REMARKS BY
ADMINISTRATOR JAMES B. BUSEY
FEDERAL AVIATION ADMINISTRATION
FOR THE 1989 GENERAL AVIATION
INDUSTRY AWARDS PROGRAM
NOVEMBER 2, 1989

FLIGHT INSTRUCTOR OF THE YEAR AWARD REMARKS.

IT IS A PLEASURE FOR ME TO PRESENT THESE AWARDS FOR FLIGHT INSTRUCTOR OF THE YEAR, AND MAINTENANCE TECHNICIAN OF THE YEAR.

THE FLIGHT INSTRUCTOR OF THE YEAR AWARD GOES TO MR. JOHN "ROCK" ROCKCASTLE, OF BARRINGTON, ILLINOIS. "ROCK" PLEASE COME UP AND JOIN ME HERE AT THE PODIUM.

THE RESPONSIBILITIES FOR DEVELOPING HIGH CALIBER PILOTS, WHICH PUBLIC OPINION AND OUR AIRSPACE SYSTEM DEMANDS, REST SQUARELY ON THE PROFESSIONAL FLIGHT INSTRUCTORS OF OUR COUNTRY - THE FUTURE OF AVIATION IS IN THEIR HANDS.

"ROCK," YOUR TIRELESS EFFORTS AND EXCELLANT EXAMPLE HAVE EARNED YOU THE HONOR OF BEING THIS YEAR'S RECIPIENT OF THE NATIONAL FLIGHT INSTRUCTOR OF THE YEAR AWARD.

YOU HAVE BEEN HIGHLY RECOMMENDED BY MANY FORMER STUDENTS, FLYING ASSOCIATES FROM THE GLENVIEW NAVY FLYING CLUB AND OTHER AVIATION ENTHUSIASTS.

MR. ROCKCASTLE IS PRESIDENT OF THE GLENVIEW NAVY FLYING CLUB AND IS AN FAA ACCIDENT PREVENTION COUNSELOR. HE ALSO ASSISTS THE "99'S" WITH AVIATION SAFETY AND EDUCATION PROGRAMS AS WELL AS VOLUNTEERS HIS TIME WITH THE EXPLORER SCOUTS AND SEA CADETS.

"ROCK", I THINK THAT THE 5,000 HOURS THAT YOU HAVE ACCRUED FLYING OVER THE LAST 30 YEARS, AND THE EXCELLENT SAFETY RECORD THAT YOU HAVE ARE TESTIMONY TO YOUR PROFESSIONALISM AND HIGH SAFETY STANDARDS IN AVIATION.

(READ THE PLAQUE)

"IN RECOGNITION OF OUTSTANDING PERFORMANCE IN THE PROFESSION OF FLIGHT INSTRUCTOR, AND FOR DEDICATION TO THE PROMOTION OF INTEREST IN AVIATION."

IT IS MY PLEASURE NOW TO PRESENT TO JOHN ROCKCASTLE, THE FLIGHT INSTRUCTOR OF THE YEAR AWARD. CONGRATULATIONS, "ROCK."

DRAFT TALKING POINTS FOR USE
BY THE ADMINISTRATOR
MODERATOR OF PANEL
ON
NATIONAL AIR TRANSPORTATION MANAGEMENT

AIR TRAFFIC CONTROL ASSOCIATION
CONFERENCE
NOVEMBER 2, 1989
CRYSTAL CITY, VIRGINIA

for your review

OK
B 10/31

* I AM PLEASED TO HAVE THIS OPPORTUNITY TO SPEND SOME TIME WITH YOU THIS AFTERNOON, TO SHARE IDEAS WITH THE DISTINGUISHED MEMBERS OF THIS PANEL ON THE TREMENDOUS CHALLENGE FACING ALL OF US--MANAGING THE NATIONAL AIR TRANSPORTATION SYSTEM.

- Need bios of panel members
- I will introduce them after brief statement

AOA-1

10/31

* OUR ABILITY TO MEET THAT CHALLENGE GOES FAR BEYOND OUR INTERESTS AS INDIVIDUAL AIRLINE COMPANIES OR A SINGLE FEDERAL AGENCY. SO MUCH DEPENDS ON IT: MAINTAINING AMERICA'S LEADERSHIP IN WORLD AVIATION, THE ABILITY OF THE U.S. TO COMPETE IN WORLD MARKETS, OUR DEFENSIVE STRENGTH, EVEN OUR STANDARD OF LIVING.

* AT THE OUTSET, LET ME MENTION A THEME I HAVE BEEN POUNDING SINCE I TOOK OFFICE: THE IMPORTANCE OF WORKING TOGETHER TO MEET THESE STIFF CHALLENGES. IF WE ARE GOING TO GET THE JOB DONE, THEN ALL OF US INVOLVED IN AVIATION MUST PULL TOGETHER. WE'VE GOT TO COMMUNICATE BETTER WITH EACH OTHER, AND I AM GOING TO MAKE SURE FAA DOES A BETTER JOB OF LISTENING AND NOT JUST TALKING.

* FROM MY PERSPECTIVE, ~~AS HEAD OF THE FEDERAL AVIATION ADMINISTRATION~~, THE MANAGEMENT CHALLENGE IS TWO-FOLD: COMPLETING THE UNFINISHED BUSINESS OF THE 1980'S AND PREPARING THE NATIONAL AIRSPACE SYSTEM FOR THE 1990'S AND BEYOND.

* EACH DECADE HAS ITS OWN 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.

* WE ARE EIGHT YEARS INTO IMPLEMENTATION OF THAT PLAN AND WE'VE MADE SUBSTANTIAL PROGRESS. NINETY-FIVE PERCENT OF THE PLAN'S ORIGINAL PROGRAMS ARE UNDER CONTRACT, AND NAS PLAN SYSTEMS ARE ~~BEING INSTALLED AT AIR TRAFFIC FACILITIES AROUND THE COUNTRY VIRTUALLY ON A DAILY BASIS~~ beginning to come on line.

* EXAMPLES: HOST COMPUTERS FOR OUR 20 ENROUTE CENTERS, ASR-9 AIRPORT TERMINAL RADARS, NEW TRAFFIC MANAGEMENT SYSTEMS, ADVANCED NEW FLIGHT SERVICE STATIONS--THE LIST IS IMPRESSIVE.

* AS THE DECADE COMES TO AN END, THE REMAINING CHALLENGE OF THE 80'S IS TO GET THE NAS INFRASTRUCTURE BUILT, TO FIELD THE REST OF THE EQUIPMENT AND TO PUT IT ALL INTO OPERATION.

* AN EQUALLY IMPORTANT CHALLENGE IS TO MAKE SURE WE BRING TO THIS TASK HIGHLY PROFESSIONAL AND AGGRESSIVE PROGRAM MANAGEMENT.

* WE'RE ALSO GOING TO NEED A SYSTEM OF ACCOUNTABILITY AND OVERSIGHT--AS WELL AS THE INDEPENDENT OPERATIONAL TESTING AND EVALUATION TO ENSURE THE QUALITY OF THE PRODUCT.

* IT'S NO SECRET THERE HAVE BEEN SOME DELAYS AND COST OVERRUNS IN THE NAS PLAN. WE ARE NOT GOING TO ALLOW THAT TO CONTINUE. I AM COMMITTED TO COMPLETING THE NAS PLAN AT A COST OF 15.8 BILLION DOLLARS. I AM DIRECTLY INVOLVED IN EXAMINING THE PROCUREMENT SYSTEM TO MAKE SURE THERE IS GREATER ECONOMY AND EFFICIENCY THROUGHOUT THE WHOLE PROCESS.

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

* THE 90'S PRESENT US A ENTIRELY NEW SET OF CHALLENGES. ESSENTIALLY, THE TASK BEFORE US IS TO MAKE SURE OUR NATIONAL AIRSPACE SYSTEM AND OUR AIRPORTS WILL BE ABLE TO HANDLE MUCH HIGHER LEVELS OF AIR TRAFFIC.

* TODAY, WE HAVE ABOUT 450 MILLION PASSENGERS ANNUALLY. BY THE YEAR 2000, THAT NUMBER WILL JUMP TO ALMOST 800 MILLION A YEAR--OR ALMOST TWO PASSENGERS FOR EVERY ONE WE HAVE TODAY.

* TO MEET THE CHALLENGE OF THE 90'S, WE MUST 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.

* IN THE NEAR-TERM, OUR CHALLENGE IS TO USE THAT 15.8 DOLLARS INVESTMENT IN TECHNOLOGY TO SQUEEZE MORE CAPACITY OUT OF THE SYSTEM. IT CAN'T BE BUSINESS AS USUAL. WE'VE GOT TO WORK SMARTER AND USE THE NAS PLAN TECHNOLOGY TO MANAGE THE AIRSPACE DIFFERENTLY THAN WE ARE MANAGING TODAY.

* MLS, FOR EXAMPLE, HAS TREMENDOUS POTENTIAL. BUT, WE CAN'T THINK OF MLS AS JUST A BETTER ILS. WE MUST TAP ITS FULL POTENTIAL TO REALIZE THE SIGNIFICANT CAPACITY GAINS IT CAN DELIVER AT SEVERAL MAJOR AIRPORTS. BY CREATIVELY USING MLS AND OTHER NAS TECHNOLOGY I THINK WE CAN INCREASE SYSTEM CAPACITY SIGNIFICANTLY.

* WHILE WE ARE TRYING TO MEET THE CHALLENGE OF INCREASING CAPACITY FOR THE SHORT-RUN, WE NEED TO DEVELOP A LONG-TERM PLAN FOR THE 21ST CENTURY.

* TO HELP US DO THAT, WE HAVE BEEN RESTRUCTURING OUR R,E&D ORGANIZATION AND PROGRAM 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.
- HIGHER LEVELS OF AUTOMATION, INCLUDING ARTIFICIAL INTELLIGENCE.
- SATELLITE-BASED NAVIGATION, SURVEILLANCE, AND COMMUNICATIONS SYSTEMS.
- ~~FLY BY WIRE AND FLY BY LIGHT~~.
- HOLOGRAPHIC THREE-DIMENSIONAL DISPLAYS AND VOICE ENTRY TECHNIQUES.

* KEEPING THE CURRENT AVIATION SYSTEM OPERATING SAFELY AND EFFICIENTLY WHILE AT THE SAME TIME PREPARING TO MEET THE DEMANDS A DECADE OR TWO DOWN THE ROAD IS WHAT THIS MANAGEMENT CHALLENGE IS ALL ABOUT. IT'S AN AWESOME TASK--AND NO ONE PERSON OR AGENCY OR GROUP IS UP TO THAT KIND OF CHALLENGE.

* BUT I AM CONVINCED THAT BY PULLING TOGETHER--BRINGING TOGETHER THE BEST MINDS, THE VAST EXPERTISE AND EXPERIENCE THAT EXISTS THROUGHOUT THE AVIATION INDUSTRY, WE CAN GET THE JOB DONE.

* NOW, IN THAT SPIRIT, I AM ANXIOUS TO SIT DOWN AND LISTEN TO WHAT SOME OF MY COLLEAGUES HAVE TO SAY. ~~THANK YOU VERY MUCH~~.

Our first panel member to speak is:

TALKING POINTS FOR USE
BY THE ADMINISTRATOR
MODERATOR OF PANEL
ON
NATIONAL AIR TRANSPORTATION MANAGEMENT

AIR TRAFFIC CONTROL ASSOCIATION
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* OUR FIRST PANEL MEMBER TO SPEAK IS:

Ronald W. Allen
Chairman of the Board
Chief Executive Officer

Ronald W. Allen is Chairman of the Board and Chief Executive Officer of Delta Air Lines.

