT KOTAITE FOR LETTING US PRESENT A JOINT GOVERNMENT/INDUSTRY BRIEFING TO THE ASSEMBLY'S TECHNICAL COMMISSION ON THE POLICY IMPLICATIONS OF THESE CHANGES.

* AND THIRD, THE PROGRESS THAT IS BEING MADE BY ICAO'S TECHNICAL PANELS ON A WORLDWIDE, SATELLITE-BASED, COMMUNICATION, NAVIGATION, AND SURVEILLANCE SYSTEM. THIS SYSTEM WILL REVOLUTIONIZE AIR NAVIGATION, ASSURE CONTINUOUS COMMUNICATIONS WITH AIRCRAFT REGARDLESS OF POSITION, AND PERMIT FAR MORE EFFICIENT USE OF ENROUTE AIRSPACE.

FINALLY, I WANT TO SAY JUST A FEW WORDS ABOUT MLS. THE CANCELLATION OF OUR MLS ACQUISITION CONTRACT WITH THE HAZELTINE CORPORATION DOES NOT MEAN THAT THE U.S. IS BACKING AWAY FROM ITS COMMITMENT TO MLS.

WE ARE STILL COMMITTED, BECAUSE WE BELIEVE THAT THE TECHNICAL CASE FOR THE SYSTEM IS UNDENIABLE. WE ARE NOW SPONSORING A THREE-YEAR TRIAL THAT SHOULD RESOLVE ALL DOUBT THAT MLS WILL DO WHAT WE BELIEVE IT WILL DO.

WE'LL HAVE THE RESULTS SOME TIME TOWARD THE END OF 1991, AND WE RECOMMEND THAT ICAO SCHEDULE A WORLDWIDE, DIVISIONAL MEETING IN MID- OR LATE- 1992 TO REVIEW THE MLS IMPLEMENTATION SCHEDULE TO DETERMINE IF SCHEDULE ADJUSTMENTS WILL BE NECESSARY.

IN CONCLUSION, I WANT TO EXPRESS MY APPRECIATION TO COUNCIL PRESIDENT KOTAITE, THE MEMBERS OF THE COUNCIL, AND SECRETARY GENERAL SIDHU FOR THE LEADERSHIP YOU ARE PROVIDING TO THIS ORGANIZATION. IN MY VIEW, YOU ARE KEEPING ICAO FOCUSED DIRECTLY ON THE IMPORTANT ISSUES CONFRONTING INTERNATIONAL AVIATION IN THESE FINAL YEARS OF THE 20TH CENTURY.

I LOOK FORWARD TO WORKING WITH YOU TO IMPROVE THE SAFETY AND SECURITY OF INTERNATIONAL CIVIL AVIATION IN THE YEARS AHEAD. THANK YOU.

REMARKS FOR AIRPORT ACTION GROUPS
JAMES B. BUSEY
ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
SEPTEMBER 21, 1989

FROM WHAT I SAW ON THE VIDEO, THE CAMERA CREW FILMING THIS CAPTURED YOUR BEST SIDES.....

THERE'S A WORD THAT CAME TO MIND WHILE I WAS WATCHING YOU AND THE OTHERS IN THAT VIDEO...A WORD THAT EMBODIES WHAT ALL OF US HERE KNOW TO BE KEY TO THE SUCCESSES WE HAVE SEEN TODAY. THE WORD IS TEAMWORK.

WITHOUT IT, THERE CAN BE ONLY LIMITED SUCCESS IN THE BUSINESS WE'RE IN. WITH IT...AND THE SYNERGY IT GENERATES... WE CAN GO FAR. I THINK YOUR STORIES, AS WE HAVE SEEN TODAY, ARE EXCELLENT MODELS OF GROUPS PULLING TOGETHER AND MAKING IT.

FOR EACH OF THE GROUPS INVOLVED IN A COMMUNITY WITH AN AIRPORT, THERE ARE RESPONSIBILITIES AND OPPORTUNITIES, LIMITATIONS AND CONSTRAINTS...EACH GROUP CAN DO ONLY SO MUCH. PUBLIC OFFICIALS, WITH MAJOR RESPONSIBILITIES FOR ENSURING THAT RULES AND REGULATIONS BE OBSERVED, MUST ALSO BE RESPONSIVE TO THE COMMUNITY. AIRPORT MANAGERS, WITH THEIR PROFESSIONAL EXPERIENCE AND TECHNICAL EXPERTISE, ARE TASKED WITH RUNNING THE AIRPORTS AND PROVIDING THE SERVICES NEEDED BY A TRAVELING PUBLIC.

THE ROLE OF THE AIRPORT ACTION GROUP BECOMES EXTREMELY IMPORTANT AS A MEANS OF PROVIDING INFORMATION TO PUBLIC OFFICIALS AND SUPPORTING THE AIRPORT...BRIDGING THE GAP, AS IT WERE...LETTING THE COMMUNITY, THE PUBLIC OFFICIALS AND THE POLITICAL REPRESENTATIVES KNOW THAT THE AIRPORT HOLDS THE TRANSPORTATION KEY TO A THRIVING ECONOMY, AN ENHANCED EDUCATIONAL EXPERIENCE FOR STUDENTS, AND ACCESS TO THE NATIONAL TRANSPORTATION SYSTEM.

THIS ROLE IS PIVOTAL TO SUCCESSFUL TEAMWORK. IT FOCUSES COMMUNITY AWARENESS ON THE BENEFITS OF AVIATION AND AIRPORTS; IT FREES THE AIRPORT MANAGER TO DO THE JOB HE OR SHE IS PROFESSIONALLY QUALIFIED TO UNDERTAKE, IT GIVES PUBLIC OFFICIALS THE INPUT THEY NEED TO ALLOCATE ASSISTANCE TO THE FACILITY.... AND IT EDUCATES THE COMMUNITY ABOUT THE ROLE OF AIR TRANSPORTATION.

THIS IS A BIG JOB...BUT ONE WITH MANY REWARDS...NOT SHORT-TERM ONES, THAT'S FOR SURE...BUT LONG-TERM ONES WHERE WE KEEP AN AIRPORT OR EXPAND IT TODAY BECAUSE THE OPPORTUNITY TO BUILD ONE OR EXPAND ONE WILL NOT EXIST TOMORROW... WHERE WE SHOW OUR YOUNG PEOPLE AND OUR EDUCATORS THAT MATH AND SCIENCE, BUSINESS AND MANAGEMENT ARE RIGHT OUT THERE WHERE THE RUBBER MEETS THE RUNWAY...WITH PRACTICAL APPLICATIONS FOR THEIR ACADEMIC LEARNING.

AND WHERE WE SHOW THAT TEAMWORK...AIRPORTS, PUBLIC OFFICIALS AND AIRPORT ACTION GROUPS, WORKING TOGETHER, CAN MAKE A DIFFERENCE.

WE HAVE SOME AWARDS TO RECOGNIZE THE AIRPORTS AND THE ACTION GROUPS WHICH ARE ASSOCIATED WITH THEM. WE ARE ALSO VERY APPRECIATIVE OF THE PARTICIPATION OF SEVERAL OF THE NATIONAL AVIATION ASSOCIATIONS IN THIS VIDEO AND OF THEIR SUPPORT FOR THE AIRPORT ACTION GROUP CONCEPT.

FOR ALBERT WHITTED MUNICIPAL AIRPORT IN ST. PETERSBURG, FLORIDA AND THEIR ACTION GROUP...THE CITIZENS FOR THE PRESERVATION OF THE WATERFRONT/AIRPORT.....MR. TIM TRAVIS.

FOR THE ALLENTOWN/BETHLEHEM/EASTON AIRPORT IN THE LEHIGH VALLEY OF PENNSYLVANIA AND THEIR ACTION GROUP...THE PARTNERSHIP....MR. JACK YOHE.

FOR THE HOUSTON AREA AIRPORTS AND THEIR ACTION GROUP....FLIGHT FESTIVAL, INC....MR. THOMAS HETHERINGTON.

FOR THE PALO ALTO AIRPORT OF SANTA CLARA COUNTY AND THEIR ACTION GROUP...THE JOINT COMMUNITY RELATIONS COMMITTEE..
MS. MARY HINGSTON.

THE FAA IS PLEASED TO RECOGNIZE THE CONTRIBUTIONS OF THE NATIONAL BUSINESS AIRCRAFT ASSOCIATION, FOR THEIR FLY QUIETLY AND FLY NEIGHBORLY PROGRAMS AND THEIR SUPPORT FOR AIRPORTS....MR. MOE HAUPT.

THE FAA IS PLEASED TO RECOGNIZE THE NATIONAL ASSOCIATION OF STATE AVIATION OFFICIALS , FOR THEIR PROMOTION OF AIRPORTS AND CONSISTENT EFFORTS IN ENCOURAGING THE STATES TO ADOPT PROGRAMS WHICH STRENGTHEN THE AIRPORT SYSTEM.... MR. ROBERT WARNER.

