REMARKS FOR ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE TENNESSEE ECONOMIC SUMMIT
NASHVILLE, TENNESSEE
JUNE 1, 1990

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

This is certainly an impressive meeting, and I'm glad to have this opportunity to tell you about some of the Bush Administration's new initiatives in transportation.

I think you'll agree with me when I say that Americans tend to take transportation for granted. We've got the most highly developed transportation system in the world, and we really don't pay much attention to it -- until our car is stopped on a clogged highway or our flight is delayed at a congested airport. Then we get ruffled -- for a few moments.

But once we get moving, our attention moves to other things, and we forget about gridlock, congestion, and delays. We don't think much about decaying roads and bridges, about airports that don't have enough runways or parking lots. We don't ponder the need for better connections between modes.

The old saw, "out of sight, out of mind," really describes the way we Americans think about transportation.

And that's why we need meetings like this Tennessee Economic Summit -- to direct our attention to transportation, so that we can get a better focus on where we are and where we should be going.

So I welcome this opportunity to talk about what we're doing in Washington to improve transportation in our country. As you know, my boss, Secretary of Transportation Sam Skinner, devoted a lot of his time and attention during his first year in office to developing a new national transportation policy for the nation.

Now there may be some skeptics -- you know, the kind of people who pride themselves on not having been born yesterday -- who may feel that policy making, Washington style, is wheel spinning in a sand pile. A lot of clatter and noise and wasted energy, but no real action, no real movement.

Well, that may have been the fate of many such efforts in the past, but it won't be this time.

The Bush Administration's national transportation policy defines the problems and the goals with precision. It's not pie in the sky. And it is pragmatic and workable.

In fact, we're already using it as a guide to legislative proposals that will determine the direction of federal involvement in transportation for many years. One example is the FAA's proposed reauthorization legislation that we sent to Congress just a couple of months ago. It's based directly on the national transportation policy.

When I said, a moment ago, that we Americans take transportation for granted, one of the things I had in mind is the fact that many of us fail to realize how important transportation is to our success in world markets.

The high efficiency of American transportation gives our businesses and industries an edge in those markets. That edge is often the difference between success or failure in meeting tough foreign competition, here at home and overseas. If we fail to meet that competition, our standard of living and our whole economy could suffer.

So that's why the new transportation policy zeros in on the challenge of global competition and defines the strategies we need to expand the capacity and efficiency of our transportation system.

Certainly you folks here in middle Tennessee realize the importance of world markets. You've got a big Nissan assembly plant here. You've got the headquarters of the world's largest shoe company. And you know, from personal experience, that we no longer have a purely domestic economy. National borders don't mean much any more.

It comes down to this: Nashville is important to world markets and world markets are important to Nashville. And, obviously, you folks understand that. You've built a great airport, which has become a major hub city for American Airlines. It is your gateway to the world. And it is one reason why your regional economy is so strong.

I'm glad to say that the FAA has been an active partner in helping to improve Nashville Metropolitan. Our people have worked with you in developing an airport master plan and in your ongoing airport capacity studies. And from 1982 through 1989, we invested more than 89 million dollars of federal airport improvement funds here.

Now, even though America has the most well-developed and efficient transportation system in the world, we must recognize that we do have problems.

You know them as well as I do. We're not maintaining the system well. We're not increasing its capacity fast enough. Congestion and delay are costing us billions of dollars a year.

So we've got work to do. And that's why we need the national transportation policy, which will give us the guidance we need to get our transportation system ready for the demands of the 21st Century.

I don't have time to review the entire policy. It covers the whole range of transportation in our country. But I do want to mention a couple of things that are especially important to aviation.

First, the policy calls for a far stronger effort to improve connections between transportation modes. All too often, for example, it takes longer to get to the airport than it does to make the flight from one city to another. So we need better ground transportation to and from our major airports, and we need to coordinate ground and air services better.

The policy also focuses on the need to develop new transportation technologies that offer increased efficiency and capacity -- things like high-speed rail systems, magnetically levitated trains, the so-called intelligent vehicle/highway systems, and a revolutionary new kind of aircraft, the tiltrotor.