Mr. Allen, while completing his undergraduate studies at Georgia Tech, joined Delta in 1963 as a part-time Methods Analyst in the Methods and Training Department and was promoted to Staff Analyst in 1964. Later that year, he was promoted to Administrative Assistant-Personnel. He served as Director-Methods and Training from April 1966 to November 1, 1967, when he was elevated to Assistant Vice President-Administration. He became Vice President-Administration on November 1, 1969, and Senior Vice President-Personnel on October 23, 1970. He was elected to the Board of Director in October 1975. Mr. Allen was named Senior Vice President-Administration and Personnel on May 1, 1979, President and Chief Operating Officer in November, 1983, and to his present position on August 1, 1987.

A native of Atlanta, Allen is a 1964 graduate of the Georgia Institute of Technology where he received the Bachelor of Industrial Engineering degree. He is Chairman of the Atlanta Chamber of Commerce and serves on the Boards of Directors of National Service Industries, Inc., and The Citizens and Southern Corporation. He is a member of the Georgia Institute of Technology's National Advisory Board and the Board of Trustees of Presbyterian College.

Mr. Allen has served as a member of the Board of Trustees of Christian City Home for Children, the Metropolitan Atlanta Red Cross and the United Way of Atlanta.

Bruce R. Nobles
President and Director
Trump Shuttle, Inc.

Bruce R. Nobles, whose career in the airline industry spans 20 years, is uniquely qualified to serve as President, Chief Operating Officer and Chief Financial Officer of Trump Shuttle, Inc.

In February 1988, Mr. Nobles became President and Chief Executive Officer of Air-Shuttle L.P., a subsidiary of Texas Air. Subsequently, from April to October 1988 he was acting Senior Vice President, Business Management Division at Continental Air Lines. Prior to February 1988, he was President and Chief Operating Officer of the Pan Am Shuttle, a subsidiary of Pan Am Corporation. Mr. Nobles was named to that position in the summer of 1986 prior to Pan Am Corporation's inaugurating the Pan Am Shuttle in the New York-Boston and New York-Washington markets. He previously served as Vice President-Customer Services for Republic Airlines. In that post, he was responsible for all aspects of passenger service including station operations, inflight service, catering, training and customer relations.

In 1982, he joined Pan American World Airways as Marketing Controller and served in that position until 1984 when he joined Republic Airlines.

Mr. Nobles began his airline career in 1966, while still attending college, as a passenger service agent for American Airlines. After receiving his bachelor's degree from the University of Southern California and attending the M.B.A. program at California State College at Los Angeles, Mr. Nobles went to work for American on a full time basis, rising to Marketing Controller, a position to which he was named in 1979.

Jeffrey H. Erickson
President and Chief Operating Officer
Midway Airlines

Jeffrey H. Erickson is President and Chief Operating Officer for Midway Airlines. Mr. Erickson is responsible for all of the Company's day-to-day operating activities which provide air service to 52 airports in 21 states, the District of Columbia, the U.S. Virgin Islands and Nassau in the Bahamas.

Mr. Erickson has 20 years experience in the airline industry. Prior to joining Midway in 1986 as Executive Vice President, he was Senior Vice President of Airline Operations for Aloha Airlines in Honolulu, Hawaii. His prior experience has included employment in the maintenance and engineering departments at Continental Airlines, Fokker Aircraft, Pan Am and Grumman Aerospace.

Mr. Erickson received his Bachelor of Science Degree in Aeronautical Engineering at Rensselaer Polytechnic Institute in 1969. He received his Master of Science Degree in Transportation Planning and Engineering from Polytechnic Institute of Brooklyn in 1973.

Board Directorships include Midway Airlines, The American Scandinavian Council and Illinois Special Olympics.

Born in October 1944, he is married and has three children.

RONALD A. HOLLEY

PRESIDENT

HENSON AVIATION

Ronald A. Holley (Ron), President and Chief Executive Officer of Henson Aviation, has spent the last 30 years in the commercial airline industry. Henson Aviation, Inc., a wholly owned subsidiary operating as USAir Express, was the original Allegheny Commuter and is the largest of the four owned regionals under USAir Group, Inc. Henson operates 33 Boeing deHavilland Dash 8's and 5 Dash-7's feeding the three USAir hubs of Baltimore, Charlotte and Philadelphia, and providing major service to Washington National, throughout the state of Florida, and the Bahamas. Prior to joining Henson on January 1, 1989, Ron was Vice President of Operations Services for USAir, Inc. in Pittsburgh, having joined USAir in March 1980. He held previous management positions in customer services and maintenance and engineering, and was with both American Airlines and Northeast Airlines prior to joining USAir.

TALKING POINTS
FOR ADMINISTRATOR BUSEY
AIR TRAFFIC CONTROL
SUPCOM
NOVEMBER 2, 1989

* I AM PLEASED TO HAVE THIS OPPORTUNITY TO SPEND SOME TIME WITH YOU THIS EVENING. IT'S ALWAYS A PLEASURE TO MEET THE FAA PEOPLE OUT THERE ON THE FIRING LINE.

* I HAVE BEEN TRYING TO GET AROUND TO VISIT FACILITIES AS MUCH AS POSSIBLE. AND I MUST TELL HOW IMPRESSED I AM WITH THE QUALITY AND COMMITMENT OF THE FAA WORKFORCE. AS I HAVE SAID BEFORE, I AM PROUD TO BE A PART OF THIS GREAT ORGANIZATION.

* IT'S NO EXAGGERATION TO SAY THAT YOU ALL HAVE HAD A PART TO PLAY IN MAKING AMERICAN AVIATION THE BEST IN THE WORLD. FAA DESERVES A LARGE SHARE OF THE CREDIT FOR THE SAFETY, THE VITALITY, AND THE BASIC STRENGTH OF THE U.S. AIR TRAFFIC SYSTEM. AND YOU ARE THE ONES WHO SHOULD GET THE LION'S SHARE OF THE CREDIT.

* I TRULY BELIEVE THIS, AND WE ALL NEED TO KEEP THIS IN PERSPECTIVE AS WE STRUGGLE WITH DAY-TO-DAY ISSUES AND PROBLEMS AS YOU FOLKS ARE DOING HERE THIS WEEK WITH THE SUPCOM.

* NOW I WOULD LIKE TO GIVE YOU AN IDEA OF MY GOALS FOR THE FAA OVER THE NEXT FEW YEARS.

* FIRST OF ALL, NO MAJOR REORGANIZATION. I WILL PLAY THE HAND I HAVE BEEN DEALT. MY JOB IS TO SET THE RIGHT GOALS AND PROVIDE THE MANAGEMENT TO HELP US ACHIEVE THOSE GOALS. AT THE TIME, I WILL NOT HESITATE TO FINE-TUNE THE ORGANIZATION AND MAKE THE PERSONNEL CHANGES NEEDED TO ACHIEVE THE GOALS.

* THE NUMBER ONE PRIORITY IS SAFETY, AS IT MUST BE FOR ANY ADMINISTRATOR, AND WE ARE GOING TO MARSHALL THE RESOURCES NEEDED TO MAINTAIN SAFETY. KEY ISSUES ARE DRUGS AND TERRORISM.

* ON THAT SCORE, WE HAVE VERY STRONG SUPPORT FROM THE SECRETARY AND A GOOD, PERSONAL WORKING RELATIONSHIP. HE IS A VERY STRONG ADVOCATE OF AVIATION AND FIRMLY COMMITTED TO DOING WHAT'S NECESSARY, INCLUDING FIGHTING FOR THE BUDGETS WE NEED TO GET THE JOB DONE. HE ALSO IS VERY IMPRESSED WITH THE QUALITY AND COMMITMENT OF THE WORK FORCE AND LIKES TO GET OUT THERE AND MEET YOU WHENEVER HE CAN.

* WE ARE ALSO WORKING WITH THE SECRETARY TO HAVE OST RESTORE TO THE FAA SOME OF THE AUTHORITY AND RESPONSIBILITIES THAT WERE TAKEN OVER BY THE OST OVER THE YEARS.

* THE SECRETARY UNDERSTANDS THE INTEGRITY OF THE FAA MISSION AND ITS PROPER ROLE WITHIN THE CONTEXT OF THE DOT. FOR EXAMPLE, IN THE DEVELOPMENT OF THE NATIONAL TRANSPORTATION POLICY, FAA IS GOING TO TAKE THE LEAD IN DEVELOPING THE AVIATION SIDE OF THAT POLICY.

* AFTER SAFETY THE NEXT MOST IMPORTANT GOAL IS PEOPLE. WE NEED THE RIGHT PEOPLE, IN THE RIGHT NUMBERS AND IN THE RIGHT JOBS. WE ARE DETERMINED TO MAKE SURE FAA IS THE KIND OF PLACE THAT ATTRACTS AND KEEPS SMART, HARD-WORKING, DEDICATED PEOPLE.

* WE ALSO WANT MAKE GREATER USE OF YOUR EXPERTISE AND EXPERIENCE, AS WE ARE DOING HERE WITH THIS SUPCOM. WE WANT TO HEAR WHAT YOU HAVE TO SAY AND WE WILL BE ACTIVELY SEEKING YOUR ADVICE AND COUNSEL AS WE DEVELOP NEW SYSTEMS FOR THE FUTURE. I DO NOT SUBSCRIBE TO THE BELIEF THAT ALL WISDOM RESIDES IN WASHINGTON. I AM A GREAT BELIEVER IN THE IMPORTANCE OF LISTENING AND I WANT TO MAKE SURE FAA GETS BETTER AT THAT.

* I FEEL THE SAME ABOUT THE PEOPLE WHO RUN OUR AIR SYSTEM AND THOSE WHO DEPEND ON IT--PILOTS, MECHANICS, PASSENGERS, INDUSTRY GROUPS, AND THE LIKE. I WANT FAA TO REACH OUT TO THESE PEOPLE. THEY'VE GOT THINGS ON THEIR MINDS AND THEY SHOULD BE HEARD. I AM GOING TO MAKE SURE WE

* A KEY ELEMENT IN ATTRACTING AND KEEPING THE RIGHT PEOPLE IS TRAINING. I AM A FIRM BELIEVER IN TRAINING AND WE ARE WORKING TO STREAMLINE THE AGENCY'S TRAINING PROGRAMS. THIS IS PARTICULARLY IMPORTANT AT THIS TIME WHEN WE ARE IN THE MIDST OF RAPID TECHNOLOGICAL CHANGES. AS YOU KNOW, WE ARE RIGHT IN THE MIDST OF A MAJOR MODERNIZATION OF OUR CONTROLLER HIRING AND TRAINING PROGRAMS.

* CONTROLLER STAFFING IS A PROBLEM IN CERTAIN AREAS OF THE COUNTRY. THE PAY DEMONSTRATION PROJECT FOR ABOUT 2,100 EMPLOYEES AT 11 FACILITIES IN THE CHICAGO, NY, LA AND OAKLAND AREAS IS ONLY A BEGINNING.

* YOU HAVE BEEN BRIEFED ON THE PAY REFORM PROGRAM EARLIER IN THE WEEK BY ED CURRAN AND HIS STAFF, SO I WON'T GO INTO THIS IN DETAIL. HOWEVER, I WOULD NOTE THAT THE INITIAL PAYOUTS UNDER THE DEMONSTRATION PROGRAM WERE WELL RECEIVED. THE ADDITIONAL FUNDS RANGED FROM $300 TO $3,400, DEPENDING ON GRADE AND TIME IN THE FACILITY.

* THE PAY DEMONSTRATION PROGRAM, HOWEVER, IS BY ITS NATURE A TEMPORARY PROGRAM, LASTING UP TO 5 YEARS AT THE MOST. MEANTIME, WE ARE WORKING ON THE PAY STUDY WHICH ADDRESSES THE PAY SYSTEM FOR CONTROLLERS AND A COST OF LIVING ALLOWANCE WHICH WOULD APPLY TO ALL CATEGORIES OF FAA EMPLOYEES.