THE FAA IS PLEASED TO RECOGNIZE THE AIRCRAFT OWNERS AND PILOTS ASSOCIATION FOR THEIR PROGRAMS WHICH ENCOURAGE PILOTS TO ORGANIZE AIRPORT ASSOCIATIONS AND THEIR MATERIALS WHICH ARE VALUABLE EDUCATIONAL TOOLS FOR AIRPORT ACTION GROUPS AND THOSE WHO PROMOTE AVIATION....MS. GAYLE LEWIS.

THE FAA WILL DISTRIBUTE THIS VIDEO NATIONWIDE THROUGH THE REGIONS AND HEADQUARTERS. ACCOMPANYING IT IS A MANUAL WHICH SERVES AS A GUIDE TO FORMING AND DIRECTING AN AIRPORT ACTION GROUP. FOR THEIR DEVELOPMENT OF THIS WORKBOOK, FAA RECOGNIZES THE CONTRIBUTION FROM THE ILLINOIS DIVISION OF AERONAUTICS.... MR. RICHARD WARE.

LIST OF PERSONS ARRIVING AT FIRST FLOOR SECURITY

MR. RICHARD WARE.....ILLINOIS DVISION OF
AERONAUTICS

MS. GAIL LEWIS.....AIRCRAFT OWNERS AND PILOTS
ASSOCIATION (AOPA)

MR. ROBERT WARNER.....NATIONAL ASSOCIATION OF
STATE AVIATION OFFICIALS (NASAO)

MR. MOE HAUPT.....NATIONAL BUSINESS AIRCRAFT
ASSOCIATION (NBAA)

MR. TIM TRAVIS.....AIRPORT DIRECTOR,
ALBERT WHITTED AIRPORT
ST. PETERSBURG, FLORIDA

MS. MARY HINGSTON.....REPRESENTATIVE OF
SANTA CLARA COUNTY,
CALIFORNIA

MR. JACK YOHE.....DIRECTOR,
ALLENTOWN/BETHLEHEM/EASTON
AIRPORT AND TWO GUESTS.

MR. THOMAS HETHERINGTON.....DEPARTMENT OF
AVIATION, CITY OF HOUSTON,
TEXAS

MS. VESTA RAE GAUBERT..... HOUSTON, TEXAS

MR. AND MRS. KENDALL HOYT (KEN HOYT IS A FREELANCE WRITER IN AVIATION WHO WRITES A REGULAR COLUMN FOR *AIRPORT SERVICES* MAGAZINE.)

MS. LINDA BRUCE....AAAE

PREPARED REMARKS FOR DELIVERY BY

ADMIRAL JAMES B. BUSEY

ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION

FEDERAL CITY CHAPTER, AMERICAN HELICOPTER SOCIETY

WASHINGTON, D.C.

SEPTEMBER 26, 1989

Remarks for Admiral James B. Busey
Administrator, Federal Aviation Administration
Federal City Chapter, American Helicopter Society
Washington, D.C.
September 26, 1989

Thank you very much. It's a pleasure to be with you this evening. This is the first time I've had a chance to meet with members of the American Helicopter Society.

My son is a flight test engineer with the Navy at PAX River and has been a member of your Society since 1984. He's told me a good deal about your interests and activities.

Tonight I want to brief you on the FAA's role in the development of vertical flight technology and its commercial application in this country.

As you may know, the FAA has three major national plans that guide our activities and programs. Each of those plans include sections that relate to rotorcraft development and operations. And we also have a couple of plans that relate primarily to rotorcraft technology.

Let's take the three national plans first.

One is our 15.8 billion dollar National Airspace System Plan, which is our overall planning document for the future development of our air traffic system. It details the acquisition of new technology that will expand the efficiency and capacity of the nation's air transport system over the next few years.

Right now, we're in the process of updating that plan and reformatting it in a manner that will make it more accurate and flexible in future years.

The NAS Plan includes sections on the use of rotorcraft in ways that will exploit their unique operating capabilities, enhance safety, and reduce airspace and airport congestion.

The second national plan is the Integrated Airport Systems Plan, which deals with the nation's growing airport needs. We expect the number of passengers to double in about 15 years, and that means more planes, more flights, more traffic — and potentially more delays and congestion on the ground and in the air.

There's no question that helicopters and vertiports have an important role to play in helping to prevent and relieve this potentially costly air system congestion. And we have issued a series of planning grants that will help determine the requirements for future development of heliports and vertiports in Washington, D.C., the New York City region, Miami, Puerto Rico, and a number of other cities and states around the country.

The third major national plan is our Research, Engineering, and Development Plan, which of course covers the design and development of new aircraft technology that will be important to the future development of helicopters.

In addition to these major national plans, as I mentioned a moment ago, we have two specific plans that will help guide us in integrating rotorcraft technology into our air transport system.

One of these is our Rotorcraft Master Plan, which is designed to help increase the use of rotorcraft for transportation to and from city centers. It envisions the use of rotorcraft for up to ten percent of all scheduled, short-haul passenger operations by the year 2010.

The other rotorcraft plan is the National Civil Tiltrotor Implementation Plan, which is designed to facilitate the transfer of tiltrotor technology from the Defense Department to the public and commercial sectors.

The Tiltrotor Plan also outlines the steps that will be required to create a national civil tiltrotor transportation system, which would have to be a cooperative effort involving industry, the FAA, NASA, and the departments of Transportation, Defense, and Commerce.

Of course, the primary responsibility for developing, manufacturing, and selling a civil tiltrotor aircraft for commercial use would remain with private industry.

Together, these two plans outline a specific roadmap on how best to realize the potential that rotorcraft has to offer to our nation's transportation system.

The third and last major area that I'd like to discuss is the transfer of new technology from the public to the private sector.

Although the numbers aren't final yet, it looks like the Department of Defense will spend about seven billion dollars in fiscal 1990 on vertical flight technology, including procurement, maintenance, research, and development. NASA's budget will be somewhere in the vicinity of 40 million dollars in fiscal 90.

Both of those agencies spend quite a bit of money on research and development. And a lot of that new technology can be of benefit in commercial aviation. There is really little need for the FAA to spend money on that kind of activity.

Even if we wanted to do a lot of research and development in the helicopter area, we would not be able to make a significant impact in the next few years. We just don't have the money.

The FAA's budget for rotorcraft in fiscal 1989 is 6.5 million dollars. But we're going to have to accept a significant reduction from that amount in fiscal 1990 and 91.

That doesn't mean we're not interested. But it does mean that if we want to make an impact in this area we've got to concentrate on capitalizing on the technological development work now being done in Defense and NASA.

If the vertical flight industry is to enjoy the same level of growth and vitality as the other segments of our aviation industry, we must exploit the technology gains made by Defense and in NASA.

My own experience in the Navy has shown me that the significant technology advances made within the Defense sector can be transferred to other government agencies for the public good.

And that's exactly what we're planning to do, to the extent of our resources. We're going to focus on developing more effective ways to transfer the technological gains made by Defense and NASA to the commercial and public sector.

To do that, we need to establish a more comprehensive process to assess technology gains and to determine how they apply to the public and commercial sector. We're going to use our technical capabilities, including our Air Traffic Control Simulation Laboratory, to test the procedures and technologies that are developed.

We're also going to need help from industry. And that's where you come in. We need to rely on groups such as your Helicopter Society and the Helicopter Association International for guidance on how best to use our limited resources to capitalize on these technological advances.

I'm sure we can count on all of you.

I think you can see from what I've said that I want to ensure that we realize the full potential of rotorcraft within our National Air Transportation System. The FAA has a number of program initiatives in this area, and we must make sure they reach their goals.

In closing, let me assure you that the FAA will be working hard over the next few years to make sure that our country utilizes rotorcraft technology to the fullest possible extent.

Thank you very much.

PREPARED REMARKS FOR DELIVERY BY

ADMIRAL JAMES B. BUSEY

ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION

AERO CLUB OF WASHINGTON

SEPTEMBER 26, 1989

Remarks for Admiral James B. Busey
Administrator, Federal Aviation Administration
Aero Club of Washington
September 26, 1989

It's great to be with you today. The Aero Club and the FAA go back a long way — all the way back to the 1920s, when the Club played a leading role in the establishment of our predecessor agency.

I want that close association to continue. One of my goals is to increase the FAA's outreach to the aviation community in this country. I want to open up productive, two-way communications with every group that has an interest in aviation. And I'm serious about that.

I have the impression that the FAA may be perceived by some aviation groups as turning a deaf ear to their concerns. If that's the case, it's going to change. I'm in the fact-gathering mode now, and when the data is in from our public hearing process — you'll see whatever corrective action that's needed.

If America is to keep its world leadership in aviation, our aviation user groups must work together. We've got to communicate with each other, not just when we have problems, but before problems arise.