In case you haven't heard of them, tiltrotors combine the helicopter's ability to take off and land vertically with the cruise speed and efficiency of turboprop airplanes. They are now being developed for the military, and the FAA is participating in that effort because we believe tiltrotors can give us a major increase in system capacity with relatively little increase in infrastructure investment. They will help relieve airport congestion and improve transportation between cities and airports.

We're also interested in the development of a new generation of long-distance aircraft that will fly at more than five times the speed of sound. Once again, our world will grow smaller. With these aircraft, we'll be able to reach any part of the world in just a few hours.

The national transportation policy also calls for the installation of new systems that can provide major capacity increases.

One of largest of these is well under way. It is the FAA's 15.8 billion dollar National Airspace System Plan, which is giving us the advanced radars, computers, and other systems we need to get our air traffic control system in shape to handle tremendous increases in traffic.

However, the National Airspace System Plan won't complete the job. We're going to have to continue making large capital investments in new technology and equipment on a continuing basis in the foreseeable future.

And that's where the FAA reauthorization proposal comes in. It calls for a 78 percent increase in aviation capital funding over the next five years, compared to the past five years. This will be a 22-billion-dollar program that will increase spending for facilities and equipment by 130 percent, for airports by 28 percent, and for research and development by 13 percent.

Over the coming five years, we're proposing to put 7.7 billion dollars into airport improvements, 13.5 billion dollars into modernizing our air control system, and nearly a billion dollars into research and development.

Now we're not talking peanuts here. It's a lot of money. But it's absolutely necessary. And I'm glad to say we've got the President's strong support.

Last summer, President Bush outlined a number of high priority objectives for his Administration. One of them is "to keep the National Airspace System modernization moving forward to ensure that aviation user demands can be safely and efficiently accommodated..."

More recently, in the forwarding letter with his fiscal 1991 budget proposal, the President specifically noted the need for "a major investment in civil aviation."

So, we've got the President's support. But that doesn't mean we're going to have unlimited access to federal funds -- no one gets that in this era of tight budgets and deficits. You might say that Uncle Sam is getting as tight as the bark on a hickory tree with his money.

The question is, then, where are we going to get the money we need?

Well, to get those additional funds, and at the same time to make the system more equitable, we propose to increase aviation user fees and to spend down the current surplus in the aviation trust fund.

Those who use the air transportation system should pay for the services they receive. I don't think anyone can quarrel with that. But right now user fees are too low.

Our studies show that 85 percent of the FAA budget goes for services for system users. But this year user fees will bring in about 3.9 billion dollars, just 55 percent of our current budget -- well short of the 85 percent that users should pay for the services they get.

So user fees should go up. Under our FAA reauthorization proposal, the passenger ticket tax will go up from 8 to 10 percent. Aviation fuel and freight taxes will also be increased.

User fees are the best way to ensure adequate funding for the FAA. They give give us an assured stream of dedicated revenues, so that we won't have to compete with other programs for limited federal funds.

As you may know, these fees go into the aviation trust fund, which will total about 7.6 billion dollars at the end of this fiscal year. Secretary Skinner and I believe this fund should be used for its original purpose, which is to support the aviation system. So we're proposing to spend it down to less than 3 billion dollars by the end of fiscal 1995.

Of course, modernizing the air control system is only part of the job of increasing air system capacity. We've also got to increase airport capacity. We need better airports, and we need new airports.

Here again we come up against the need for more money. That's why we're proposing a new funding source for airports, a passenger facility charge, or head tax, of up to 3 dollars for every passenger.

This could bring in a lot of additional money. If our 50 top airports impose a three-dollar head tax, they would collectively raise an additional 1.2 billion dollars a year. And that could be used for airport improvements that can ease congestion, reduce delays, and make air travel more comfortable.

Under our proposal, we've set up the formula so that an airport that chooses to collect this tax will always get more funds than it would without the tax, even if it has to forfeit its entitlement to federal airport improvement funds.

Revenues from the passenger tax will stay at the airport collecting them and will reduce an airport's dependence on Federal assistance. And this tax will give the FAA greater freedom in using our airport discretionary funds. We might be able to help more of the airports that serve smaller communities.