* THE STUDY WAS INITIATED IN JUNE 1988 AND WE ARE SCHEDULED TO HAVE THE STUDY COMPLETED AND LEGISLATIVE PROPOSALS READY BY MARCH 1990. WE'VE GOT TO COME UP WITH AN EQUITABLE SYSTEM WHICH PROVIDES A CORE SALARY FOR CONTROLLERS, WITH ADDITIONAL PAY FOR THOSE WHOSE FACILITIES HANDLE MORE TRAFFIC UNDER MORE COMPLEX SITUATIONS. THIS IS ONLY FAIR AND IT'S LONG OVERDUE.

* AT THE SAME TIME, THE STUDY ALSO WILL ADDRESS THE EQUALLY CRITICAL ISSUE OF COST OF LIVING ALLOWANCES TO TAKE INTO ACCOUNT WHAT WE ALL KNOW BY EXPERIENCE THAT IT COSTS A LOT MORE TO LIVE IN BOSTON AND LOS ANGELES THAN IT DOES IN OKLAHOMA CITY OR HARLINGEN, TEXAS. IT'S ONLY FAIR THAT THE PAY SYSTEM RECOGNIZE THAT FACT. THIS SHOULD HAVE BEEN DONE EARLIER,

* IN THE PROCUREMENT AREA, WE ARE WORKING TO INSTILL GREATER ECONOMY AND EFFICIENCY THROUGHOUT THE WHOLE PROCESS. THERE HAVE BEEN SOME DELAYS AND COST OVERRUNS IN THE NAS PLAN. WE WANT TO MAKE SURE THAT COST OVERRUNS AND DELAYS DO NOT BECOME A CHRONIC CONDITION IN THE FAA'S PROCUREMENT PROCESS.

* WHILE I AM ON THE NAS PLAN, LET ME MENTION TWO MAJOR CHANGES WE ARE GOING TO MAKE 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 PLAN THAT'S NOW BEING DEVELOPED.

* SECOND, THE LEVEL OF CAPITAL INVESTMENT MUST RISE SIGNIFICANTLY.

* THE NEW PLAN WILL HAVE FOUR MAIN PARTS: 1.) THE ORIGINAL NAS PLAN, 2.) PLANNED PROJECTS THAT WILL EXTEND NAS PLAN TECHNOLOGY, SUCH AS FULL MODE S IMPLEMENTATION, ASR-10 RADARS, ETC., 3.) NEW FACILITIES AND EQUIPMENT NEED, AND 4.) INFRASTRUCTURE MAINTENANCE AND IMPROVEMENT.

* THESE ARE AMBITIOUS GOALS. BUT I WOULDN'T EVEN CONSIDER THEM IF I HAD ANY DOUBT OUR ABILITY TO ACHIEVE THEM. I KNOW WE CAN--IF WE ALL PULL TOGETHER.

* I APPRECIATE THE TIME YOU HAVE ALL SPENT HERE THIS WEEK WORKING TOGETHER ON PROBLEMS AND UNRESOLVED ISSUES. THIS CAN BE TEDIOUS AND TRYING WORK, BUT I AM CONVINCED THAT WORKING TOGETHER ON THESE PROBLEMS IS THE KEY TO THEIR SOLUTION.

* I LOOK FORWARD TO TALKING WITH YOU PERSONALLY WHEN I VISIT YOUR FACILITIES AROUND THE COUNTRY.

ARE THE SKIES TOO CROWDED?
REMARKS BY ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, THE FEDERAL AVIATION ADMINISTRATION
BEFORE THE ORANGE COUNTY AVIATION COUNCIL
SANTA ANA, CALIFORNIA
NOVEMBER 7, 1989

Thank you very much. It's really great to be with you today. One of the best things about my job is the chance to get out and talk to people who love aviation and who understand its importance to the community and the nation.

And I'm sure that all of you fit that description.

I can't emphasize too strongly how important it is to have aviation support groups like the Orange County Aviation Council. In our country, airport decisions are made primarily on the local level, and that's why your work is so important.

If John Wayne Airport is to be improved, you've got to do it. If a new airport is to be built, you've got to do it.

And, indeed, the Council has done yeoman work. The great new terminal now under construction shows that. And your Airport Site Coalition, which is looking at your future airport needs, is another example. There's no doubt that Orange County aviation is strong because the Council is providing aggressive, positive leadership.

As you know, we recognized your good work when we awarded the FAA's Certificate of Achievement to the Council last April.

The numbers for John Wayne are certainly impressive. It's fifth in the country in total operations -- just behind giants like Atlanta, Chicago O'Hare, Los Angeles, and Dallas/Fort Worth. It ranks number 51 in total passengers and 57th in air carrier operations. And those numbers will go up a lot after the new terminal gets into operation.

Obviously, you folks have your eye on the future. And it's the future I want to talk about today.

Let's start with a few crucial questions. Are the skies too crowded? Do we have too many planes in the air? Are we overloading our air transport system?

I suspect that a lot of people would answer "yes" to those questions. They've read the headlines. They've watched TV. And now they think we've got a crisis on our hands, with aviation gridlock just around the corner.

In my view, all that talk about crisis and gridlock is overblown. It's time to put those fears to rest.

We're not heading toward gridlock. We don't have a crisis.

What we have is a problem -- and a challenge.

The problem is too much congestion and delay. And the challenge is to make sure it doesn't get worse.

We all know that traffic volume is growing rapidly. Every year, the number of airline passengers goes up. We'll have about a half-billion this year. By the turn of the century, we'll have close to 800 million, and still going up.

Now that's great. That's what we hoped would happen when we deregulated the airlines ten years ago.

But that rapid growth creates a problem. It means more people, more flights, more planes -- and increasing strain on our air transport system.

Twenty-one of our major airports are severely congested. If we do nothing, that will double to 40 airports in the next eight years.

Delays are costing us billions of dollars a year in reduced productivity, increased fuel costs, missed connections, wasted time, and so on.

More congestion will mean higher transportation costs for everyone. American travelers will pay more and American businesses will find it harder to compete in today's global markets. Our entire economy would be affected.

We have the greatest air commerce system in the world. It is the foundation of our economic strength. It provides hundreds of thousands of jobs. And it raises the standard of living of every American.

The lower air fares from airline deregulation have brought millions of new travelers into the skies. But we will continue to reap the benefits of deregulation only if there is sufficient capacity to meet the demand. If we fail to raise capacity, then we'll have to limit demand. And that's not acceptable.

So we're going to raise system capacity. And that's a job that the FAA can't do by itself.

I recently set up a new task force on system capacity that brings together experts from the industry, the airlines, the airports, and the FAA. If we are to meet our long-term capacity needs, then we've all got to work together. And the task force will help us do that.

We've also expanded the scope of our Airport Capacity Office. It's now our System Capacity Office. And our Airport Capacity Enhancement Plan will now become the System Capacity Enhancement Plan.

These are not just cosmetic changes. They indicate a much stronger focus on the total SYSTEM, which, of course, includes airports and our traffic control operations. Both have to be modernized and expanded.

Let's consider the air control system first.

Right now, we're speeding up the flow of traffic by changing our control procedures and airspace design in high density regions. We've completed major improvements along the East Coast and here in the Los Angeles region, and we'll be doing the same in other parts of the country.

Advanced new technology, of course, offers the biggest payoff in increased capacity, and our current plan calls for an investment in excess of $15 billion dollars for new technology.

I could spend the rest of the day describing the new equipment and techniques we'll be getting in the next few years. But let me hit just a few of the highlights.

First of all, in our 20 enroute control centers we've installed a giant new computer system that has ten times the speed and four times the capacity of the old system.

We've got new radars that are giving us more accurate weather, navigation, and surveillance information.

We've got a new Traffic Management System that is improving our traffic flow on a national basis.

And, over the next couple of years, we'll be getting airborne collision avoidance systems, windshear detection devices, and advanced digital cockpit displays and flight management systems.

With Mode S radar technology we'll set up automated digital data links between planes and traffic control centers. We'll be able to give pilots their flight clearances, weather, and other information, almost instantaneously, without the need for radio conversations that

By the late 1990s, new Microwave Landing Systems will let us speed the flow of traffic by redesigning the tangled approach and departure tracks at major airports.

If we could fly in bad weather the way we do in good weather, we'd have no significant delay or congestion problems. Bad weather causes 70 percent of our delays. So we're now testing special surveillance technology that may improve our ability to land planes in bad weather, especially at airports where we have close parallel runways.

The demand for air transportation is growing so fast that in a few years we're going to need even more computing power. And we'll get that from an even faster and more powerful computer system that will come on line in the 1990s. This will be the largest real-time, computer-controlled system ever developed.

It will bring all of our primary traffic control facilities into an integrated, automated system that will be easy to expand as new technology becomes available. And we're already planning a whole series of new automated programs.

Eventually we may use these powerful computers to automate nearly all of our air traffic control operations. They will detect and resolve flight control problems, make decisions, and offer clearances directly to aircraft without human intervention -- but, of course, always under human direction.

And we're also developing ways to use satellites to tell controllers precisely where planes are, anywhere in the world.

As I said, all of the new technology is aimed at giving us the ability to manage the airspace far more efficiently, to let us squeeze even more traffic capacity out of the system. And there's no question it will do that.

But technology, no matter how advanced, won't do the whole job. We need better airports. We need new airports.

And this is your part of the picture. The FAA doesn't build airports or runways. Decisions for those things are made on the local level.

The FAA can help plan and fund airport projects. We can do research. We can sponsor local task forces to help increase airport capacity. We can study the possibility for the joint use of military airports. And we can identify airports with civilian potential at military bases that are to be closed.

In addition, we are helping develop the new National Transportation Policy that is Secretary Skinner's top priority.

Some of the things that may be included in this policy are new funding sources for airports, new policies governing airport site reservation and land acquisition, and the better coordination of rapid transit ground transportation to and from major airports.

But, as important as all these activities are, the real initiative toward greater airport capacity rests with people like you in cities and towns all over America.

To get the improvements we need, and to build new airports, we must have public support at the local level where airport decisions are made.

I don't want to be unduly pessimistic, but we're not making the progress we need. Two weeks from today, in Denver, we'll break ground for the first new jetport in 15 years. Even though traffic has more than doubled in that time, not a single major new airport has been opened.

A few cities are considering new airports. And a number of new runways and runway extensions are planned or under construction. But by no means enough.

As I said earlier, if we don't have the capacity to meet the demand, then the only solution for the mismatch will be to regulate demand to match the existing capacity -- and no one wants to do that. It would have too many undesirable economic effects.

In many communities, we don't have the solid, dependable base of public support we need in order to build or improve airports.

The unhappy fact is that a lot of people are indifferent to aviation. They would have no objection if a shopping mall replaced the local airport.

And, as I'm sure you know, some people actively oppose airports. They see airports only as generators of noise and traffic. They don't see the jobs generated, the money brought into the community, the stability for the local economy. And they don't realize that local businesses need the airport for dependable, efficient transportation.

They don't realize that there's a capacity problem. They know there's a noise problem. They know there's a traffic problem. They can hear the noise and see the traffic. But they can't hear or see a capacity problem, which

And some of these people are very vocal. They are being heard in the political arena, where airport decisions are made.

If we want to build support for airport improvements, then, we must speak for airport development as forcefully as others speak against it.

If you understand the economic benefits of a modern airport -- if you agree that airports don't just make noise and traffic congestion, that they create jobs and opportunity -- then I would urge you to make yourself heard in the political arena.

Sensitive environmental issues can be resolved. For one thing, new aircraft are far quieter, and we're working with the industry and other government agencies to develop even quieter ones. We're also using the new technology I've just described to develop more effective noise abatement arrival and departure tracks around airports.

In addition, environmental issues can be resolved by creating greater public understanding of the vital role airports play in our economic life.

The facts are on our side. The benefits of aviation are too real, too tangible, and too great to be denied.

And I'm not talking here of the benefits to the nation, which of course are substantial. I'm talking about the benefits to the local community.