So I welcome this opportunity to say a few words to you leaders and representatives of our aviation interest groups today.

I believe that the FAA is about to enter one of the most challenging periods in its history. Over the next few years, we'll be making major changes in the way we do our work. We're getting advanced high-tech equipment that will significantly improve air traffic control and communications. We're setting up new training programs. And we'll be hiring a lot of talented new people.

Looking at the challenges ahead, I'm optimistic because I know we have the people and the resources to achieve any goal we choose.

I'm optimistic also because we have a Secretary of Transportation who's a pilot and who loves aviation. And he has clearly demonstrated that he will give us the support we need to get on with the job at the FAA. So I recommend that you stay tuned in to our station — there's more to come.

Today I intend to give you an idea of my goals for the FAA. Then I will briefly discuss some of the major changes that we're planning in our future capital investment program and in our research activities.

First, my goals for the agency.

Let me start by saying that I don't plan any major changes in the FAA organization. Those were done a year ago, and my task now is to set the right goals and manage the organization in a way that will help it reach those goals efficiently.

The goals I'm setting for the FAA cover six main areas. The number one goal for any FAA Administrator must be safety. Nothing comes ahead of that. We have the safest system in the world, and I'm going to see that it stays that way.

The problem of safety has been with us since the Wright brothers. But today, we're confronted by two special problems: Terrorism and drugs. They must be given the highest priority.

We've made enormous progress in strengthening our defenses against terrorists in recent months. I am personally committed to this ongoing struggle, and I intend to see that we do everything we can to protect the traveling public from these lunatics.

I am equally committed to the war against drugs. We simply cannot tolerate the use of illegal drugs anywhere in aviation, and I believe we must be absolutely unrelenting in our efforts to stamp out this menace.

My second goal concerns the people of the FAA. As with any organization, our performance will depend on the quality of our people. We need the right people, in the right numbers and in the right jobs — and I'm determined we'll have them.

In the procurement area, my goal is to instill greater economy and efficiency throughout the whole process. As you know, there have been some delays and cost overruns in the 15.8 billion dollar NAS Plan. We just cannot, and I will not, tolerate that.

Cost overruns and delays must not become a chronic condition in the FAA's procurement processes. So I'm already directly involved in the process, and as we find weaknesses in the structure — we will fix them.

My goals on the budget side are to get the money we need to ensure that America continues to have the best air commerce system in the world. Therefore, a most important part of my job will be work within the Administration and with the Congress to see that we get the resources and funding that will allow the system to evolve and grow as it should.

Another major goal — which I call outreach — is to set up two-way communications with the people who run our air system and with those who depend on it — the pilots, mechanics, passengers, technicians, FBO operators, manufacturers, industry groups, and all the others. They've got ideas. They've got things on their minds. They should be heard. And we should be listening.

Right now, that kind of communication is not happening enough. I've heard from any user groups that they really don't have enough opportunity to give us the benefit of their views. And even when they do comment on a proposed rule or some other issue, it often seems like we're not paying attention.

That's got to be changed. The FAA must reach out. And I'm determined that it will.

One of our first efforts in this direction is the current review we're doing of our general aviation compliance and enforcement program.

There seems to be a feeling among general aviation pilots that we're focused too strongly on punishing violators and that we're missing opportunities to help general aviation pilots to fly more safely. If that's true, we want to change it.

But we need facts. So an important part of this review is a series of "listening sessions" around the country to hear the views of local pilots, FBOs, and others in general aviation. That's the kind of outreach I'm talking about, and believe me, we'll be doing more of it as time goes on.

The last goal I want to mention is FAA's participation in the development of a National Transportation Policy — which is one of Secretary Skinner's primary goals.

I think the FAA should play a major role in developing the aviation side of the national transportation policy. It's our responsibility, and we've got to take the lead. It should not be generated by some congressionally mandated group. Nor should it be developed strictly from inside the Washington Beltway — which is why we're making a special effort to include the views of aviation interest groups from around the country.

As you can see, those are ambitious goals. But I wouldn't have considered them if I had any doubt about our ability to achieve them. And I know that I can count on you to measure how we're doing in working toward our goals.

Now the second subject I want to cover today concerns the way we're going to change our capital investment program.

Some of you may have been at our NAS Plan users conference a couple weeks ago, so you may have already heard this message. But I think it's worth repeating, at least in an abbreviated form.

We're going to make two major changes in our capital investment program over the next couple of years:

* First, the NAS Plan is going to be folded into a new and more comprehensive capital investment plan that's now being developed.

- And, second, the level of capital investment must rise significantly.

Let's talk about the NAS Plan first. Contrary to what a lot people thought, there's nothing sacred about the NAS Plan. It's simply a planning tool that we used as a guide for modernizing our air traffic control facilities and equipment.

Unfortunately, it confuses a lot of people because it no longer conveys the realities of capital investment in this time of rapid growth and change. It's not nearly flexible enough. It doesn't reflect the fact that our capital investment program must be a continuing process that rolls forward in time.

A capital investment program for something as big and dynamic as the nation's air system must be able to respond to changing technology and system requirements.

The new plan will do that. It will distinguish between near-term planning, three to five years ahead, and longer range planning, five to fifteen years out.

We have a pretty good idea of what we want to do over the next three to five years. But out beyond five years, we can't define or schedule capital projects nearly so well. We have to deal with choices and options, rather than commitments. And the new plan will reflect that reality.

It will have four main parts. One will cover the original NAS Plan. The second will cover planned projects that will extend NAS Plan technology, like full Mode S implementation, ASR-10 radars, and so on. The third section will focus on entirely new facilities and equipment needs. And the final section will cover infrastructure maintenance and improvement.

The original NAS Plan was under-funded. Now we've got to get rid of that bow wave and start funding the programs properly. We have a growing system with growing needs. There's just no question that we need substantial increases in the level of capital investment in our system.

Most of the needed increase will go for the major NAS Plan projects, but some of it will be needed for the newly emerging capital investment programs that are not part of the NAS Plan.

Now we all know that there's a lot of tough competition for federal dollars right now. But I'm optimistic because President Bush has made modernization of the nation's airspace system one of his Administration's priorities.

In July, as part of his new Management By Objectives system, the President identified three objectives for the Department of Transportation. One of them reads this way (and I quote): "To keep the National Airspace System modernization moving forward to ensure that aviation user demands can be safely and efficiently accommodated..." End of quote.

I think that's very significant. It clearly indicates that this Administration is paying attention to our needs.

I'm also optimistic because we've got a lot of support on the Hill. Unless I miss my bet, the appropriations bill that's now in conference will show a trend toward higher levels of funding for the FAA.

At the same time that we're reformatting our capital investment plan and getting the higher funding we're going to need, we're also taking a long, hard look at our research and development activities.

They've got to keep up with the times, too

In the 1980s, the major challenge for our research effort was to plan and execute a multi-billion dollar program to modernize our facilities and equipment, the NAS Plan. The 1980s were therefore the decade of the NAS Plan.

We're eight years into that plan now, and we've made substantial progress. The challenge to complete the NAS Plan is well in hand. We've got an accurate fix on cost. We're committed to managing to 15.8 billion dollars. We're now at the point where most of the known schedule uncertainties are behind us. And the important technical concerns have been resolved.

So we're pretty confident about completing the challenge of the 80 s.

In just three months we'll enter the decade of the 1990s, with an entirely new and different challenge. The challenge of the 90s will be the challenge of system capacity, the challenge to make sure that our national airspace system and our airports will be able to handle ever increasing traffic demand in the years ahead.

Air traffic will continue to grow rapidly in the 1990s. We've got about 450 million passengers this year. By the year 2000, we'll probably have close to 800 million a year — or almost two passengers for every one we've got today.

That means more planes, more flights, and a tremendously increased workload for the FAA. And it also means potentially more congestion and delay, both on the ground and in the air.

Twenty-one of our major airports are already seriously congested. By the turn of the century, that number could be as high as 40 — if we fail to take effective action.

So we've got our work cut out for us. Users aren't going to wait until the turn of the century for improvements in our airspace/airports system. There's going to be a lot of pressure from the aviation industry and from Congress to solve this growing problem.

We know that we're just not going to get the new airports and runways we need soon enough to keep pace with this growth.

So, to meet the challenge of the 90s, the challenge to increase system capacity, we're going to do two things.

The first is to come up with near-term capacity gains as fast as possible. The other is to develop a long-term system design for the 21st Century. Both of these are going to require new initiatives in our research program.

Let's talk about near-term capacity gains first. In my view, we can get those gains, fast, by leveraging all of the technology products from the NAS Plan to squeeze the last drop of capacity out of the system.

Just consider the potential for increasing system capacity when we start using:

* precision radars with Mode S data link,
* MLS with CAT-2 and CAT-3 curved approaches,
* airborne collision avoidance systems,
* windshear detection systems,
* advanced digital cockpit displays and flight management systems,
* and the Advanced Automation System that will automate most of our airspace management procedures.