There's no doubt that the American people want us to have the best air control technology in the world. And I believe they strongly support making the heavy investments required to get that technology.

But, unfortunately, when we consider improving our airports and building new ones, we run into a very tough problem -- the problem of aircraft noise and its impact on the people who live near airports.

In instance after instance around the country, these people oppose airport improvements. In some communities, they are advocating unreasonable and arbitrary noise restrictions on aircraft operations. And they've been very successful.

Over 400 airports have some kind of operational restrictions, ranging from preferential runway use to nightly curfews that effectively close down certain airports for a number of hours.

I'm concerned about these restrictions. I think they could eventually have a bad effect on interstate commerce and our national economy. There's no question that operational restrictions at one airport can adversely affect operations at other airports all over the country. The overall efficiency of our entire air commerce system can be undermined.

So we must come to grips with the noise problem.

Although many people don't realize it, we have made a lot of progress. Fifteen years ago, five to six million people were affected by aircraft noise. Today we have just over three million. And that progress was made during a time when air carrier operations increased 50 percent.

The reason? Primarily quieter airplanes.

In the late 1970s, the FAA and Congress raised noise standards and mandated the phase-out of noisy Stage 1 aircraft. Today all Stage 1 planes are gone and Stage 2 planes are on the way out. New aircraft, which must meet Stage 3 standards, are only one-quarter as loud as comparably-sized Stage 1 aircraft.

Twenty years from now, after Stage 2 aircraft have come to the end of their useful lives, we'll have an all Stage-3 fleet. When that happens, only about one million people will be exposed to excess aircraft noise, even though the volume of air traffic will increase significantly.

But 20 years is too long to wait. And even when we have an all-Stage-3 fleet, we'll still have a noise problem.

In my view, the only way we're going to solve it will be to develop a workable national noise policy.

We can't wait. By putting a brake on airport development, the noise problem can severely effect our efforts to increase the capacity of the system.

Such a policy could give us a way to phase out Stage 2 aircraft faster. It would also give us the guidance we need to:

* prevent unreasonable and harmful noise-related restrictions,

* to deter local actions that unreasonably interfere with system efficiency or increase system costs,

* and to encourage development of local tools for ensuring compatible land use around airports.

These are all goals of Secretary Skinner's national transportation policy.

A major question is, should we continue to rely solely on local governments and airport authorities to deal with this problem from a strictly local viewpoint?

Surely the time has come to handle the issue in a way that considers <u>national</u> needs. And that means we have to come to take a hard look at current zoning practices around airports.

Look what's happened in recent years.

We all know the story. We build airports out in the middle of nowhere, and within a short time someone comes along and builds houses at the end of the runways. Then the federal government has to pay for sound-proofing, relocation assistance, and other measures, with the taxpayers around the country footing the bill. And we're talking real money.

Over the past eight years, the FAA has spent a total of nearly three-quarters of a billion dollars on the airport noise problem. And we'll continue to spend millions more every year.

Here in Nashville, we've spent over 5 million dollars on noise, and the estimate is that you're going to need another 40 or 50 million dollars in the next five years.

But there ought to be a better way. And that's why we need a national noise policy.

I'm sure we can find the answers. But finding those answers is not just a federal responsibility. The FAA cannot and should not develop that policy by itself. Everyone has to come to the table -- the aviation industry, local community groups, airport operators, the airlines, and local and federal government.

We've all got a piece of the action, and we've all got to work together to get a solution. That's the only way we can develop the consensus that would make the policy a success.

As you can see from what I've said, it's not going to be easy to get our air system in shape to meet future demands. It'll take a lot of work. It'll take a lot of money. But my experience in Washington convinces me that we have both the will and the resources to modernize our airport and air control systems.

Only one other ingredient is needed -- the active involvement and cooperation of people at all levels, from the local community to the federal government.

Certainly, judging by what I see here today, I know we can count on you folks here in middle Tennessee.

I've enjoyed being with you today.

Thank you very much.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
ILLI-NINES AIR DERBY
BLOOMINGTON, ILLINOIS
JUNE 2, 1990

Thank you, Linda.