I think we can create that base of public support we need. After all, they did it in Denver, where two-thirds of the voters supported the new airport. And if they can do it, people in other communities can, too.

The FAA is doing everything we know how to do. But one federal agency can't do it all. You've got to help us get the message across.

And if you think we should be doing more than we're doing, then tell us what it is. We'll work a lot better together if we can communicate with each other effectively. And I'm serious about that. I want good lines of communication with every part of the aviation world.

I believe that American aviation must remain what it is today: The envy of the world.

As I said earlier, I don't believe we face a crisis of capacity. I don't believe we're headed for gridlock. Our skies are not too crowded.

But we do have a problem. And we have a challenge. We can solve the problem if all of us who understand the importance of aviation join in the effort to make sure we have the capacity to meet future demand.

There's no single answer. Airport improvement alone won't do it. New airports won't do it. New air control technology won't do it. New aircraft won't do it. New procedures won't do it. But all together, they will do it.

I'm very optimistic. I'm sure we can count on the aviation industry, airport operators, business groups, states, communities, and especially people like all of you on the local level. Working together, we will keep American aviation on top.

Thank you.

REMARKS FOR
ADMIRAL JAMES B. BUSEY
ASR-9 DEDICATION
NOVEMBER 8, 1989
HARLINGEN, TEXAS

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

I WOULD LIKE TO RECOGNIZE CONGRESSMAN "KIKA" DE LA GARZA BECAUSE OF HIS STRONG SUPPORT FOR THIS FACILITY. WE LOOK FORWARD TO CONTINUING THAT WORK WITH HIM AS WELL AS WITH CONGRESSMAN SOLOMON ORTIZ FROM CORPUS CHRISTI.

IN ADDITION, I AM PLEASED THAT OUR FRIENDS FROM MEXICO, COULD JOIN US BECAUSE EVENTUALLY THIS FACILITY WILL PROVIDE IMPROVED RADAR SERVICE TO AIRCRAFT FLYING TO AND FROM MEXICO.

THE NEW ASR-9 RADAR WE ARE DEDICATING TODAY IS THE FIRST TO GO OPERATIONAL IN THIS PART OF THE COUNTRY, AND THE SECOND TO GO ON LINE NATIONALLY SINCE WE DEDICATED THE PROTOTYPE SYSTEM AT HUNTSVILLE, ALABAMA, IN JUNE.

THE VALLEY RADAR WILL TRULY SERVE THE AVIATION NEEDS OF THIS ENTIRE SOUTH TEXAS AREA. USING AERONAUTICAL DATA GATHERED FROM THIS ANTENNA SITE, THE RADAR CONTROL FACILITY AT CORPUS CHRISTI WILL PROVIDE APPROACH AND DEPARTURE SERVICES FOR THE THREE MAJOR AREA AIRPORTS--HARLINGEN, BROWNSVILLE, AND MCALLEN .

BEFORE WE GO TOO FAR, I WANT TO TAKE THIS OPPORTUNITY TO SALUTE THE FAA PERSONNEL HERE AT HARLINGEN AND THE OTHER THREE SITES. THERE IS A LOT OF PRELIMINARY WORK LEADING UP TO IMPLEMENTATION OF A MAJOR SYSTEM LIKE AN ASR-9, PARTICULARLY IN THE AREA OF STAFFING AND TRAINING. FOR SEVERAL MONTHS, CONTROLLERS HERE AT HARLINGEN, BROWNSVILLE, MCALLEN AND CORPUS CHRISTI WENT THROUGH THAT TRAINING IN ADDITION TO HANDLING THEIR REGULAR DUTIES. SO, WHEN THE ASR-9 WAS TURNED ON, THEY WERE PREPARED TO FULLY OPERATE THE SYSTEM IMMEDIATELY TO PROVIDE IMPROVED QUALITY SERVICE TO PILOTS IN THE AREA.

I ALSO WANT TO THANK THE COMMUNITY OF HARLINGEN FOR HELPING TO MAKE THIS CEREMONY POSSIBLE TODAY AND FOR THE SUPPORT IT AND THE OTHER THREE COMMUNITIES HAVE GIVEN FAA HERE IN THE VALLEY.

AS A RESULT OF THE INSTALLATION OF THIS ASR-9, WE HAVE REVISED OUR AIR TRAFFIC PROCEDURES WITH MEXICO TO IMPROVE THE HANDLING OF AIR TRAFFIC ALONG OUR BORDERS.

AS WE GAIN EXPERIENCE, IN THE FUTURE, WE PLAN TO IMPLEMENT RADAR HAND-OFF PROCEDURES WITH MEXICO WHICH WILL FURTHER ENHANCE THESE SERVICES. THIS PARTNERSHIP SYMBOLIZES THE GROWING INTERNATIONAL NATURE OF AVIATION AND THE INCREASINGLY CLOSE RELATIONSHIPS WE HAVE ESTABLISHED WITH OUR MEXICAN COUNTERPARTS TO HELP SERVE THE AVIATION NEEDS OF THIS HEMISPHERE. ~~I AM PLEASED THAT SENOR KOBEH COULD BE HERE TO HELP UNDERSCORE THIS FACT.~~

AMERICA'S AIR TRANSPORT SYSTEM HAS LONG BEEN RECOGNIZED AS THE BEST IN THE WORLD. WE'VE BEEN THE AVIATION LEADERS EVER SINCE THE WRIGHT BROTHERS DID THEIR THING.

PEOPLE EVERYWHERE IN THE WORLD LOOK TO AMERICA FOR AERONAUTICAL EXCELLENCE. WE'VE SHOWN HOW AVIATION CAN CREATE JOBS, RAISE THE STANDARD OF LIVING, AND STRENGTHEN THE NATIONAL ECONOMY. WE'VE ALSO SET THE WORLD STANDARD FOR SUPERB AIR TRAFFIC CONTROL PROCEDURES AND TECHNOLOGY.

NOW, IN THESE FINAL YEARS OF THE 20TH CENTURY, WE'RE CONFRONTED BY THE CHALLENGE OF MAINTAINING OUR EXCELLENCE IN THE AIR.

AND THAT'S WHY THE DEDICATION OF THIS NEW RADAR SYSTEM IS SO SIGNIFICANT. IT MARKS A MAJOR ADVANCE IN THE FAA'S MULTI-FACETED EFFORT TO ENSURE THAT AMERICA CONTINUES TO ENJOY THE WORLD'S SAFEST, MOST EFFICIENT AIR TRANSPORT SYSTEM.

LET'S TAKE A CLOSER LOOK AT THIS CHALLENGE.

AVIATION IS OUR PRIMARY LONG-DISTANCE MASS TRANSPORT SYSTEM. YOU JUST CAN'T OVERSTATE ITS IMPORTANCE. IT AFFECTS EVERY AMERICAN AND EVERY BUSINESS IN AMERICA. OUR ECONOMIC STRENGTH, OUR COMPETITIVENESS IN WORLD MARKETS, AND OUR STANDARD OF LIVING -- ALL DEPEND ON AN EFFICIENT, PRODUCTIVE AIR TRANSPORT SYSTEM.

SO IT'S NOT SURPRISING THAT WE'RE WITNESSING AN EXPLOSIVE GROWTH IN COMMERCIAL AVIATION. THE NUMBER OF AIRLINE PASSENGERS HAS MORE THAN DOUBLED IN THE LAST TEN YEARS. WE'LL HAVE NEARLY A HALF-BILLION PASSENGERS THIS YEAR, AND, BY THE TURN OF THE CENTURY, WE MAY HAVE CLOSE TO A BILLION.

WITH HUNDREDS OF MILLIONS OF ADDITIONAL PASSENGERS COMING THROUGH THE GATES IN THE YEARS AHEAD, WE'VE GOT OUR WORK CUT OUT FOR US. WE'VE GOT TO MAKE SURE THE SYSTEM CAN MEET THESE INCREASING DEMANDS.

AND THAT'S A TASK THAT WILL BE SHARED BY EVERYONE WHO HAS A STAKE IN THE HEALTH OF AVIATION IN THIS COUNTRY. AS I'VE SAID, THAT INCLUDES JUST ABOUT ALL OF US. AND IT INCLUDES ALL LEVELS OF GOVERNMENT TOO.

IF WE FAIL, WE COULD END UP WITH A SECOND-CLASS AIR TRANSPORT SYSTEM THAT WOULD RAISE THE COST OF TRAVEL FOR EVERYONE AND PUT AMERICAN BUSINESS BEHIND THE EIGHT BALL IN WORLD MARKETS.

BUT LET ME ASSURE YOU, THAT'S NOT GOING TO HAPPEN. WE'VE GOT THE BEST AIR TRANSPORT SYSTEM IN THE WORLD, AND WE'RE GOING TO MAKE SURE IT STAYS THAT WAY.

I'VE BEEN WITH THE FAA FOR A RELATIVELY SHORT TIME, BUT LONG ENOUGH TO CONVINCE ME THAT WE HAVE THE PEOPLE, THE EXPERTISE, AND THE RESOURCES TO MAKE SURE THAT OUR AIR COMMERCE SYSTEM WILL CONTINUE TO MEET OUR NATIONAL NEEDS.

TO GET THAT JOB DONE RIGHT, WE'RE GOING TO RELY HEAVILY ON HIGHLY ADVANCED TECHNOLOGY LIKE THE NEW AIRPORT SURVEILLANCE RADAR WE'RE DEDICATING HERE TODAY.

OVER THE NEXT THREE YEARS, WE'LL BE INSTALLING THESE NEW RADARS AT 96 MAJOR AIRPORTS AROUND THE COUNTRY. IN ALL, WE'LL BE INVESTING ABOUT $470 MILLION DOLLARS IN THIS PROGRAM.

NOW THAT'S A LOT OF MONEY. BUT WE'RE GOING TO GET A LOT FOR IT. WE'RE BUYING A QUANTUM LEAP FORWARD IN RADAR CAPACITY -- A LEAP THAT WILL MEAN GREATER SAFETY FOR EVERYONE WHO FLIES.

FOR THE FIRST TIME, FOR EXAMPLE, OUR CONTROLLERS WILL BE ABLE TO SEE AIRCRAFT AND WEATHER CONDITIONS ON THE SAME RADAR SCOPE, SOMETHING THAT WAS IMPOSSIBLE WITH THE OLD RADAR. THEY'LL BE ABLE TO DIRECT AIRCRAFT AROUND DANGEROUS WEATHER WITH FAR GREATER PRECISION THAN THEY CAN TODAY.

THE NEW RADAR IS ALSO INCREDIBLY ACCURATE. IT CAN DETECT AND TRACK SMALL AIRCRAFT THAT OFTEN CAN'T BE SEEN ON TODAY'S SCOPES. AND, WITH TWO OPERATING CHANNELS, ONE OF WHICH WILL ALWAYS BE ON STANDBY, READY TO TAKE OVER IF THE OTHER FAILS, IT WILL BE A LOT MORE RELIABLE, TOO.

SO, THIS RADAR WILL REDUCE THE RISK OF MIDAIR COLLISIONS AND WEATHER-RELATED ACCIDENTS, AND I THINK THAT'S A BOTTOM-LINE PAYOFF THAT'S WELL WORTH THE INVESTMENT.

THE NEW SYSTEM IS A MAJOR COMPONENT OF A TEN-YEAR, $16-BILLION DOLLAR MODERNIZATION PROGRAM THAT WILL LEAD US TOWARD THE AIR TRAFFIC SYSTEM WE'RE GOING TO NEED IN THE 21ST CENTURY.

I SAID A MOMENT AGO THAT WE'RE GOING TO RELY ON ADVANCED TECHNOLOGY TO INCREASE THE SYSTEM'S TRAFFIC CAPACITY.

QUITE FRANKLY, NOTHING SHORT OF A TECHNOLOGICAL REVOLUTION WILL DO THE JOB. AND THAT'S JUST WHAT WE INTEND.