There's no doubt that NAS Plan technology offers us the opportunity to use the airspace near the airport and beyond far more efficiently.

To do that, we're going to refocus our research and development effort to concentrate on issues which will lead to the most rapid pay-off in this area.

But we're going to do more than that. As I mentioned a moment ago, our second task is to develop a long-term plan for the 21st Century.

And this, too, will require new directions for our research activities. If we're to handle the continually growing demands on the system, then we've got to have an aggressive research, engineering, and development program that can lead us to the next generation air traffic control system.

We must begin, now, to concentrate on the new technology that we'll need for the aviation system of the future. We don't want to find ourselves in the same place we were during the decade of the 80s, when we were behind and had to run fast to catch up.

To design the system of the future and to plan the transition to that system, we must be able to take advantage of profound and far-reaching changes that we know are coming in technology, materials, and processes.

And that's why, as the NAS Plan projects reach the implementation stage, we're changing the thrust of our research programs.

We don't know all the answers. That's why we're reaching out in conferences and meetings with aviation users and the research and development community. And that's why we have a research advisory committee, a group of distinguished and experienced aviation leaders.

That committee was set up to give us help and guidance. And we are listening.

They recommended that we restructure the research plan so that it focuses on research areas rather than on major mission areas. And we did that.

They also recommended that we change the way we develop our research requirements — that we elevate the effort so that it gets my attention and the attention of our Executive Directors. And we've done that, too.

Although the committee has only recently been established, we're clearly already better off for having it. And we expect to continue to benefit from its advice and counsel.

I think I've said enough today to give you an idea of some of the new directions we're charting for the FAA. As I said, we're entering an exciting and incredibly challenging period. I know that American aviation can meet the challenges ahead — if we all work together.

And you have my word on it: I'm going to do everything I can do to ensure that the FAA listens, that it communicates, and that it is responsive to your needs and concerns.

Thank you.

PREPARED REMARKS FOR DELIVERY BY

ADMIRAL JAMES B. BUSEY

ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION

BEFORE THE RESEARCH, ENGINEERING, & DEVELOPMENT CONFERENCE

CRYSTAL CITY, VIRGINIA

SEPTEMBER 27, 1989

REMARKS FOR
ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION
BEFORE THE RESEARCH, ENGINEERING, & DEVELOPMENT CONFERENCE
CRYSTAL CITY, VIRGINIA
SEPTEMBER 27, 1989

THANK YOU VERY MUCH. IT'S A PLEASURE TO BE WITH YOU TODAY.

I UNDERSTAND THAT MANY OF YOU ATTENDED OUR R,E&D CONFERENCE LAST YEAR. YOU'LL RECALL THAT WE PRESENTED A FORMAL R,E&D PLAN TO THAT CONFERENCE AND SPENT TWO DAYS GOING OVER IT. QUESTIONS WERE ASKED AND ANSWERED. ADVICE WAS GIVEN AND RECEIVED.

WE LISTENED TO YOU. WE REWORKED THE PLAN. THEN, ABOUT A MONTH AGO, WE PRESENTED A REVISED DRAFT TO OUR NEW RESEARCH ADVISORY COMMITTEE. THEY GAVE US THEIR RECOMMENDATIONS, AND WE REDID THE PLAN ONE MORE TIME. AND NOW, DURING THIS CONFERENCE, WE'RE GOING TO GIVE YOU ANOTHER OPPORTUNITY TO COMMENT. WE WANT YOUR IDEAS. WE NEED YOUR HELP.

TODAY, RATHER THAN REVIEW THE DETAILS OF OUR RESEARCH EFFORTS, I'M GOING TO SPEND MY TIME PUTTING OUR R,E&D PROGRAM INTO A BROADER PERSPECTIVE THAT, I BELIEVE, CAN HELP SET THE DIRECTION FOR OUR FURTHER DISCUSSIONS DURING THIS CONFERENCE.

TO DO THAT, I WANT TO STEP BACK AND TAKE A LONGER RANGE VIEW.

EACH DECADE SEEMS TO HAVE ITS OWN UNIQUE CHALLENGE. FOR THE FAA IN THE 1980s, THE MOST IMPORTANT CHALLENGE WAS THE PLANNING AND EXECUTION OF THE 15.8 BILLION DOLLAR NAS PLAN DESIGNED TO MODERNIZE OUR FACILITIES AND EQUIPMENT.

SO THE 1980s WERE THE DECADE OF THE NAS PLAN. WE'RE EIGHT YEARS INTO THAT PLAN NOW, AND WE'VE MADE SUBSTANTIAL PROGRESS:

* THE ADVANCED TRAFFIC MANAGEMENT SYSTEM IS ALREADY IMPROVING OUR FLOW MANAGEMENT ON A NATIONAL BASIS;

* NEW RADAR SYSTEMS ARE BEGINNING TO GIVE US MORE ACCURATE WEATHER, NAVIGATION, AND SURVEILLANCE INFORMATION;

* NEW COMPUTER SYSTEMS HAVE BEEN INSTALLED AND MORE ARE COMING, INCLUDING THE ADVANCED AUTOMATION SYSTEM THAT WILL LET US AUTOMATE MUCH OF OUR AIRSPACE MANAGEMENT PROCEDURES BEFORE THE TURN OF THE CENTURY;

* AND ADVANCED NEW FLIGHT SERVICE STATIONS ARE NOW PROVIDING MUCH IMPROVED ASSISTANCE TO PILOTS.

I COULD GO ON LISTING OUR NAS PLAN ACHIEVEMENTS TO DATE, BUT YOU KNOW THEM AS WELL AS I DO.

THREE MONTHS FROM NOW, THE DECADE OF THE 80s WILL COME TO AN END. BUT PART OF THE CHALLENGE OF THE 80s WILL REMAIN — TO GET THE NAS PLAN INFRASTRUCTURE BUILT, TO FIELD THE EQUIPMENT, TO PUT IT ALL INTO OPERATION.

THAT'S GOING TO BE A TREMENDOUS TASK:

- WE'RE GOING TO NEED HIGHLY PROFESSIONAL AND AGGRESSIVE PROGRAM MANAGEMENT ON THE FAA'S PART — AND I PROMISE YOU WE'LL HAVE THAT.

- WE'RE ALSO GOING TO NEED A SYSTEM OF ACCOUNTABILITY AND OVERSIGHT — AND I'M COMMITTED TO PROVIDING THAT.

- AND TO ENSURE THE QUALITY OF THE PRODUCT, WE'RE GOING TO NEED INDEPENDENT OPERATIONAL TESTING AND EVALUATION — AND I'M COMMITTED TO THAT, TOO.

I BELIEVE THAT THE CHALLENGE TO COMPLETE THE NAS PLAN IS WELL IN HAND. WE'VE GOT AN ACCURATE FIX ON COST. WE'RE NOW AT THE POINT WHERE MOST OF THE KNOWN SCHEDULE UNCERTAINTIES ARE BEHIND US. AND THE IMPORTANT TECHNICAL CONCERNS HAVE BEEN RESOLVED.

SO WE'RE PRETTY CONFIDENT ABOUT COMPLETING THE CHALLENGE OF THE 80s.

AS YOU MAY HAVE HEARD ALREADY, THIS WILL BE THE LAST YEAR FOR THE NAS PLAN IN ITS PRESENT FORMAT. WE'RE RECASTING OUR FUTURE CAPITAL INVESTMENT PROGRAM INTO A MORE ACCURATE, LESS CONFUSING, AND MORE FLEXIBLE FORMAT THAT WILL CLEARLY DISTINGUISH BETWEEN NEAR-TERM AND LONG-RANGE PLANNING.

IT WILL INCLUDE NOT ONLY THE PROJECTS DESCRIBED IN THE CURRENT NAS PLAN BUT ALSO PROJECTS NEEDED TO MAINTAIN THE INFRASTRUCTURE ALREADY IN PLACE, AS WELL AS PROJECTS THAT WILL BE REQUIRED TO MEET CHANGING FUTURE NEEDS.

AND THAT BRINGS ME TO THE DECADE OF THE 1990s, WHICH WILL PRESENT US WITH A COMPLETELY DIFFERENT CHALLENGE FROM THE ONE WE FACED IN THE 80s.

THE CHALLENGE OF THE 90s WILL BE THE CHALLENGE OF SYSTEM CAPACITY, THE CHALLENGE TO MAKE SURE THAT OUR NATIONAL AIRSPACE SYSTEM AND OUR AIRPORTS WILL BE ABLE TO HANDLE MUCH HIGHER LEVELS OF AIR TRAFFIC IN THE YEARS AHEAD.

AIR TRAFFIC WILL CONTINUE TO GROW RAPIDLY DURING THE 1990s. WE'VE GOT ABOUT 450 MILLION PASSENGERS THIS YEAR. BY THE YEAR 2000, WE'LL PROBABLY HAVE CLOSE TO 800 MILLION A YEAR — OR ALMOST TWO PASSENGERS FOR EVERY ONE WE'VE GOT TODAY.