It's great to be here this evening. After a day like this, I imagine the last thing you want is a long speech. Well, rest easy. I'm going to follow President Roosevelt's advice to speech makers. He said they should "be sincere, be brief, and be seated."

I've had a lot of interesting days since I took this job, but none that I enjoyed more than this one. I got hooked on the sound of a propeller a long time ago, and it's still music to my ears.

One of the best things about being the Administrator of the FAA is that it gives me a chance to get around the country and meet people who love flying.

There may be some people in aviation who are doing it just for the money, but I'll bet there aren't many. Most people fly because they love it.

It takes a lot of money to buy a plane and keep it in the air. I'm sure many of you know that first hand. If you're anything short of a millionaire, you probably have to make some financial trade-offs -- maybe even some sacrifices. You won't do that if you're half-hearted or indifferent about flying.

I think Beryl Markham, the woman who was the first person to fly solo across the Atlantic from east to west, expressed it very well in her book WEST WITH THE NIGHT. She wrote, and I quote:

> "I could ask, 'Why risk it?' ... and I could answer, 'Each to his element.' By his nature a sailor must sail, by his nature a flyer must fly. I could compute that I had flown a quarter of a million miles; and I could foresee that, so long as I had a plane and the sky was there, I should go on flying ..." End of quote.

She captured the essence of what it means to be a flyer.

Flying is for people who are addicted to the challenge and the beauty of the sky. And it's for people who value those old virtues of self-reliance and responsibility and independence.

We live in a world of increasing interdependence. In many areas of modern life, the individual doesn't seem to count for much any more. More and more activities have become highly organized group efforts.

Well, that may often be the case, but it sure isn't in aviation. Here the individual is still supreme. Sure we have our radars, radios, rules, and regulations -- all essential to safety. But when that moment of truth comes and the throttle is pushed forward and the plane begins to move, it's the pilot who's on the line. He or she makes or breaks the situation.

The world of flying demands that you be willing to accept the responsibility for your actions. And a world like that, which puts a premium on the value of the individual, is a world well worth preserving.

You've probably heard a lot of talk about how general aviation, at least the non-corporate part of it, is dying.

Don't believe it.

If we didn't have general aviation in America today, we'd be inventing it right now. Why? Because general aviation is the foundation of flying in our country. It's where it all starts -- at airports like Bloomington/Normal, in airplanes like all of you fly, in the kind of flying that you did today.

Let's make no mistake about this -- the strength of American aviation depends on a strong general aviation sector. It's just that simple.

General aviation provides a lot of transportation. It's a testing ground for new ideas and new technology. And it trains the professional pilots who'll fly our airliners in the future. Most of our future captains will get their first taste of flying in general aviation planes at general aviation airfields.

We used to depend mainly on the military for pilots, but now the airlines are hiring more pilots from general aviation than from the military.

So general aviation is vital, and that's why I want to do everything possible to make sure that it not only survives but grows and prospers in the years ahead.

For one thing, I want to attract more young people to aviation. The FAA is increasing its support for aviation education, and we've just set up a the new recreational pilot's license, which will reduce the cost of learning to fly and bring in thousands of new students.

Another problem is the supply of personal aircraft. Light plane manufacturers are having a difficult time. We need more new planes, and we need them at more reasonable prices.

So that's why we established a new category of Primary Aircraft that will cost less to build, buy, and maintain. We hope this will lead to the development of new, more affordable personal planes.

We've also moved vigorously to improve our general aviation enforcement and compliance programs.

When I first took this job, I heard a lot of complaints from general aviation people who said the FAA's enforcement procedures were unfair and inconsistent and often too severe.

So I ordered a top-to-bottom review of the way we deal with general aviation. We held listening sessions around the country and then we got together with a number of aviation groups, including the 99s.

Your national president, Gene Nora Jessen and your legislative chairman, Madeleine Monaco, gave us invaluable help in reviewing the comments from pilots and in summarizing their recommendations. I appreciate their hard work very much.

As you might suspect, that review concluded that we need some major changes, which we are now making.