FIRST AND FOREMOST, WE'RE GOING TO COMPUTERIZE MORE AND MORE OF OUR OPERATIONS. THE NEXT COMPUTER GENERATION WILL BE ARRIVING IN OUR CONTROL CENTERS IN JUST A FEW YEARS, AND IT WILL SERVE AS THE FOUNDATION FOR MAJOR ADVANCES IN COMMUNICATIONS, NAVIGATION, SURVEILLANCE, TRAFFIC CONTROL, AND AIRSPACE MANAGEMENT.

EVENTUALLY, WE PLAN TO AUTOMATE MANY OF OUR CONTROL OPERATIONS -- AND THAT WILL BE TRULY A REVOLUTIONARY DEVELOPMENT.

WE'RE GOING TO LET OUR COMPUTERS DO WHAT THEY DO BEST, WHICH MEANS THEY'LL TAKE OVER A LOT OF WORK NOW DONE BY PEOPLE. THAT WILL FREE OUR PEOPLE TO DO WHAT THEY DO BEST, AND THAT IS TO USE HUMAN JUDGMENT TO MONITOR THE SYSTEM AND MAKE CRITICAL AIRSPACE MANAGEMENT DECISIONS.

WE'RE ALSO GOING TO TRANSFORM OUR COMMUNICATIONS BY TIEING THE WHOLE SYSTEM TOGETHER WITH DIGITAL DATA LINKS THAT TRANSMIT INFORMATION AUTOMATICALLY AND DISPLAY IT ELECTRONICALLY IN COCKPITS AND CONTROL CENTERS. THAT WILL ELIMINATE MOST OF THE TIME-CONSUMING AND ERROR-PRONE RADIO CONVERSATIONS BETWEEN PILOTS AND CONTROLLERS.

AND WE'RE GOING TO USE COMPUTERIZED WEATHER PROCESSORS, A NEW GENERATION OF WEATHER RADAR, AND AUTOMATED WEATHER OBSERVING STATIONS AT HUNDREDS OF AIRPORTS TO GIVE US MORE ACCURATE WEATHER INFORMATION AND COMMUNICATE IT FASTER TO THE PEOPLE WHO NEED IT.

SOMEDAY EVEN WEATHER-RELATED DELAYS MAY BE A THING OF THE PAST. WE'RE NOW INVESTIGATING NEW TECHNOLOGY THAT CAN GIVE PILOTS A "PICTURE" OF THE RUNWAY AND ITS SURROUNDINGS, EVEN IN ABSOLUTE ZERO-ZERO WEATHER, WHICH WOULD MEAN THEY WILL BE ABLE TO LAND SAFELY IN CONDITIONS WHERE TODAY THEY HAVE TO HOLD OR DIVERT TO OTHER AIRPORTS.

ADVANCED TECHNOLOGY MAY EVEN SOMEDAY HELP US DO AWAY WITH THE NEED FOR CONTROL FROM THE GROUND, WHICH IS THE HEART OF TODAY'S SYSTEM. ONBOARD SENSORS THAT ALERT AIRCREWS TO THE DANGER OF COLLISION MAY BE DEVELOPED TO THE POINT WHERE PILOTS CAN BE RESPONSIBLE FOR THEIR OWN SEPARATION FROM OTHER TRAFFIC.

THOSE ARE JUST A FEW OF THE MANY, MANY WAYS IN WHICH WE'RE GOING TO USE TECHNOLOGY TO RAISE THE SAFETY AND CAPACITY OF THE SYSTEM. I COULD GO ON TALKING ABOUT OUR PLANS FOR A LONG TIME, BUT I THINK I'VE SAID ENOUGH TO GIVE YOU AN IDEA OF THE THRUST AND DIRECTION OF THIS ONGOING EFFORT.

IT'S GOING TO TAKE A LOT OF MONEY. IT'S GOING TO TAKE A LOT OF CREATIVITY. AND IT'S GOING TO TAKE A LOT OF WORK. BUT IT WILL BE WORTH IT, BECAUSE IT'S GOING TO ENSURE THAT AMERICA CONTINUES TO HAVE THE SAFEST AND MOST PRODUCTIVE AVIATION SYSTEM IN THE WORLD. THE RADAR SYSTEM WE'RE DEDICATING TODAY IS A GIANT STEP TOWARD THAT WORTHY GOAL.

IN CLOSING, I WANT TO NOTE THAT WE WOULDN'T BE HERE TODAY WERE IT NOT FOR THE TEAMWORK OF A LOT OF VERY TALENTED PEOPLE -- TECHNICIANS, ENGINEERS, MANAGERS, CONTROLLERS, AND MANY OTHERS -- IN THE WESTINGHOUSE CORPORATION AND IN THE FAA. AND I WANT TO TAKE THIS OPPORTUNITY TO CONVEY MY APPRECIATION AND THANKS TO ALL OF YOU WHO HAVE CONTRIBUTED SO MUCH TO THIS PROGRAM.

THANK YOU.

IS THE SYSTEM OVERLOADED?
REMARKS BY ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, THE FEDERAL AVIATION ADMINISTRATION
BEFORE THE DALLAS/FORT WORTH METROPLEX FORUM
DALLAS/FORT WORTH INTERNATIONAL AIRPORT
NOVEMBER 14, 1989

Thank you very much. It's great to be with you today.

The next time I hear someone say that Texans brag too much about Texas, I'm going to tell them to take a look at what you folks here in the Dallas/Fort Worth region are doing with aviation. You're making it grow faster here than anywhere in the world, and you have every right to proud of it.

We all knew Dallas/Fort Worth International would grow, but no one had any idea it would grow so fast. Fifteen years ago everybody thought that 18,000 acres would be more than enough for DFW. Now we wish we had twice that much.

We thought DFW wouldn't pass Atlanta and move into second place until sometime in the 1992/1994 time period. But it's there now, a lot sooner than we expected.

And it looks like it'll replace O'Hare as the busiest airport in the world sometime in the next three to five years -- again a lot faster than anyone thought.

But that won't be the end of it. Air commerce in this region will keep right on growing. We estimate that operations under instrument flight rules -- and that includes all air carrier activity -- will more than double by the year 2005, reaching close to 2.5 million operations a year.

The FAA is glad to see this kind of growth. And we're going to do everything we can to support it. We've already invested about $100 million dollars in facilities and equipment here, and we're planning to invest a lot more.

We want to be sure we can handle the increased traffic that we know is coming. So we're going to invest heavily in new facilities and equipment that will significantly increase traffic capacity. The Dallas/Fort Worth region will, in fact, lead the world in utilizing the most advanced technology and systems available.

For example, we're investigating the possibility of someday setting up triple and even quadruple simultaneous instrument approaches here -- something that has never been done before, anywhere in the world. We know that eventually we'll have the technology and facilities to do that here, and we believe it'll happen here first.

We realize we have to move fast to keep pace with aviation growth in Texas. That lesson was driven home recently, when DFW's terminal radar system shut down for about 20 minutes because it didn't have enough storage capacity.

Concerning that incident, I want to give you two assurances. First, safety was never compromised and never in doubt. And, secondly, we're beefing up that system's capacity -- FAST.

For example, we have already shipped a fifth processor, as an interim measure. Also, we will be shifting to solid state memory, the first in the nation. This will increase capacity by an additional 25 percent, and will be totally operational by mid-February.

In addition, the DFW region will be among the first to get the highly automated traffic control systems that will be coming on line over the next several years.

Just about everywhere you look in Texas you can see evidence of the FAA's support. Last Wednesday, we dedicated a major new terminal radar system at Harlingen. We've committed more than $100 million dollars for the construction of a much-needed new airport at Austin. And we've invested close to $50 million dollars in the new Alliance airport, which is, in my view, another unique example of Texas enterprise.

I'm sure I don't need to tell this audience about the economic impact of aviation in this community. You already know that DFW creates about 50,000 jobs and contributes about $5 billion dollars a year to the local economy.

Considering the health and steady growth of aviation here, it's obvious that you folks understand the real value of air commerce. It's equally obvious, I think, that you have your eyes on the future. And it's the future I want to talk about today, the future of our <u>national</u> air transport system.

Let's start with a few questions. Are the skies too crowded? Do we have too many planes in the air? Are we overloading our air transport system?

I suspect that a lot of people would answer "yes" to those questions. They've read the headlines. They've watched TV. And now they think that we've got a crisis on our hands, with aviation gridlock just around the corner.

In my view, all that talk about crisis and gridlock is not justified by the facts. It's time to put those fears to rest.

We're not heading toward gridlock. We don't have a crisis.

What we have is a problem -- and a challenge.

The problem is too much congestion and delay. And the challenge is to make sure it doesn't get worse.

We all know that traffic volume is growing rapidly. Every year, the number of airline passengers goes up. We'll have about a half-billion this year. By the turn of the century, we'll have close to 800 million, and still going up.

Now that's great. That's what we hoped would happen when we deregulated the airlines ten years ago.

But that rapid growth creates a problem. It means more people, more flights, more planes -- and increasing strain on our air transport system.

Twenty-one of our major airports are severely congested. If we do nothing, that will double to 40 airports in the next eight years.

Delays are costing us billions of dollars a year in reduced productivity, increased fuel costs, missed connections, wasted time, and so on.

More congestion will mean higher transportation costs for everyone. American travelers will pay more and American businesses will find it harder to compete in today's global markets. The whole economy could be hurt.

We have the greatest air commerce system in the world. It is the foundation of our economic strength. It provides hundreds of thousands of jobs. And it raises the standard of living of every American.

The lower air fares from airline deregulation have brought millions of new travelers into the skies. But we will continue to reap the benefits of deregulation only if there is sufficient capacity to meet the demand. If we fail to raise capacity, then we'll have to limit demand -- and that is simply not acceptable.

So we're going to raise system capacity. And that's a job that the FAA can't do by itself.

I recently set up a new task force on system capacity that brings together experts from the industry, the airlines, the airports, and the FAA. If we're to meet our long-term capacity needs, then we've all got to work together. And the task force will help us do that.

I'm happy to say that Oris Dunham, executive director of Dallas/Fort Worth International, is a member of the task force.

We've also expanded the scope of our Airport Capacity Office. It's now our System Capacity Office. And our Airport Capacity Enhancement Plan will now become the System Capacity Enhancement Plan.

These are not just cosmetic changes. They indicate a much stronger focus on the total SYSTEM, which, of course, includes airports and our traffic control operations. Both have to be modernized and expanded.

Let's consider the air control system first.

Right now, we're speeding up the flow of traffic by changing our control procedures and airspace design in high density areas. We've completed major improvements along the East Coast and in the Los Angeles region, and we'll be doing the same in other parts of the country.

Advanced new technology, of course, offers the biggest payoff in increased capacity, and our current plan calls for an investment of close to $16 billion dollars in new technology.

I could spend the rest of the day describing the new equipment and techniques we'll be getting in the next few years. But let me hit just a few of the highlights.

First of all, in our 20 enroute control centers we've installed a giant new computer system that has ten times the speed and four times the capacity of the old system.

We've got new radars that are giving us more accurate weather, navigation, and surveillance information.

We've got a new Traffic Management System that is improving our traffic flow on a national basis.

And, over the next couple of years, we'll be getting airborne collision avoidance systems, windshear detection devices, and advanced digital cockpit displays and flight management systems.

With Mode S radar technology we'll set up automated digital data-links between planes and traffic control centers that will give pilots their flight clearances, weather, and other information, almost instantaneously, without the need for radio conversations that take a lot of time and are subject to error.

By the late 1990s, new Microwave Landing Systems will let us speed the flow of traffic by redesigning the tangled approach and departure tracks at major airports.

If we could fly in bad weather the way we do in good weather, we'd have no significant delay or congestion problems. Bad weather causes 70 percent of our delays. So we're now testing special surveillance technology that may improve our ability to land planes in bad weather, especially at airports where we have close parallel runways.