THAT MEANS MORE PLANES, MORE FLIGHTS, AND A TREMENDOUSLY INCREASED WORKLOAD FOR THE FAA. AND IT ALSO MEANS POTENTIALLY MORE CONGESTION AND DELAY, BOTH ON THE GROUND AND IN THE AIR.

TWENTY-ONE OF OUR MAJOR AIRPORTS ARE ALREADY SERIOUSLY CONGESTED. BY THE TURN OF THE CENTURY, THAT NUMBER COULD BE AS HIGH AS 40 — IF WE FAIL TO TAKE EFFECTIVE ACTION.

SO WE'VE GOT OUR WORK CUT OUT FOR US. USERS AREN'T GOING TO WAIT UNTIL THE TURN OF THE CENTURY FOR IMPROVEMENTS IN OUR AIRSPACE/ AIRPORTS SYSTEM. THERE'S GOING TO BE A LOT OF PRESSURE FROM THE AVIATION INDUSTRY AND FROM CONGRESS TO SOLVE THIS GROWING PROBLEM.

WE KNOW THAT WE'RE JUST NOT GOING TO GET THE NEW AIRPORTS AND RUNWAYS WE NEED TO KEEP PACE WITH THIS GROWTH. EVEN IF WE STARTED PLANNING THEM RIGHT NOW, WE COULDN'T GET THEM INTO OPERATION SOON ENOUGH.

SO, TO MEET THE CHALLENGE OF THE 90s, THE CHALLENGE TO INCREASE SYSTEM CAPACITY, WE'VE GOT TO DO TWO THINGS.

THE FIRST IS TO COME UP WITH NEAR-TERM CAPACITY GAINS AS FAST AS POSSIBLE. THE OTHER IS TO DEVELOP A LONG-TERM SYSTEM DESIGN FOR THE 21st CENTURY. BOTH OF THESE ARE GOING TO REQUIRE NEW INITIATIVES IN OUR R,E&D PROGRAM.

LET'S TALK ABOUT NEAR-TERM CAPACITY GAINS FIRST. IN MY VIEW, WE HAVE THE OPPORTUNITY TO GET THOSE GAINS, FAST, BY USING NEW TECHNOLOGY TO SQUEEZE MORE CAPACITY OUT TO THE SYSTEM.

IT SOUNDS LIKE A CLICHE, BUT WE'VE GOT TO WORK SMARTER THROUGH THE USE OF NEW TECHNOLOGY. AND I'M CONVINCED WE CAN DO JUST THAT.

I THINK WE CAN LEVERAGE ALL OF THE TECHNOLOGY PRODUCTS FROM THE NAS PLAN IN A WAY THAT WILL ALLOW US TO MANAGE THE AIRSPACE DIFFERENTLY THAN WE'RE MANAGING TODAY. I THINK WE CAN USE ALL OF THAT NEW TECHNOLOGY TO INCREASE SYSTEM CAPACITY SIGNIFICANTLY.

LET YOUR IMAGINATION DWELL FOR A MOMENT ON THE CAPACITY INCREASES THAT WILL BE YIELDED BY THE CHALLENGING INTEGRATION OF NEW SYSTEMS LIKE:

* PRECISION RADARS WITH MODE S DATA LINK,

* MLS WITH CAT-2 AND CAT-3 CURVED APPROACHES,

* AIRBORNE COLLISION AVOIDANCE SYSTEMS,

* WINDSHEAR DETECTION SYSTEMS,

* ADVANCED DIGITAL COCKPIT DISPLAYS AND FLIGHT MANAGEMENT SYSTEMS,

* AND THE ADVANCED AUTOMATION SYSTEM THAT WILL AUTOMATE MOST OF OUR AIRSPACE MANAGEMENT PROCEDURES.

I THINK WE'RE GOING TO GET ADDED SYSTEM CAPACITY BECAUSE THE NAS PLAN TECHNOLOGY WILL GIVE US THE ABILITY TO USE THE AIRSPACE NEAR THE AIRPORT AND BEYOND FAR MORE EFFICIENTLY.

WITH AUTOMATION AND IMPROVED SENSORS, OUR CONTROLLERS AND PILOTS WILL BE ABLE TO SEPARATE AIRCRAFT INTO MULTIPLE ARRIVAL AND DEPARTURE STREAMS AND TO REDUCE SEPARATION STANDARDS ON FINAL APPROACH.

SO OUR IMMEDIATE CHALLENGE IS TO USE THIS TREMENDOUS INVESTMENT IN NEW TECHNOLOGY TO DO THINGS SMARTER THAN WE'RE DOING THEM TODAY.

THE NAS PLAN IS BASED ON THE R,E&D THAT WAS DONE IN THE 1970s AND 80s. NOW WE NEED TO REFOCUS OUR R,E&D EFFORTS TO HELP US IDENTIFY THOSE TECHNOLOGIES THAT WILL CONTINUE TO CONTRIBUTE TO OUR ABILITY TO EFFECTIVELY AND EFFICIENTLY MANAGE THE GROWTH IN AIR TRAFFIC WE FORECAST FOR FUTURE DECADES.

THAT WON'T BE EASY. BUT WE CAN DO IT WITH YOUR HELP. A MAJOR REASON FOR HOLDING THIS CONFERENCE IS TO GET YOUR ADVICE ON QUESTIONS LIKE THESE:

* HOW SHOULD WE INTRODUCE TERMINAL AUTOMATION?

* HOW SHOULD WE MOVE TO HIGHER LEVELS OF AUTOMATION IN THE EN ROUTE ENVIRONMENT?

* HOW SHOULD WE HANDLE HUMAN FACTOR ISSUES, INVOLVING THE ROLES OF THE CONTROLLER AND THE PILOT IN THE AUTOMATED SYSTEM OF THE FUTURE?

* HOW SHOULD WE IMPLEMENT CLOSER SEPARATION STANDARDS?

BUT WE NEED R,E&D — AND YOUR HELP — FOR MORE THAN JUST SQUEEZING THE LAST DROP OF CAPACITY OUT OF THE NAS PLAN TECHNOLOGY. AS I MENTIONED A MOMENT AGO, WE ALSO NEED TO DEVELOP A LONG-TERM PLAN FOR THE 21st CENTURY. AND YOU CAN HELP US DO THAT.

IF WE ARE TO SUSTAIN THE EXPECTED LEVEL OF FUTURE DEMAND, THEN WE NEED AN AGGRESSIVE R,E&D PROGRAM TO DESIGN THE AIR TRAFFIC CONTROL SYSTEM OF THE 21st CENTURY.

JUST AS WE LOOKED TO TECHNOLOGY OVER A DECADE AGO TO HELP MODERNIZE THE SYSTEM, WE MUST CONTINUE TO LOOK TO TECHNOLOGY TO HELP MAKE SURE AMERICA CONTINUES TO HAVE A STRONG AND VIABLE AIR TRANSPORT SYSTEM WELL INTO THE 21st CENTURY.

WE MUST BEGIN THINKING A LOT MORE ABOUT THE TECHNOLOGY THAT'S GOING TO FORM THE BASIS OF THE AVIATION SYSTEM OF THE 21st CENTURY.

THAT'S WHY WE'VE BEEN RESTRUCTURING OUR R,E&D ORGANIZATION AND PROGRAM. INDEED, AS THE NAS PLAN PROJECTS HAVE REACHED THE IMPLEMENTATION STAGE DURING THE PAST THREE YEARS, WE HAVE BEGUN TO CHANGE THE THRUST OF OUR R,E&D PROGRAM TOWARD PREPARING FOR THE CHALLENGES OF THE 21st CENTURY.

TO DESIGN THE SYSTEM OF THE FUTURE AND TO PLAN THE TRANSITION TO THAT SYSTEM, WE MUST BE ABLE TO TAKE ADVANTAGE OF PROFOUND AND FAR-REACHING CHANGES IN TECHNOLOGY, MATERIALS, AND PROCESSES.

WE'VE GOT TO PREPARE FOR SUCH THINGS AS:

* NEW AIRCRAFT AND ENGINE TECHNOLOGY THAT WILL ENABLE PLANES TO FLY HIGHER, FASTER, AND PERFORM IN DIFFERENT WAYS THAN TODAY'S AIRCRAFT;

* HIGHER LEVELS OF AUTOMATION, INCLUDING ARTIFICIAL INTELLIGENCE, THAT WILL TAKE OVER MUCH OF THE WORK OF CONTROLLERS AND PILOTS;

* SATELLITE-BASED NAVIGATION, SURVEILLANCE, AND COMMUNICATION SYSTEMS — AND THE POSSIBLE EVOLUTION OF AIR TRAFFIC CONTROL AWAY FROM A TOTALLY GROUND-BASED SYSTEM TO ONE WHERE MORE RESPONSIBILITIES ARE SHARED WITH THE PILOT;

* FLY BY WIRE, WHICH IS ALREADY A REALITY TODAY, AND FLY BY LIGHT, WHICH COULD WELL BECOME A REALITY WITHIN THE NEXT TWO DECADES;

* AND HOLOGRAPHIC THREE-DIMENSIONA L DISPLAYS AND VOICE ENTRY TECHNIQUES THAT MAY ELIMINATE CONVENTIONAL TWO DIMENSIONAL DISPLAYS AND MANUAL DATA ENTRY PROCESSES.