The list is long, but let me summarize it this way:

> We need to apply our compliance procedures in a more flexible manner. We need to encourage our inspectors to use discretion and judgement, to consider all the facts and circumstances, including mitigating factors. We need to make the rules and regulations easier to understand. We need to replace some harsh and mandatory procedures. We need to shift the emphasis from punishment to

The list goes on, but you get the story.

Along with these changes, I rescinded the mandatory 60-day suspension for busting a TCA. From now on, we're going to handle most of these cases with remedial counseling and training.

What I really want -- and what I think these changes will give us -- is better communication and cooperation between the FAA and all of you folks in general aviation. I know we can work <u>better</u> if we work <u>together</u> to make flying even safer.

We've all got the same goal. Safety. But we can't reach that goal through enforcement alone. We've got to have <u>voluntary</u> compliance with the regulations by everyone who flies.

We're also pushing hard to complete the continental loran system, which I know is of great interest to many of you. We expect to have the mid-continent gap filled in by the end of next year. And we're also speeding up our program to certify loran non-precision instrument approaches, which will eventually be used at many airports.

Finally, I want to take a few moments to talk directly to the 99s.

When I said a moment ago that general aviation is now our primary supply line for professional pilots, I was not referring just to men. I meant women pilots too.

Equal employment opportunity is the law of the land. And it's time we got on with it. Equal employment opportunity does not mean a lowering of standards for training, experience, and performance. It means an open door of opportunity for all who can meet those standards.

Traditionally, in the early days, when we held clinics, seminars, and other meetings, someone almost always said "let's get the 99s to serve coffee and donuts." That's about all we thought they could do.

I'm glad to say that those days are gone forever. Or at least I thought they were, until Linda told me what happened when she and her partner, Rosemary, flew their 172 into Oshkosh last year.

They went to register and the guy at the registration desk asked "where's the pilot?"

And Rosemary said "you've got two of them standing here. Which one do you want?"

And the guy said "No, no, I mean who flew the plane in?"

Obviously, he didn't think a couple of women could fly a plane anywhere.

But I'll bet he does now.

Speaking for the FAA, I can tell you we're happy to have the expertise of the 99s available to help us improve American aviation. It has finally dawned on us that the 99s represent a lot of valuable expertise. If you doubt that, consider the kind of flying that women are doing.

We've got women who are champion aerobatic pilots, air show flyers, airline captains, military aircraft commanders, FAA inspectors and designated pilot examiners, flight instructors, FBO operators, air traffic controllers, on and on. Suffice it to say, women are doing just about everything there is to do in aviation. And doing it all very well.

We're really just at the beginning of the era of equal employment opportunity in aviation. And, no doubt about it, we're going to see more and more women as professional pilots in the years ahead.

I think you can tell from what I've said that I'm strongly in favor of that.

Finally, I want to thank the 99s for their commitment to aviation education and safety. I want to offer my personal thanks to all of the 99s who have actively supported our accident prevention program through the years, even before the Back to Basics program.

I want to thank you for sponsoring seminars, clinics, fly-ins, open houses, and all the rest. You have earned our respect and our thanks. And all I can say is "Thanks. Keep it up. We're counting on you."

Well, I've talked long enough. It's been a pleasure being with all of you today. And I thank you for inviting me.

6/4
2:00

Suggested comments for the Administrator to present to the Regional Accident Prevention Coordinators.

Adm - I'll have our cards on Monday. R

Monday, June 4, 1990
MOC Room, FAA Headquarters
1400 Hrs.

o EMPHASIZE THE IMPORTANCE OF THE ACCIDENT PREVENTION PROGRAM AS A TOTAL FAA PROGRAM AND ENCOURAGE PARTICIPATION FROM ALL SEGMENTS OF FAA, i.e. AIR TRAFFIC, LEGAL, AIRWAY FACILITIES, AIRPORTS, MEDICAL, ETC.

o THE ACCIDENT PREVENTION PROGRAM CAN BE UTILIZED TO PROMOTE POSITIVE PUBLICITY TOWARD GENERAL AVIATION FROM THE MEDIA AND MUST WORK TO ESTABLISH AND MAINTAIN A POSITIVE IMAGE OF THE FAA IN THE EYES OF THE PUBLIC.