The demand for air transportation is growing so fast that in a few years we're going to need even more computing power. And we'll get that from an even faster and more powerful computer system that will come on line in the 1990s. This will be the largest real-time, computer-controlled system ever developed.

It will bring all of our primary traffic control facilities into an integrated, automated system that will be easy to expand as new technology becomes available. And we're already planning a whole series of new automated programs.

Eventually we may use these powerful computers to automate nearly all of our air traffic control operations. They will detect and resolve flight control problems, make decisions, and offer clearances directly to aircraft without human intervention -- but, of course, always under human direction.

And we're also developing ways to use satellites to tell controllers precisely where planes are, anywhere in the world.

As I said, all of the new technology is aimed at giving us the ability to manage the airspace far more efficiently, to let us squeeze even more traffic capacity out of the system. And there's no question it will do that.

But technology, no matter how advanced, won't do the whole job. We need better airports. We need new airports.

And this is your part of the picture. The FAA doesn't build airports or runways. Decisions for those things are made on the local level.

The FAA can help plan and fund airport projects. We can do research. We can sponsor local task forces to help increase airport capacity. We can study the possibility for the joint use of military airports. And we can identify airports with civilian potential at military bases that are to be closed.

In addition, we are helping develop the new National Transportation Policy that is Secretary Skinner's top priority.

Some of the things that may be included in this policy are new funding sources for airports, new policies governing airport site reservation and land acquisition, and the better coordination of rapid transit ground transportation to and from major airports.

But, as important as all these activities are, the real initiative toward greater airport capacity rests with people like you in cities and towns all over America.

To get the improvements we need, and to build new airports, we must have public support at the local level where airport decisions are made.

I don't want to be unduly pessimistic, but we're not making the progress we need. A week from tomorrow, in Denver, we'll break ground for the first new major jetport since DFW opened 15 years ago. Even though traffic has more than doubled in that time, not a single major new airport has been opened.

A few cities are considering new airports. And a number of new runways and runway extensions are planned or under construction. But by no means enough.

As I said earlier, if we don't have the capacity to meet the demand, then the only solution for the mismatch will be to regulate demand to match the existing capacity -- and no one wants to do that. It would have far too many undesirable economic consequences.

In many communities, we don't have the solid, dependable base of public support we need in order to build or improve airports.

The unhappy fact is that a lot of people are indifferent to aviation. They would have no objection if a shopping mall replaced the local airport.

And, as I'm sure you know, some people actively oppose airports. They see airports only as generators of noise and traffic. They don't see the jobs created, the money brought into the community, the stability for the local economy. And they don't realize that local businesses need the airport for dependable, efficient transportation.

They don't realize that there's a capacity problem. They know there's a noise problem. They know there's a traffic problem. They can hear the noise and see the traffic. But they can't hear or see a capacity problem, which is far more serious.

And some of these people are vocal. They're being heard in the political arena, where airport decisions are made.

If we want to build support for airport improvements, then we must speak for airport development as forcefully as others speak against it.

If you understand the economic benefits of a modern airport -- if you agree that airports don't just make noise and traffic congestion, that they create jobs and opportunity -- then I would urge you to make yourself heard in the political arena.

Sensitive environmental issues can be resolved. For one thing, new aircraft are far quieter, and we're working with the industry and other government agencies to develop even quieter ones. We're also using the new technology I've just described to set up better noise abatement arrival and departure tracks around airports.

In addition, environmental issues can be resolved by creating greater public understanding of the vital role airports play in our economic life.

The facts are on our side. The benefits of aviation are too real, too tangible, and too great to be denied.

And I'm not talking here of the benefits to the nation, which of course are substantial. I'm talking about the benefits to the local community.

I think we can create the public support we need to improve existing airports and build new ones where necessary. After all, they did it in Denver, where two-thirds of the voters supported the new airport. And if they can do it, people in other communities can, too.

At the FAA, we're doing everything we know how to do. But one federal agency can't do it all. You've got to help us get the message across.

And if you think we should be doing more than we're doing, then tell us what it is. We'll work a lot better together if we communicate. And I'm serious about that. I want good lines of communication with every part of the aviation world.

I believe that American aviation must remain what it is today: The envy of the world.

As I said earlier, I don't believe we face a crisis of capacity. I don't believe we're headed for gridlock. Our skies are not too crowded.

But we do have a problem -- a problem we can solve if all of us who understand the importance of aviation join in the effort to make sure we have the capacity to meet future demand.

There's no single answer. Airport improvement alone won't do it. New airports won't do it. New air control technology won't do it. New aircraft won't do it. New procedures won't do it. But all together, they will do it.

I'm optimistic -- because I believe we can count on the aviation industry, airport operators, business groups, states, communities, and especially people like all of you on the local level.

I'm optimistic -- because I know that we <u>will</u> work together to keep American aviation on top.

Thank you.

KEEPING AMERICA'S AIR SYSTEM STRONG
REMARKS BY ADMIRAL JAMES B. BUSEY
ADMINISTRATOR, THE FEDERAL AVIATION ADMINISTRATION
BEFORE THE NATIONAL AVIATION CLUB
ARLINGTON, VIRGINIA
NOVEMBER 15, 1989

Thank you very much. It's great to be with you today. There's nothing I enjoy more than the opportunity to talk to people who love flying and aviation.

I think all of us in aviation can be proud of America's air transport system. It's the best in the world. And it's incredibly important to our country. It affects our economic strength, our defense, and the standard of living of every American.

Our nation's ability to compete in world markets absolutely depends on efficient air transportation.

In my view, we have no choice but to work together to keep the system strong. The major aviation groups and the FAA must become partners. And that means we've got to communicate with each other, not just when we have problems, but before problems arise.

I think <u>you</u> need to know what we're trying to do at the FAA. I think <u>we</u> need to listen to your suggestions and consider your ideas and approaches to our mutual problems.

So one of my major goals for the FAA is to have better communications with the people who make up American aviation.

That's why I'm spending a lot of time talking to the major aviation organizations, and that's why I'm pleased to have this opportunity to talk to all of you today about what we must do to keep our air transport system strong.

I'll start with a few questions.

Are the skies too crowded? Do we have too many planes in the air? Are we overloading our air transport system?

A lot of people who believe the headlines would answer "yes" to those questions. They think we've got a crisis on our hands. They think gridlock is just around the corner.

But those fears are really not justified by the facts, and it's time to put them to rest.

We don't have a crisis, and we're not heading toward gridlock.

What we have is a problem -- and a challenge.

The problem is too much congestion and delay. And the challenge is to make sure it doesn't get worse.

Traffic volume is growing rapidly. Every year, the number of airline passengers goes up. We'll have about a half-billion this year. By the turn of the century, we'll have close to 800 million -- and still going up.

Now that's just great. That's what we hoped would happen when we deregulated the airlines ten years ago.

But that rapid growth creates a problem. It means more people, more flights, more planes -- and increasing strain on the system.

Delays are already costing billions of dollars a year. Twenty-one of our major airports are severely congested. If we do nothing, that will double to 40 airports in the next eight years.

If congestion continues to increase unchecked, it could raise the costs of travel for everyone -- American travelers would pay more and American businesses would find it harder to compete in world markets. Our entire economy would be hurt.

The lower air fares from airline deregulation have brought millions of new travelers into the skies. But we will continue to reap those benefits only if there is sufficient capacity to meet the demand.

If we don't have the capacity to meet the demand, then the only solution for the mismatch will be to regulate demand to match the existing capacity -- and that is simply not acceptable. It would have far too many undesirable economic consequences.

So, let me assure you, we are going to do everything we can to raise system capacity.

But, of course, the FAA can't do that job alone. Everybody's got to pitch in. And that's why I recently set up a new task force on system capacity to bring together experts from the industry, the airlines, the airports, and the FAA. We've all got to work together -- and this task force will help us to do that.

We've also expanded the scope of our Airport Capacity Office. It's now our System Capacity Office. And our Airport Capacity Enhancement Plan will now become the System Capacity Enhancement Plan.

These are not just cosmetic changes. They demonstrate our much stronger focus on the total SYSTEM, which, of course, includes airports and our traffic control operations. Both have to be modernized and expanded.

Let's consider how we're improving the air control system.

For one thing, we're speeding up the flow of traffic by changing our control procedures and airspace design in high density areas.

Of course, a big payoff in increased capacity will come from the modernization of our facilities and equipment with advanced technology -- and a large part of the nearly $16 billion dollars we'll invest under the current National Airspace System Plan will go for advanced technology.

I could spend the rest of the day describing the new equipment and techniques we're getting under this Plan. But let me hit just a few of the highlights.

First of all, in our 20 enroute control centers we've already installed a giant new computer system that has ten times the speed and four times the capacity of the old system.

We've got new radars that are giving us more accurate weather, navigation, and surveillance information.

We've got a new Traffic Management System that is improving our national traffic flow.

And, over the next couple of years, we'll be getting airborne collision avoidance systems, windshear detection devices, and advanced digital cockpit displays and flight management systems.

With new Mode S radar technology, we'll be able to set up automated digital data-links between planes and control centers that will give pilots their flight clearances, weather, and other information, almost instantaneously, without the need for radio conversations that take time and are so prone to error.

And we're testing new surveillance technology that may improve our ability to land planes in bad weather, especially at airports with close parallel runways.

By the late 1990s, microwave landing systems will let us speed the flow of traffic by redesigning the tangled approach and departure tracks at major airports.

I'm sure I don't need to go over the history of MLS with you folks. You're familiar with our current evaluation program, which, I believe, will demonstrate the economic and operational benefits of MLS.

As a matter of fact, we're seeing considerably more support for MLS these days. I'm glad to see that, because I believe the United States must honor its ICAO commitment to have MLS in place on our international runways by 1998.

Let me assure you, however, that we're going to continue installing new ILS's where they're needed. There won't be a sudden switch-over to MLS.

The transition to MLS will begin only after MLS's have been installed on all precision approach runways in the United States. Then we'll give aviation users a reasonable time period to equip with MLS before we decommission the ILS's.

The demand for air transportation is growing so fast that in a few years we're going to need more computing power. And we'll get that from an even faster and more powerful computer system, the Advanced Automation System, that will come on line in the 1990s. This will be the largest real-time, computer-controlled system ever developed.

It will bring all of our primary traffic control facilities into an integrated, automated system that will be easy to expand as new technology becomes available. And we're already planning a whole series of new automated programs.

Eventually we may use these powerful computers to automate nearly all of our air traffic control operations. They will detect and resolve flight control problems, make decisions, and offer clearances directly to aircraft without human intervention -- but, of course, always under human direction.

And we're also developing ways to use satellites to tell controllers precisely where planes are, anywhere in the world.

Now it may seem to some of you that all these advances will help only the airlines. But I believe that everyone -- from the Cherokee pilot to the 747 captain -- will benefit.

It might be hard for general aviation pilots to see any value for themselves in things like MLS or digital data-link communications. But everyone will benefit when this new technology speeds the flow of traffic.

As I said, all of the new technology is aimed at giving us the ability to manage the airspace far more efficiently, to let us squeeze even more traffic capacity out of the system. And there's no question it will do that.

But technology, no matter how advanced, won't do the whole job. We need better airports. We need new airports.

But the FAA doesn't build airports or runways. That's done primarily on the local level.

The FAA can help plan and fund airport projects. We can do research. We can sponsor local task forces to help increase airport capacity. We can study the possibility for the joint use of military airports. And we can identify airports with civilian potential at military bases that are to be closed.

In addition, we're helping develop the new National Transportation Policy that is Secretary Skinner's top priority.

Some of the things that may be included in this policy are new funding sources for airports, new policies governing airport site reservation and land acquisition, and the better coordination of rapid transit ground transportation to and from major airports.

But, as important as these activities are, the real initiative toward greater airport capacity rests with the people in cities and towns all over America.