THOSE ARE JUST A FEW OF THE CHANGES WE'RE EXPECTING, CHANGES THAT WILL SURELY REQUIRE NEW DIRECTIONS FOR OUR R,E&D ACTIVITIES.

AS I SAID IN THE BEGINNING, WE DON'T KNOW ALL THE ANSWERS. THAT'S WHY WE'RE HAVING THIS CONFERENCE. THAT'S WHY WE'RE ASKING FOR YOUR HELP. AND THAT'S WHY WE HAVE A RESEARCH ADVISORY COMMITTEE.

THAT COMMITTEE WAS SET UP TO GIVE US HELP AND GUIDANCE. AND WE ARE LISTENING. LET ME GIVE YOU SOME EXAMPLES.

THE ADVISORY TEAMS HAVE SPENT MANY HOURS REVIEWING OUR PLANNING, ORGANIZATION, AND INVESTMENT STRATEGIES. WE'VE HAD TWO MAJOR SESSIONS THUS FAR, AND MY SENIOR MANAGERS AND I HAVE RECEIVED SOME SUPERB ADVICE.

THEY TOLD US THAT WE OUGHT TO RESTRUCTURE THE R,E&D PLAN SO THAT IT FOCUSES ON RESEARCH AREAS RATHER THAN ON MAJOR MISSION AREAS.

SO WE REWROTE THE PLAN ALONG THOSE LINES. AS YOU WILL SEE, IT NOW ADDRESSES THE MAJOR RESEARCH AREAS — WHAT WE'RE DOING, WHY WE'RE DOING IT, AND HOW WE'RE DOING IT.

THE COMMITTEE ALSO RECOMMENDED THAT WE CHANGE THE WAY WE DEVELOP OUR R,E&D REQUIREMENTS — SPECIFICALLY, THAT WE ELEVATE THE EFFORT SO THAT IT GETS MY ATTENTION AND THE ATTENTION OF OUR EXECUTIVE DIRECTORS. AND WE'VE DONE THAT, TOO.

THE THIRD RECOMMENDATION FROM THE COMMITTEE WAS THAT WE PRIORITIZE ALL OF OUR PROJECTS. NOW THAT'S NOT AS EASY AS IT SOUNDS. SO WE'RE LOOKING AT HOW WE COULD GO ABOUT DOING THAT, WHAT CRITERIA WE COULD USE, HOW TO MAKE THE TRADE-OFFS BETWEEN SUCH THINGS AS SAVING LIVES AND SAVING TIME, AND SO ON.

WE'RE CONTINUING OUR DIALOG WITH THE COMMITTEE ON THIS RECOMMENDATION, AND WE'RE GOING TO BE LOOKING FOR HELP ON HOW TO DEVELOP A PRIORITY RATING FOR ALL OF OUR R,E&D PROJECTS. SO SING OUT IF YOU'VE GOT ANY IDEAS. WE'RE OPEN TO SUGGESTIONS.

ALTHOUGH THE COMMITTEE IS A RELATIVELY NEW ADVISORY GROUP, WE'RE CLEARLY BETTER OFF FOR HAVING IT. AND I EXPECT TO CONTINUE TO BENEFIT FROM THEIR ADVICE AND COUNSEL.

TALKING POINTS FOR
FAA ADMINISTRATOR BUSEY
DENVER AIRPORT GRANT CEREMONY
SEPTEMBER 27, 1989

- I AM PLEASED TO BE PART OF THIS CEREMONY THIS MORNING. IN A TRUE SENSE, THIS IS AN HISTORIC OCCASION AND A MILESTONE IN U.S. AVIATION.

- I WOULD LIKE TO CONGRATULATE MAYOR PENA AND THE CITIZENS OF THE DENVER AREA WHO HAVE CONSISTENTLY SUPPORTED THE NEW AIRPORT. BY THEIR ACTIONS, THEY ALREADY HAVE DEFINED DENVER'S ROLE AS A MAJOR ECONOMIC, SOCIAL AND POLITICAL FORCE IN THE 21ST CENTURY.

- THE NEW DENVER AIRPORT HAS ENORMOUS IMPLICATIONS FOR AVIATION NATIONALLY AS WELL AS INTERNATIONALLY. AS SECRETARY SKINNER MENTIONED, THE NEW AIRPORT WILL GO A LONG WAY TOWARDS INCREASING AIRPORT CAPACITY AND DECREASING AIR TRAFFIC DELAYS THROUGHOUT THE SYSTEM.

- STAPLETON AIRPORT HAS BEEN A MAJOR BOTTLENECK IN THE CURRENT AIR TRANSPORTATION SYSTEM. WITH THE NEW FACILITY, WE EXPECT DELAYS TO DECREASE BY AN ESTIMATED FOUR PERCENT NATIONALLY. DELAYS AT DENVER ITSELF ARE PROJECTED TO DROP BY AS MUCH AS 35 TO 55 PERCENT, DEPENDING ON WEATHER.

- CURRENTLY, DENVER STAPLETON RANKS FIFTH NATIONALLY IN TERMS OF AIRCRAFT OPERATIONS AND PASSENGER ENPLANEMENTS. BY THE YEAR 2000, WE PROJECT THE NEW DENVER AIRPORT WILL RANK THIRD NATIONALLY AND WILL BE INCLUDED AMONG THE WORLD'S MAJOR INTERNATIONAL GATEWAYS.

- THIS GRANT ANNOUNCED HERE TODAY IS JUST THE BEGINNING OF FAA'S LONG-TERM COMMITMENT TO HELPING THE DENVER AIRPORT ACHIEVE ITS POTENTIAL. BESIDES AIRPORT GRANT FUNDS, FAA IS PROPOSING ALMOST $190 MILLION OVER A FIVE-YEAR PERIOD TO PROVIDE THE NECESSARY FACILITIES AND EQUIPMENT TO SUPPORT THE NEW AIRPORT OPERATIONS.

- THIS IS AN IMPORTANT INVESTMENT IN THE FUTURE. THESE FEDERAL FUNDS ARE EXPECTED TO HELP REAP SAVINGS OF MORE THAN A HALF BILLION DOLLARS A YEAR IN DELAY REDUCTION BY 1997.

- NOW THAT WE HAVE GOTTEN THE GREEN LIGHT, WE WILL BEGIN DEVELOPING AIR TRAFFIC CONTROL AND AIRSPACE MANAGEMENT PROCEDURES AS WELL AS DESIGNING AND INSTALLING AIR TRAFFIC AND AIR NAVIGATION FACILITIES AND ALL THE OTHER THINGS THAT NEED TO BE DONE TO MAKE THIS NEW FACILITY A SAFE AND EFFICIENT OPERATION.

- WE LOOK FORWARD TO WORKING WITH THE PEOPLE OF DENVER AND THE AVIATION COMMUNITY TO MAKE THE NEW DENVER AIRPORT A WORLD CLASS FACILITY THAT WILL SERVE THE NEEDS OF NATIONAL AND INTERNATIONAL AVIATION FOR MANY YEARS TO COME.

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TALKING POINTS FOR ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION
AWARDS CEREMONIES
KANSAS CITY ON SEPTEMBER 27 AND
SIOUX CITY ON SEPTEMBER 28, 1989

GOOD AFTERNOON (MORNING), LADIES AND GENTLEMEN.

IT'S A PLEASURE TO BE WITH YOU ON THIS VERY SPECIAL DAY WHEN WE ARE HONORING OUR FELLOW EMPLOYEES.

THERE ARE MANY REASONS WHY I'M PROUD TO BE THE ADMINISTRATOR OF THIS GREAT ORGANIZATION:

* ITS GREAT RECORD OF SERVICE TO THE NATION AND TO AVIATION.

* ITS WORLD LEADERSHIP AMONG GOVERNMENT AVIATION REGULATORY AGENCIES.

* THE ABSOLUTELY CRUCIAL ROLE IT PLAYS IN HELPING MAINTAIN A STRONG, EFFICIENT AIR TRANSPORT SYSTEM.

BUT THERE'S ONE REASON (WHY I'M PROUD TO HAVE THIS JOB) THAT OUTRANKS ALL THE OTHERS -- AND THAT IS THE QUALITY, THE PROFESSIONALISM, THE SKILL, AND THE DEDICATION OF THE FAA'S PEOPLE.