o CONTINUE TO UTILIZE EDUCATION TECHNIQUES THAT OBTAIN COMPLIANCE WITH REGULATIONS AND MOTIVATE PILOTS TO ADOPT POSITIVE ATTITUDES TOWARD AVIATION SAFETY.

o EMPHASIZE THE IMPORTANCE OF INDUSTRY PARTICIPATION IN THE ACCIDENT PREVENTION PROGRAM AND ENCOURAGE INNOVATIONS IN SELLING AVIATION SAFETY TO THE AVIATION COMMUNITY.

o THE ACCIDENT PREVENTION COUNSELOR PROGRAM IS ONE OF THE MOST VALUABLE ELEMENTS THAT WE HAVE TO WORK WITH. EACH ACCIDENT PREVENTION SPECIALIST MUST BUILD AN ORGANIZATION OF SAFETY COUNSELORS WHO BELIEVE IN ACCIDENT PREVENTION, ARE COMPETENT, AND ARE WILLING TO CONTRIBUTE THEIR TIME AND IDEAS TO SOLVING SAFETY PROBLEMS. THIS REQUIRES THE ABILITY TO SELL AVIATION SAFETY TO THE AVIATION COMMUNITY AND TO STIMULATE INTEREST TO SUCH A DEGREE THAT THEY WILL SPONTANEOUSLY CARRY ON AND ACCELERATE THE PROGRAM.

o THE SUCCESS OF OUR PROGRAM DEPENDS ON THE EFFORT, DEDICATION, MOTIVATION, ENTHUSIASM, AND ABILITY OF OUR ACCIDENT PREVENTION PERSONNEL TO SELL THE CONCEPTS OF AVIATION SAFETY ON A CONTINUOUS BASIS.

o THE ACCIDENT PREVENTION PROGRAM IS A "PEOPLE BUSINESS". A POSITIVE ATTITUDE TOWARD THE ACCIDENT PREVENTION PROGRAM MUST PREVAIL AND WE MUST CONTINUE TO MOTIVATE OUR PERSONNEL AND ENCOURAGE NEW IDEAS AND CONCEPTS TO INSURE A DYNAMIC AND EFFECTIVE ACCIDENT PREVENTION PROGRAM. THE PROGRAM CAN BE EXTREMELY EFFECTIVE AND THE TALENT THAT WE HAVE AVAILABLE IS ABUNDANT. A VOTE OF CONFIDENCE FROM THE ADMINISTRATOR PLUS ENTHUSIASTIC SUPPORT FROM WASHINGTON AND REGIONAL FLIGHT STANDARDS PERSONNEL CAN ASSURE MAXIMUM PRODUCTION AND EFFECTIVENESS FROM THE ACCIDENT PREVENTION PERSONNEL.

FAA COMPLIANCE PROGRAM

o THIS PROGRAM WILL STRESS PROMOTING AND FOSTERING A MORE EFFECTIVE WORKING RELATIONSHIP WITH THE AVIATION COMMUNITY.

OBTAINING COMPLIANCE THROUGH EDUCATIONAL EFFORTS WILL OPEN COMMUNICATIONS WITH THE AVIATION COMMUNITY AND ENHANCE A JOINT PARTNERSHIP IN COMPLIANCE OF THE REGULATIONS.

THROUGH EFFORTS LIKE OUR ACCIDENT PREVENTION PROGRAM ACTIVITIES, INSURING EFFECTIVE REGULATORY STANDARDS THAT ARE FAIR, REASONABLE AND CREDIBLE, AND DEVELOPING A POSITIVE CUSTOMER RELATIONSHIP WITH THE AVIATION COMMUNITY THAT WILL PROMOTE COMPLIANCE.

REMEDIAL TRAINING PROGRAMS WILL PROMOTE EDUCATION AND KNOWLEDGE OF THE REGULATIONS, EMPHASIZING COMPLIANCE OVER ENFORCEMENT, THAT WILL ASSIST IN REDUCING AVIATION ACCIDENTS.