That means that if we are to improve airports and build new ones, we must have public support at the local level where airport decisions are made.

I don't want to be unduly pessimistic, but we're not making the progress we need. A week from today, in Denver, we'll break ground for the first new major jetport since Dallas/Fort Worth opened 15 years ago. Even though traffic has more than doubled in that time, not a single major new airport has been built.

A few cities are considering new airports. And a number of new runways and runway extensions are planned or under construction. But by no means enough.

In many communities, we don't have the solid, dependable base of public support we need in order to build or improve airports.

The unhappy fact is that a lot of people are indifferent to aviation. They would have no objection if a shopping mall replaced the local airport.

And some people actively oppose airports. They see airports only as generators of noise and traffic. They don't see the jobs created, the money brought into the community, the stability for the local economy. And they don't realize that local businesses need the airport for dependable, efficient transportation.

They don't realize that there's a capacity problem. They know there's a noise problem. They know there's a traffic problem. They can hear the noise and see the traffic. But they can't hear or see a capacity problem, which is far more serious.

And some of these people are vocal. They're being heard in the political arena, where airport decisions are made.

If we want to build support for airport improvements, then, it seems to me, we must speak for airport development as forcefully as others speak against it.

If you understand the economic benefits of a modern airport -- if you agree that airports don't just make noise and traffic congestion, that they create jobs and opportunity -- then I would urge you to make yourself heard in the political arena.

Sensitive environmental issues can be resolved. For one thing, new aircraft are far quieter, and we're working with the industry and other government agencies to develop even quieter ones. We're also using the new technology I've just described to set up better noise abatement arrival and departure tracks around airports.

We can also help resolve environmental issues by getting more people to understand the vital role airports play in our economic life.

The facts are on our side. The benefits of aviation are too real, too tangible, and too great to be denied. And I'm not talking here of the benefits to the nation, which of course are substantial. I'm talking about the benefits to the local community.

I think we can create the public support we need to improve existing airports and build new ones where necessary. After all, they did it in Denver, where two-thirds of the voters supported the new airport. And if they can do it, people in other communities can, too.

The FAA is doing everything we know how to do. But one federal agency can't do it all. You've got to help us get the message across.

And if you think we should be doing more than we're doing, then tell us what it is. We'll work a lot better together if we communicate.

I know that the FAA is often perceived as turning a deaf ear to the concerns of some aviation groups. Well, let me just hit this point hard: That's going to be changed. As I said earlier, I'm determined to open up better two-way communications with the people who run our air system and with those who depend on it.

I'm also determined to get the money we need to raise the system's capacity. The money in the Aviation Trust Fund was taxed from our traveling public and aviators, and I strongly believe that it should be used as originally intended.

We have a growing system with growing needs, and we're going to need substantial increases in the level of capital investment in the years ahead.

Yes, we've got tough competition for federal dollars, but I'm optimistic about our chances. I'm confident that in the '91 budget we'll be able to demonstrate increased access to the Trust Fund.

I believe that American aviation must remain what it is today: The envy of the world.

As I said earlier, I don't believe we face a crisis of capacity. I don't believe we're headed for gridlock. Our skies are not too crowded.

But we do have a problem -- a problem we can solve if all of us who understand the importance of aviation join in the effort to make sure we have the capacity to meet future demand.

There's no single answer. Airport improvement alone won't do it. New airports won't do it. New air control technology won't do it. New aircraft won't do it. New procedures won't do it. But all together, they will do it.

I'm optimistic -- because I believe we can count on the aviation industry, the airlines, airport operators, business groups, states, communities, and especially people like all of you.

I'm optimistic -- because I know that we can and we will work together to keep American aviation on top.

Thank you.

REMARKS BY ADMIRAL JAMES B. BUSEY
ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
BEFORE THE CENTRAL REGION
AIRPORT IMPROVEMENT PROGRAM (AIP) CONFERENCE
KANSAS CITY, MISSOURI
NOVEMBER 17, 1989

Thank you very much. It's really great to be with you today. One of the best things about my job is the chance to get out and talk to people who love aviation and who understand its importance to the community and the nation.

And all of you here today certainly fall into that category.

Obviously, you folks have your eye on the future. That's what good airport management is all about--keeping one eye on today's operational needs with the other eye seeing what needs to be done 20 years down the road.

As you know, Lambert-St. Louis has major capacity problems, and FAA is working closely with the St. Louis airport authority to deal with those problems.

The FAA-initiated Capacity Enhancement Task Force study for Lambert-St. Louis was completed last year and the task force made a number of recommendations for improving the capacity/delay situation. Several of these have already been implemented.

FAA has provided $1 million in planning funds for the follow-on Airport Master Plan Study which is still underway. In that study, St. Louis is looking at various options, including the expansion of Lambert and other off-airport alternatives.

We are all following the St. Louis airport situation with great interest because Lambert-St. Louis is not just a local or regional airport. It is a key hub in the national air transportation system. Problems there have a major impact on the total air transportation picture throughout the U.S.

Now let me turn to Kansas City for a moment.

Even though Kansas City International does not have capacity problems of the same magnitude as St. Louis, it still ranked 20 in delays among major airports, according to the latest statistics. A Capacity Enhancement Task Force was established here. And recently, the task force wrapped up its work and is about to publish its report.

Obviously, the Braniff situation changes the traffic picture here in Kansas City. I know that many of you here today representing commuters and smaller commercial service airports throughout the Midwest also have been badly affected by the Braniff collapse. And I realize the difficult situation you are in.

Yet, even though the Braniff situation relieves the pressure on delays here at Kansas City, the city is wise to continue pursuing an aggressive airport expansion program. Despite an extraordinary run of bad luck, every one I talk to is optimistic that Kansas City can attract another airline hub. The city is about to award a contract for grading work on the third runway and it is pressing ahead with studies for future terminal needs.

Now, let me give you idea of what the capacity situation looks like nationwide, as I see it.

Are the skies too crowded? Do we have too many planes in the air? Are we overloading our air transport system?

I suspect that a lot of people would answer "yes" to those questions. They've read the headlines. They've watched TV. And now they think we've got a crisis on our hands, with aviation gridlock just around the corner.

In my view, all that talk about crisis and gridlock is overblown. It's time to put those fears to rest.

We're not heading toward gridlock. We don't have a crisis.

What we have is a <u>problem</u> -- and a <u>challenge</u>.

The problem is too much congestion and delay. And the challenge is to make sure it doesn't get worse.

We all know that traffic volume is growing rapidly. Every year, the number of airline passengers goes up. We'll have about a half-billion this year. By the turn of the century, we'll have close to 800 million, and still going up.

Now that's great. That's what we hoped would happen when we deregulated the airlines ten years ago.

But that rapid growth creates a problem. It means more people, more flights, more planes -- and increasing strain on our air transport system.

Twenty-one of our major airports are severely congested. If we do nothing, that will double to 40 airports in the next eight years.

Delays are costing us billions of dollars a year in reduced productivity, increased fuel costs, missed connections, wasted time, and so on.

More congestion will mean higher transportation costs for everyone. American travelers will pay more and American businesses will find it harder to compete in today's global markets. Our entire economy would be affected.

We have the greatest air commerce system in the world. It is the foundation of our economic strength. It provides hundreds of thousands of jobs. And it raises the standard of living of every American.

The lower air fares from airline deregulation have brought millions of new travelers into the skies. But we will continue to reap the benefits of deregulation only if there is sufficient capacity to meet the demand. If we fail to raise capacity, then we'll have to limit demand. And that's not acceptable.

So we're going to raise system capacity. And that's a job that the FAA can't do by itself.

I recently set up a new task force on system capacity that brings together experts from the industry, the airlines, the airports, and the FAA. If we are to meet our long-term capacity needs, then we've all got to work together. And the task force will help us do that.

Incidentally, that's the beauty of the Capacity Enhancement Task Forces I mentioned earlier. They bring everyone in the community together to work on the problem--airport management, local officials, representatives of the airlines and general aviation, and the FAA.

We've also expanded the scope of our Airport Capacity Office. It's now our System Capacity Office. And our Airport Capacity Enhancement Plan will now become the System Capacity Enhancement Plan.

These are not just cosmetic changes. They indicate a much stronger focus on the total SYSTEM, which, of course, includes airports and our traffic control operations. Both have to be modernized and expanded.

Let's consider the air control system first.

Right now, we're speeding up the flow of traffic by changing our control procedures and airspace design in high density regions. We've completed major improvements along the East Coast and here in the Los Angeles region, and we'll be doing the same in other parts of the country.

Advanced new technology, of course, offers the biggest payoff in increased capacity, and our current plan calls for an investment in excess of $15 billion dollars for new technology.

I could spend the rest of the day describing the new equipment and techniques we'll be getting in the next few years. But let me hit just a few of the highlights.

First of all, in our 20 enroute control centers we've installed a giant new computer system that has ten times the speed and four times the capacity of the old system.

We've got new radars that are giving us more accurate weather, navigation, and surveillance information.

We've got a new Traffic Management System that is improving our traffic flow on a national basis.

And, over the next couple of years, we'll be getting airborne collision avoidance systems, windshear detection devices, and advanced digital cockpit displays and flight management systems.

With Mode S radar technology we'll set up automated digital data links between planes and traffic control centers. We'll be able to give pilots their flight clearances, weather, and other information, almost instantaneously, without the need for radio conversations that take a lot of time and are subject to error.

By the late 1990's, new Microwave Landing Systems will let us speed the flow of traffic by redesigning the tangled approach and departure tracks at major airports.

If we could fly in bad weather the way we do in good weather, we'd have no significant delay or congestion problems. Bad weather causes 70 percent of our delays. So we're now testing special surveillance technology that may improve our ability to land planes in bad weather, especially at airports where we have close parallel runways.

The demand for air transportation is growing so fast that in a few years we're going to need even more computing power. And we'll get that from an even faster and more powerful computer system that will come on line in the 1990s. This will be the largest real-time, computer-controlled system ever developed.

It will bring all of our primary traffic control facilities into an integrated, automated system that will be easy to expand as new technology becomes available. And we're already planning a whole series of new automated programs.

Eventually we may use these powerful computers to automate nearly all of our air traffic control operations. They will detect and resolve flight control problems, make decisions, and offer clearances directly to aircraft without human intervention -- but, of course, always under human direction.

And we're also developing ways to use satellites to tell controllers precisely where planes are, anywhere in the world.

As I said, all of the new technology is aimed at giving us the ability to manage the airspace far more efficiently, to let us squeeze even more traffic capacity out of the system. And there's no question it will do that.

But technology, no matter how advanced, won't do the whole job. We need better airports. We need new airports.

And when I talk about airports, I don't just mean airports that serve only the interests of airlines, but serve the interests of all aviation, including general aviation.

This is your part of the picture. The FAA doesn't build airports or runways. Decisions for those things are made on the local level.

The FAA can help plan and fund airport projects. On that subject, let me just mention the State Block Grant test program that got underway last month. It's a two-year program to see if administrative functions of the Airport Improvement Program can be shifted from FAA to state governments either wholly or partially.

Missouri is one of three States selected to participate in this program. The other two are Illinois and North Carolina. The program includes funding of airport master planning and development projects for eligible non-primary airports in the selected states.

We can do research. We can sponsor local task forces to help increase airport capacity. We can study the possibility for the joint use of military airports. And we can identify airports with civilian potential at military bases that are to be closed.

In addition, we are helping develop the new National Transportation Policy that is Secretary Skinner's top priority.

Some of the things that may be included in this policy are new funding sources for airports, new policies governing airport site reservation and land acquisition, and the better coordination of rapid transit ground transportation to and from major airports.

But, as important as all these activities are, the real initiative toward greater airport capacity rests with people like you in cities and towns all over America.

To get the improvements we need, and to build new airports, we must have public support at the local level where airport decisions are made.