YOU DON'T HAVE TO GO FAR TO WITNESS THOSE WONDERFUL QUALITIES.

THEY PERMEATE THE ORGANIZATION, TOP TO BOTTOM.

AND THEY WERE IN EVIDENCE, IN SPADES, ON JULY 19TH, WHEN UNITED FLIGHT 232 NEEDED ALL THE HELP IT COULD GET.

THERE'S NO WAY WE CAN TRAIN OUR PILOTS OR OUR CONTROLLERS, IN ADVANCE, FOR EVERY

TOO MANY THINGS CAN HAPPEN -- THINGS WE CAN'T PREDICT, THINGS WE CAN'T IMAGINE, AND THEREFORE THINGS WE CAN PREPARE FOR AHEAD OF TIME.

WHEN THOSE THINGS HAPPEN, WE HAVE ONLY ONE CHOICE: TO RELY ON THE EXPERIENCE, THE WISDOM, THE SKILL OF OUR PEOPLE.

FORTUNATELY, THAT EXPERIENCE, WISDOM, AND SKILL WAS AVAILABLE ON JULY 19TH .

AND IT CAME FROM OUR PEOPLE -- THE PEOPLE I'M PROUD TO HONOR TODAY.

IN PROVIDING THE CRITICAL SUPPORT AND BACK-UP NEEDED TO ASSIST UNITED 232, YOU CAME THROUGH WHEN IT COUNTED THE MOST.

YOU GAVE THE NATION A DEMONSTRATION , IN REAL LIFE AND REAL TIME, OF THE HIGHEST IDEALS OF THIS ORGANIZATION.

AND SO I SALUTE YOU.

YOUR FELLOW EMPLOYEES SALUTE YOU.

AND THE NATION THANKS YOU FOR YOUR OUTSTANDING PERFORMANCE IN HANDLING A MAJOR EMERGENCY IN THE AIR.

BELIEVE ME, YOU PASSED THE TEST, WHEN AND WHERE IT COUNTED THE MOST -- AND WE ARE ALL GRATEFUL.

(ADMIRAL BUSEY PRESENTS THE AWARDS.)

REMARKS BY
ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, FEDERAL AVIATION ADMINISTRATION
AWARDS CEREMONY LUNCHEON AT SIOUX CITY, IOWA
SEPTEMBER 28, 1989.

GOOD MORNING, LADIES AND GENTLEMEN.

IT'S A PLEASURE TO BE WITH YOU ON THIS DAY WHEN WE ARE HERE HONORING SOME VERY SPECIAL CITIZENS OF SIOUX CITY.

THESE EMERGENCY RESPONSE GROUPS WE ARE RECOGNIZING HAVE A SPECIAL RELATIONSHIP WITH THE FAA. FEDERAL AIR REGULATION 139 STIPULATES THAT AN AIRPORT, SUCH AS SIOUX CITY, MUST HAVE THESE CERTAIN EMERGENCY RESPONSE GROUPS AVAILABLE AT, OR ACCESSIBLE TO, THE AIRPORT IN ORDER TO BE CERTIFIED BY THE FAA. IT IS BECAUSE OF THIS REGULATION AND THE SPECIAL RELATIONSHIP THAT THE FAA HAS WITH THESE SPECIFIC EMERGENCY RESPONSE GROUPS THAT I AM HERE WITH YOU TODAY

BUT FIRST, I WOULD LIKE TO, ON A PERSONAL NOTE, TELL YOU WHY I ENJOY BEING PART OF THESE KINDS OF CEREMONIES, AND WHY I'M PROUD TO BE THE ADMINISTRATOR OF THE FAA:

* FIRST.. ITS GREAT RECORD OF SERVICE TO AIR TRAVELERS, THE AVIATION COMMUNITY, AND THE NATION.

* SECONDLY.. ITS WORLD LEADERSHIP AMONG GOVERNMENT AVIATION REGULATORY AGENCIES.

* THIRDLY.. THE ABSOLUTELY CRUCIAL ROLE IT PLAYS IN HELPING MAINTAIN A STRONG, EFFICIENT AIR TRANSPORT SYSTEM.

BUT THERE'S ONE REASON WHY I'M PROUD TO HAVE THIS JOB THAT OUTRANKS ALL THE OTHER REASONS COMBINED -- AND THAT IS THE QUALITY, THE PROFESSIONALISM, THE SKILL, THE MANY HOURS OF TRAINING AND THE DEDICATION OF NOT ONLY THE FAA'S PEOPLE, BUT THE PEOPLE OF THE MANY GROUPS AROUND THE COUNTRY LIKE THE GROUPS WE ARE HERE TO HONOR TODAY..

HERE IN AMERICA'S HEARTLAND, SIOUX CITY, YOU DON'T HAVE TO GO VERY FAR TO WITNESS THOSE WONDERFUL QUALITIES,... QUALITIES OF:

PROFESSIONALISM...SKILL...TRAINING...AND PERSONAL DEDICATION...

THEY PERMEATE EACH OF THESE ORGANIZATIONS THAT WE ARE HONORING HERE TODAY.

AND, IN MY JUDGEMENT, ALL OF THESE QUALITIES CAME TOGETHER, ON THE AFTERNOON OF JULY 19TH, WHEN UNITED FLIGHT 232 NEEDED ALL THE HELP IT COULD GET.

THERE'S NO WAY WE CAN TRAIN PILOTS OR OUR CONTROLLERS, IN ADVANCE, FOR EVERY POSSIBLE EMERGENCY. THERE ARE TOO MANY UNCONTROLLABLE VARIABLES THAT CAN HAPPEN -- VARIABLES WE CAN'T PREDICT, SITUATIONS WE CAN'T IMAGINE.

BUT WHEN THOSE SITUATIONS, AND EMERGENCIES DO HAPPEN, WE ARE INDEED FORTUNATE TO HAVE THE CONFIDENCE TO RELY ON THE EXPERIENCE, THE WISDOM, THE SKILL, THE TRAINING, AND THE PERSONAL DEDICATION OF OUR PEOPLE.

AND WHEN I SAY PEOPLE, I MEAN THE PILOTS,..THE CONTROLLERS .. THE EMERGENCY RESPONSE TEAMS,...AND ALL OF THE PEOPLE IN THE COMMUNITY THAT PULL TOGETHER AS A TEAM DURING A CRISIS...

FORTUNATELY, FOR ALL OF US, THAT COLLECTION OF ATTRIBUTES EXISTS HERE IN THE ENTIRE SIOUXLAND COMMUNITY, AND WAS AVAILABLE ON THE AFTERNOON OF JULY 19TH.

AS ADMINISTRATOR OF THE FAA, AND ON BEHALF OF THE FAA, I'M PROUD TODAY TO HONOR A FEW SPECIFIC EMERGENCY RESPONSE GROUPS. ORGANIZATIONS THAT WE DEAL WITH IN AN ON-GOING RELATIONSHIP, BUT IN ACTUALITY, TO HONOR ALL OF THE PEOPLE OF THE SIOUXLAND COMMUNITY WHO PULLED TOGETHER DURING THE CRISIS ON JULY 19TH. BY YOUR UNSELFISH ACTS, YOUR COMMUNITY PROVIDED THE CRITICAL SUPPORT AND BACK-UP NEEDED TO ASSIST UNITED 232.

YOUR COMMUNITY CAME THROUGH WHEN IT COUNTED THE MOST,.. WHEN THE EMERGENCY PLAN COUNTED ON YOU, AND YOUR PERSONAL EFFORTS.

YOU GAVE THE NATION A DEMONSTRATION, IN REAL LIFE...AND REAL TIME,.. OF THE HIGHEST IDEALS OF SERVICE TO YOUR FELLOW MAN IN TIME OF NEED.

AND SO TODAY I SALUTE YOU.

YOUR NEIGHBORS SALUTE YOU.

AND THE NATION SALUTES YOU FOR THE OUTSTANDING PERFORMANCE IN HANDLING A MAJOR EMERGENCY IN THE AIR, AND ON THE GROUND.

BELIEVE ME WHEN I SAY TO YOU, THAT YOU SUCCESSFULLY PASSED THE TEST, WHEN AND WHERE IT COUNTED THE MOST. WE ARE ALL VERY GRATEFUL TO EACH OF YOU INDIVIDUALLY, AND TO THE SIOUXLAND COMMUNITY AS A WHOLE.

IT IS AN HONOR... AND A PRIVILEGE,...TO NOW MAKE THE PRESENTATIONS.

THE FIRST PRESENTATION IS TO THE WOODBURY COUNTY DISASTER SERVICES.

THIS IS A TRAINED "EMT" STAFF WHICH RESPONDS TO ANY EMERGENCY IN THE COUNTY. THE DISASTER SERVICES UNIT HAS THE RESPONSIBILITY OF ORGANIZING AND IMPLEMENTING THE LOGISTICS OF ANY EMERGENCY RESPONSE.