REMARKS BY
FAA ADMINISTRATOR JAMES B. BUSEY
SEMINAR ON COMPLIANCE & ENFORCEMENT
SHERATON NATIONAL HOTEL
ARLINGTON, VA.
JUNE 5, 1990

I AM PLEASED TO PARTICIPATE IN THIS SEMINAR. IT GIVES ME A CHANCE TO PRESENT MY VIEWS--IN PERSON--ON THE REVISED COMPLIANCE AND ENFORCEMENT PROGRAM THAT WAS ANNOUNCED BACK IN MARCH.

IT IS IMPORTANT THAT WE ARE HAVING THESE SESSIONS AROUND THE COUNTRY. THEY GIVE US THE OPPORTUNITY TO PROVIDE YOU THE LASTEST INFORMATION AND GUIDANCE ON THIS PROGRAM.

JUST AS IMPORTANT, THOUGH, THEY PROVIDE YOU THE OPPORTUNITY TO TELL US IN WASHINGTON WHAT THE ISSUES AND PROBLEMS ARE THAT YOU ARE DEALING WITH OUT THERE. AND THIS IS VITAL BECAUSE, AFTER ALL, YOU ARE THE KEY PLAYERS IN THE IMPLEMENTATION OF THIS NEW POLICY.

AND WHEN I SAY "YOU," I MEAN YOU WHO REPRESENT THE FLIGHT STANDARDS INSPECTORS, ACCIDENT PREVENTION SPECIALISTS, SECURITY INSPECTORS, AVIATION MEDICINE PERSONNEL, ATTORNEYS, AND AIRPORT INSPECTORS.

SO, I WANT TO THANK WAYNE BARLOW AND TONY BRODERICK FOR PUTTING ON THESE SEMINARS. THEY ARE GOING TO HELP PULL US ALL TOGETHER AND MAKE THIS TRANSITION TO THE NEW POLICY AS SMOOTH AS POSSIBLE.

BEFORE WE GET INTO THE PARTICULARS OF YOUR ROLES AS MANAGERS OF THE PERSONNEL INVOLVED IN IMPLEMENTING THIS POLICY CHANGE, I WANT YOU TO KNOW WHY WE HAVE MADE THE CHANGE IN THE FIRST PLACE.

IT WAS NOT BECAUSE I FELT SAFETY AND SECURITY HAD DETERIORATED UNDER THE OLD POLICY.

NOR SHOULD THE CHANGE BE INTERPRETED AS A NEGATIVE REFLECTION ON THE WAY YOUR INSPECTORS AND ATTORNEYS HAVE BEEN DOING THEIR JOBS IN THE REGIONS AND IN THE FIELD.

IN FACT, I THINK YOU AND THEY HAVE DONE A SUPERB JOB WITH THE MARCHING ORDERS YOU HAD. AND THE SAFETY RECORD CLEARLY SHOWS THAT.

SO, WE ARE NOT TALKING ABOUT MOVING FROM A POOR SAFETY COMPLIANCE AND ENFORCEMENT PROGRAM TO A GOOD ONE. WE ARE TALKING ABOUT SEIZING AN OPPORTUNITY TO FURTHER ENHANCE COMPLIANCE AND THEREFORE SAFETY.

IN A REAL SENSE, WE ARE NOT INTRODUCING ANYTHING NEW AT ALL. WE ARE REALLY GETTING "BACK TO BASICS."

VOLUNTARY COMPLIANCE HAS ALWAYS BEEN THE LINCHPIN OF AVIATION SAFETY IN THIS COUNTRY. IT HAS BEEN THIS WAY FROM THE VERY BEGINNING--DATING BACK TO THE 1926 LEGISLATION THAT FIRST GOT FAA'S PREDECESSOR AGENCY INVOLVED IN REGULATING AIR SAFETY.

THE FRAMERS OF THAT LEGISLATION UNDERSTOOD THAT THE WILLINGNESS OF PILOTS AND OTHERS TO FOLLOW THE RULES WOULD BE ESSENTIAL TO THE PROMOTION OF AVIATION SAFETY.