I don't want to be unduly pessimistic, but we're not making the progress we need. Just five days from today, in Denver, we'll break ground for the first new jetport in 15 years. Even though traffic has more than doubled in that time, not a single major new airport has been opened.

A few cities are considering new airports. And a number of new runways and runway extensions are planned or under construction. But by no means enough.

As I said earlier, if we don't have the capacity to meet the demand, then the only solution for the mismatch will be to regulate demand to match the existing capacity -- and no one wants to do that. It would have too many undesirable economic effects.

In many communities, we don't have the solid, dependable base of public support we need in order to build or improve airports.

The unhappy fact is that a lot of people are indifferent to aviation. They would have no objection if a shopping mall replaced the local airport. And, the sad fact is that the number of municipal airports has declined steadily in recent years.

And, as I'm sure you know, some people actively oppose airports. They see airports only as generators of noise and traffic. They don't see the jobs generated, the money brought into the community, the stability for the local economy. And they don't realize that local businesses need the airport for dependable, efficient transportation.

They don't realize that there's a capacity problem. They know there's a noise problem. They know there's a traffic problem. They can hear the noise and see the traffic. But they can't hear or see a capacity problem, which is far more serious.

And some of these people are very vocal. They are being heard in the political arena, where airport decisions are made.

If we want to build support for airport improvements, then, we must speak for airport development as forcefully as others speak against it.

Sensitive environmental issues can be resolved. For one thing, new aircraft are far quieter, and we're working with the industry and other government agencies to develop even quieter ones. We're also using the new technology I've just described to develop more effective noise abatement arrival and departure tracks around airports.

In addition, environmental issues can be resolved by creating greater public understanding of the vital role airports play in our economic life.

The facts are on our side. The benefits of aviation are too real, too tangible, and too great to be denied.

And I'm not talking here of the benefits to the nation, which of course are substantial. I'm talking about the benefits to the local community.

I think we can create that base of public support we need. After all, they did it in Denver, where two-thirds of the voters supported the new airport. And if they can do it, people in other communities can, too.

The FAA is doing everything we know how to do. But one federal agency can't do it all. You've got to help us get the message across.

And if you think we should be doing more than we're doing, then tell us what it is. We'll work a lot better together if we can communicate with each other effectively. And I'm serious about that. I want good lines of communication with every part of the aviation world.

I believe that American aviation must remain what it is today: The envy of the world.

As I said earlier, I don't believe we face a crisis of capacity. I don't believe we're headed for gridlock. Our skies are not too crowded.

But we do have a problem. And we have a challenge. We can solve the problem if all of us who understand the importance of aviation join in the effort to make sure we have the capacity to meet future demand.

There's no single answer. Airport improvement alone won't do it. New airports won't do it. New air control technology won't do it. New aircraft won't do it. New procedures won't do it. But all together, they will do it.

I'm very optimistic. I'm sure we can count on the aviation industry, airport operators, business groups, states, communities, and especially people like all of you on the local level. Working together, we <u>will</u> keep American aviation on top.

Thank you.

Remarks for Admiral James B. Busey
Ground-Breaking for the New Denver Airport
Denver, Colorado
November 22, 1989

Thank you. It's great to be with you representing the FAA on this historic occasion.

Today we witness the beginning of a major contribution to the American air transport system, the greatest system in the world. Let there be no question about that -- it's the safest, the most productive, and the most efficient system in existence -- and it is getting better.

Today, air transportation is the foundation of America's economic and military strength. It is essential to our success in today's intensely competitive world markets. It creates hundreds of thousands of jobs. And it raises the standard of living of every American.

But this great system didn't just grow by itself. It took work. It took money. And, above all, it took the dedication of thousands of people down through the years who loved aviation and who saw what it could do for the nation.

They rose to the challenge. And they succeeded in building the best air transport system in the world.

Today, we're challenged again. It's been 15 years since we dedicated a major new airport -- 15 years during which the number of air passengers has more than doubled and the volume of traffic has skyrocketed. Now we're faced with a growing problem of congestion and delay.

But we know how to solve this problem -- and we <u>will</u>. We're invesing in advanced air control technology. And I'm confident we will build the new runways and airports we need to handle increasing traffic in the years ahead.

In many communities around the nation, however, there is strong resistance to new airports. That's why this ground-breaking is so important.

In giving the go-ahead for this new airport, the people of Denver have set an example for the rest of the country. They have shown what can be done when our citizens understand the importance of aviation to the community and to the nation.

This new airport will benefit the local economy, and it will cut delays here by a significant percentage. It will also contribute to reduced delays at other major airports around the nation. We estimate that this new airport will mean an overall reduction of as much as four percent in delays throughout the national system.

So this great new airport will be good for Denver and good for the nation. And that's why we at the FAA are very supportive.

A couple of months ago, we announced the first grant, of $60 million dollars, under the Airport Improvement Program. And we intend to invest many millions more in the control facilities and equipment that will be needed for safe, efficient operations here.

Let me assure you that we look forward to working with all of you to make sure that this new airport fulfills its promise and potential. In doing that, we'll all be taking a giant step toward the goal of keeping America's air system the best in the world.

Thank you.

INTRODUCTION OF THE HONORABLE SAMUEL K. SKINNER
THE SECRETARY OF TRANSPORTATION

Thank you very much. It's my privilege now to introduce one of the rising stars of the Bush Administration.

When Samuel Skinner came to Washington less than a year ago, he was virtually unknown on the national scene. But that didn't last long.

Early in his tenure as Secretary of Transportation, he underwent an intense baptism of fire that brought him into the national limelight. Right from the start, hardly a day went by without some new crisis to test his mettle -- the Pan Am tragedy, the Alaskan oil spill, the California earthquake. And he quickly proved himself to be an effective point man, able to deal with incredibly difficult problems.

These assignments would have kept most people more than busy. But Secretary Skinner simultaneously launched a major national effort, involving hundreds of people in and out of government, to develop a national transportation policy that will serve as a strategic plan for the future development of transportation in America.

Today, because of the energy and skill he has used on one major issue after another, Secretary Skinner is no longer an unknown from Illinois.

Not long after he came to Washington, the Washingtonian Magazine "graded" the cabinet and gave Secretary Skinner an "A+" on his performance -- the only "A+" awarded. Now the Secretary will tell you that he got that high grade because the magazine is a "soft grader." But those of us who know him are sure that he earned it.

We shouldn't be surprised. Anyone looking at his career so far could have predicted his Washington performance. He did a superb job running the Regional Transportation Authority of Northeastern Illinois. He was an outstanding United States Attorney. And, earlier, he was one of IBM's top salesmen.

From my first meeting with the Secretary, I had the feeling that he would be a great Secretary of Transportation -- great for the FAA, for the Department, and for the nation. And everything I've seen since then has confirmed that impression.

The Department of Transportation has important work to do for the nation. With a leader like Secretary Skinner, that work will surely be done effectively and well.

It's a privilege to be part of his team, and it is a great pleasure to present to you the Secretary of Transportation, Samuel K. Skinner.

Mr. Secretary.

Remarks for Admiral James Busey
Administrator, FAA
At the Dedication of the
Air Traffic Control Training Center
Eden Prairie, Minnesota
December 11, 1989

Thank you, Governor.

It's a great pleasure to be here today to help dedicate this new Air Traffic Control Training Center.

The Memorandum of Understanding that we have just signed gives us the go-ahead we need to test a great new idea that should help us meet the critical need for well-trained, highly motivated air traffic controllers in the years ahead.

We have the greatest air transport system in the world. And we want to keep it the best. To do that, we've got to attract and train and keep the best people we can find.

That won't be easy in the years ahead. We'll be competing with business and industry for people with a high level of technical ability. Such people are always in short supply, but they will be even more so as we move toward the 21st Century.

That's why we're eager to get on with the innovative idea put forward by your Mid-America Aviation Resource Consortium. That idea, as you know, is to see whether or not air traffic control training can be incorporated successfully into a post-secondary training/education program.

We want to see if controllers can be trained in an academic setting and whether a private sector institution can produce graduate air traffic controller trainees who can meet the same high requirements that are met by graduates of the controller training program at the FAA Academy.

This Air Traffic Control Training Center that we're dedicating today will give us the opportunity to test those ideas.

And, to put on my prophet's hat for a moment, I predict it <u>will</u> demonstrate that controller training can be done successfully by academic institutions around the country. I also predict it <u>will</u> serve as a model controller-training program that will eventually be used by other states as well.

Certainly, all of you who have worked so long and hard on this project can be proud of what you've accomplished. You've taken a major step toward making sure that America has the high-quality people it needs to run its air control system, the kind of people who will play a major role in keeping America's air transport system safe, efficient, and strong.

Now that's vitally important.

We have the largest, the safest, and the most productive air transport system in the world. It benefits every segment of our society.

Millions of people rely on it for safe, dependable long-distance transportation. Business people rely on it for the efficient transportation they need to compete successfully in global markets. Hundreds of thousands of people rely upon it for rewarding careers. And the whole nation relies on it to help keep our standard of living the highest in the world.

You just can't overstate the importance of aviation today. But, however important it is today, it's going to be even more so in the years ago. We'll have about a half-billion airline passengers this year. By the turn of the century, we will be approaching a billion a year.

There's going to be more and more of everything -- more passengers, more planes, more flights -- with no end in sight.

And that means we've got our work cut out for us.

If America is to maintain its world leadership in aviation -- and I have no doubt we will -- then we must increase the capacity of the national airspace system. A major part of that effort will be the modernization of our air traffic control and airspace management system.

High technology is the key to this effort. And we're already underway in a multi-billion dollar investment program that is giving us the highly advanced equipment and facilities we need to make major increases in the system's safety, capacity, and efficiency.

We're getting advanced surveillance, communications, and air control technology. And we're installing giant new computers that will eventually let us automate much of our air control operations. We are, in fact, creating a technological revolution in our air control operations.

But it won't be enough just to invest in high technology. We've also got to make sure that our people measure up too. They've got to be able to understand and use this new

However advanced they may be, machines can't control aircraft or fix equipment. Only highly trained and motivated people can do that.

So we've got to make sure we have those highly trained, highly motivated people who can measure up to the demands of the new technology.

That's why we're making major changes in the way we recruit and train controllers. And that's where this controller training program fits in. It can become a primary source for exactly the kind of highly qualified people that will be essential for the success of our airspace modernization program -- the program that will largely determine whether our air system will be able to meet the nation's requirements in the 21st Century.

We estimate that we're going to need 2000 new controllers a year for the next ten years. It's not going to be easy to find them. As I said, we're competing with American industry for a limited pool of technically qualified people.

So we're working hard to strengthen our relationships with the academic world and with our state governments. We want to forge partnerships that will help us meet the future needs of aviation -- partnerships like the Minnesota Partnership, which is a pattern for the kind of stronger relationships we want to develop with other states.

I think our Minnesota Partnership is showing the aviation sector and our colleagues in Government how truly valuable the partnership approach can be.

It is proving that new ways to strengthen aviation <u>can</u> be identified and developed through improved communications, the sharing of resources, and the creative use of government authority.

Today, with the dedication of this new air control training center, we are seeing <u>tangible proof</u> of the value of this kind of federal/state partnership.

I want to point out that the appropriation of $3.5 million dollars for our fiscal 1990 budget to support this program is largely due to the hard work of many members of the Minnesota Congressional delegation.

I especially want to thank Congressman Oberstar for the fine job the aviation subcommittee is doing under his leadership and Congressman Sabo, who worked so successfully with the Appropriations Committee on this proposal. We owe much of the success of this effort to these two gentlemen, and

I consider this dedication to be the beginning of an idea that will be of tremendous benefit to the development of the controller expertise that we're going to need on into the next century. You folks here in Minnesota have shown what can be accomplished when we all work together to meet a common goal.

Together, the FAA and the State of Minnesota are demonstrating the strength of the Federal/State partnership idea. I look forward to working with all of you to make this partnership even stronger and more productive in the years ahead.

Thank you.