RECEIVNG THE AWARD ON BEHALF OF WOODBURY COUNTY DISASTER SERVICES IS: LT. GARY BROWN. (RESPONSE FROM LT. BROWN. PHOTO OPPORTUNITY.)

SIOUX CITY FIRE DEPARTMENT.

THE FIRE DEPARTMENT OBVIOUSLY IS RESPONSIBLE FOR FIRE FIGHTING AND MEDICAL ASSISTANCE AT THE SCENE OF ANY ACCIDENT. IN THE EVENT OF A MAJOR DISASTER, SUCH AS THE CRASH OF UAL 232, THE FIRE CHIEF IS RESPONSIBLE FOR ESTABLISHING A CENTRAL COMMAND POST, AND CONTROLLING THE SITUATION UNTIL IT'S BEEN RESOLVED. THE SIOUX CITY FIRE DEPARTMENT HAD ALL AVAILABLE PERSONNEL AND EQUIPMENT ON THE AIRPORT AND IN THEIR EMERGENCY POSITIONS WHEN UAL 232 CRASHED. THEIR RESPONSE WAS IMMEDIATE, AND EFFECTIVE.

RECEIVING THE AWARD ON BEHALF OF THE SIOUX CITY FIRE DEPARTMENT IS DEPUTY FIRE CHIEF DICK SUDTELGTE (SOO-TELL). (RESPONSE FROM DEPUTY CHIEF SUDTELGTE. PHOTO OPPORTUNITY.)

SIOUX GATEWAY AIRPORT.

THE AIRPORT SUPERVISOR WAS AT THE AIRPORT DURING THE ACCIDENT COORDINATING INDIVIDUAL FLIGHT OPERATIONS; MONITORING AIRPORT SECURITY; AND ASSIGNING AIRPORT PERSONNEL TO VARIOUS OTHER TASKS TO HELP ALLEVIATE THE DISASTER.

RECEIVING THE AWARD ON BEHALF OF THE SIOUX GATEWAY AIRPORT IS RANDALL CURTIS, DIRECTOR OF AVIATION. (RESPONSE FROM RANDALL CURTIS. PHOTO OPPORTUNITY.)

AIRPORT FIRE FIGHTERS AND RESCUE.

THE AIRPORT FIRE FIGHTERS AND RESCUE PERSONNEL ARE RESPONSIBLE FOR MEDICAL AND CRASH FIRE RESCUE ON THE AIRPORT, UNTIL THE SIOUX CITY FIRE CHIEF ARRIVES ON THE SCENE. ON JULY 19TH, THEY WERE ON STATION AT THE AIRPORT, AND PROVIDED IMMEDIATE MEDICAL AND FIRE FIGHTING ASSISTANCE.

RECEIVING THE AWARD ON BEHALF OF THE AIRPORT FIRE FIGHTERS AND RESCUE UNIT IS CHIEF JAMES W. HATHAWAY. (RESPONSE FROM CHIEF HATHAWAY. PHOTO OPPORTUNITY.)

IOWA AIR NATIONAL GUARD-185TH TACTICAL FIGHTER GROUP.

THE 185TH IS RESPONSIBLE FOR THE TRAINING AND EQUIPPING OF THE AIRPORT FIRE FIGHTERS AND RESCUE TEAM. AS WITH OTHERS ON JULY 19TH, THEIR RESPONSE WAS IMMEDIATE, AND EFFECTIVE. THE 185TH ALSO OPENED THEIR BASE AND FACILITIES, AS WELL AS OFFERED FOOD AND REFRESHMENTS TO ALL OF THE WORKERS AND VOLUNTEERS INVOLVED AT THE CRASH SCENE.

RECEIVING THE AWARD ON BEHALF OF THE 185TH TACTICAL FIGHTER GROUP, IOWA AIR NATIONAL GUARD IS COL. DENNIS SWANSTROM. (RESPONSE FROM COL. SWANSTROM. PHOTO OPPORTUNITY.)

ST. LUKE'S REGIONAL MEDICAL CENTER.

ST. LUKE'S HAS THE LARGEST AND BEST EQUIPPED "BURNS" UNIT IN NORTHWEST IOWA, AND SERVES THE TRI-STATE AREA. IN THE EMERGENCY PLAN, THE HOSPITALS, UPON RECEIVING AN "ALERT 3," ALARM, RECALLS ALL DOCTORS AND NURSES ON STAFF; FULLY STAFFS AND EQUIPS THEIR EMERGENCY ROOMS AWAITING SURVIVORS. ST. LUKE'S WAS EQUIPPED AND PREPARED WHEN THE FIRST ACCIDENT VICTIM WAS BROUGHT TO THE HOSPITAL ONLY MINUTES AFTER THE CRASH.

RECEIVING THE AWARD ON BEHALF OF ST. LUKE'S REGIONAL MEDICAL CENTER IS DOUG CAMPBELL, VICE PRESIDENT OF SUPPORT SERVICES. (RESPONSE FROM DOUG CAMPBELL. PHOTO OPPORTUNITY.)

MARIAN HEALTH CENTER.

MARIAN HEALTH CENTER HAS THE LARGEST AND BEST EQUIPPED "TRAUMA" UNIT IN NORTHWEST IOWA, AND ALSO SERVES THE TRI-STATE AREA. IN AN EMERGENCY "ALERT 3" PLAN, THEY ALSO RECALL ALL OF THEIR DOCTORS AND NURSES ON STAFF; FULLY STAFF AND EQUIP THEIR EMERGENCY ROOMS, AWAITING SURVIVORS. MARIAN HEALTH CENTER WAS READY AND WAITING WHEN THEIR FIRST PATIENT ARRIVED FROM THE CRASH. RECEIVING THE AWARD ON BEHALF OF MARIAN HEALTH CENTER IS DOUGLAS JOHNSON, CHIEF EXECUTIVE OFFICER. (RESPONSE FROM DOUG JOHNSON. PHOTO OPPORTUNITY.)

MARIAN AIR CARE.

HELICOPTER MEDIVAC RESPONSE IS ATTACHED TO THE MARIAN HOSPITAL AND SERVES THE GREATER SIOUXLAND AREA. ON JULY 19TH, MARIAN AIR CARE WAS AIRBORNE WITH A FULL MEDICAL TEAM, INCLUDING A DOCTOR ON BOARD, AND ACTUALLY OBSERVED THE CRASH FROM THE AIR. WITHIN A COUPLE OF MINUTES AFTER THE ACCIDENT, THIS TEAM WAS ON THE GROUND ASSISTING AT THE CRASH SITE.

RECEIVING THE AWARD ON BEHALF OF MARIAN AIR CARE IS DR. DAVID GRECO, MEDICAL DIRECTOR, (RESPONSE. PHOTO OPPORTUNITY.)

SIOUXLAND HEALTH SERVICES.

SIOUXLAND HEALTH SERVICES PROVIDES AMBULANCE SERVICES DURING EMERGENCIES AND ACCIDENTS. THEY WERE ON THE AIRPORT WHEN THE ACCIDENT OCCURRED, AND WERE THE FIRST AMBULANCE WITH A MEDICAL STAFF TO REACH THE SCENE.

RECEIVING THE AWARD ON BEHALF OF SIOUXLAND HEALTH SERVICES IS CHARLES SUNDBERG, EXECUTIVE DIRECTOR. (RESPONSE FROM CHARLES SUNDBERG. PHOTO OPPORTUNITY.)

WOODBURY COUNTY COMMUNICATIONS CENTER.

THE COMMUNICATIONS CENTER IS RESPONSIBLE FOR ALL INITIAL POLICE AND FIRE CALLS IN THE COUNTY OF WOODBURY, INCLUDING THE "NINE - ONE - ONE" RESPONSE. ONE OF THE PHONES ON THE "TOWER CRASH CIRCUIT," IS TO THE COMMUNICATIONS CENTER.

UPON RECEIVING A CALL WITH AN "ALERT 2 OR 3" ON THE CIRCUIT, THE COMMUNICATIONS CENTER NOTIFIES ALL EMERGENCY SERVICES IN ACCORDANCE WITH THE COUNTY DISASTER PLAN.

I'M HERE TO TELL YOU FOLKS,... YOUR PLAN WORKS!

RECEIVING THE AWARD ON BEHALF OF THE WOODBURY COUNTY COMMUNICATIONS CENTER IS BRENDA WALDRON, DIRECTOR. (RESPONSE FROM BRENDA WALDRON. PHOTO OPPORTUNITY.)

I WOULD LIKE TO ANNOUNCE HERE TODAY, THAT WE ARE PROCEEDING WITH AWARDING A $3.5 MILLION CONTRACT TO W.A. KLINGER INC. OF SIOUX CITY FOR THE CONSTRUCTION OF A NEW TOWER AT THE AIRPORT. CONSTRUCTION IS SCHEDULED TO BEGIN NEXT MARCH.