THERE REALLY IS NO ALTERNATIVE, WHEN YOU THINK ABOUT IT. THE RESPONSIBILITY FOR ENSURING AVIATION SAFETY IS JUST TOO BIG FOR A SINGLE FEDERAL AGENCY OR ANY SINGLE GROUP, FOR THAT MATTER. SO, IT JUST MAKES PLAIN COMMON SENSE TO DO IT THIS WAY.

AS I HAVE SAID BEFORE, THE FAA, WITH ITS SMALL CORPS OF INSPECTORS, CANNOT POLICE EVERY ASPECT OF THE INDUSTRY, CANNOT CRAWL THROUGH THE BELLY OF EVERY AIRCRAFT, LOOK OVER THE SHOULDER OF EVERY PILOT, OR PERSONALLY SCREEN EVERY PASSENGER AND PIECE OF LUGGAGE THAT FLIES IN THE SYSTEM.

THE GOVERNMENT AND ALL COMPONENTS OF THE INDUSTRY MUST WORK TOGETHER TO GET THE JOB DONE, AND THE MORE EFFECTIVELY WE WORK TOGETHER, THE BETTER JOB WE WILL DO.

FOR SOME 60 YEARS OF AVIATION, THIS PRINCIPLE OF SHARED RESPONSIBILITY HAS SERVED THIS COUNTRY WELL, PRODUCING THE SAFEST AND MOST EFFICIENT AVIATION SYSTEM IN THE WORLD. BUT, IN THE LAST FEW YEARS, WE HAVE GOTTEN AWAY FROM THIS APPROACH AND ALL I WANT TO DO IS TURN US AROUND AND GET US HEADED BACK IN THE RIGHT DIRECTION.

WHEN I FIRST JOINED FAA ALMOST A YEAR AGO, I MADE A SPECIAL EFFORT TO TALK TO A LOT OF PEOPLE IN AVIATION. JUST ABOUT EVERY MAJOR GENERAL AVIATION USER GROUP AND COUNTLESS INDIVIDUALS I TALKED TO BROUGHT UP THE SUBJECT OF ENFORCEMENT. THEY ESSENTIALLY FELT THEY WERE BEING TREATED UNFAIRLY BY THE FAA.

I BECAME CONCERNED ABOUT THIS BECAUSE THIS COULD SERIOUSLY UNDERMINE THE PARTNERSHIP BETWEEN THE USERS AND THE FAA THAT I REGARD AS SO VITAL TO THE PROMOTION OF AVIATION SAFETY.

SO, I CALLED FOR A TOP-TO-BOTTOM REVIEW OF THE WAY WE DEAL WITH THOSE USER GROUPS. THIS INCLUDED A SERIES OF LISTENING SESSIONS AROUND THE COUNTRY TO GIVE PEOPLE A CHANCE TO TELL US WHAT THEY THOUGHT. MANY OF YOU WERE INVOLVED IN THESE.

THE RESULT OF ALL THIS WAS THE CHANGES IN OUR ENFORCEMENT POLICY THAT I ANNOUNCED--FIRST, TO THE GENERAL AVIATION COMMUNITY, IN EARLY MARCH, AND TO THE COMMERCIAL SECTOR LATER THAT SAME MONTH.

AS I TRIED TO MAKE CLEAR AT THE TIME OF THE ANNOUNCEMENTS, WE WILL CONTINUE OUR INSISTENCE ON TOTAL COMPLIANCE WITH THE RULES AND REGULATIONS.

BUT--AS I SAID THEN AND I WANT TO REEMPHASIZE TODAY--TO ACHIEVE TOTAL COMPLIANCE, WE ARE GOING TO START USING ALL THE TOOLS AVAILABLE TO US, NOT JUST ENFORCEMENT.

THESE TOOLS INCLUDE: GOOD COMMUNICATIONS, TRAINING, EDUCATION, COUNSELING--AND, LASTLY, ENFORCEMENT. ENFORCEMENT IS ONLY ONE OF THE MEANS WE HAVE AT OUR DISPOSAL, AND I DON'T REGARD IT NECESSARILY AS THE MOST IMPORTANT.

THE ACCIDENT PREVENTION PROGRAM WILL BE A KEY ELEMENT IN THE IMPLEMENTATION OF THIS NEW POLICY, AS I TOLD THE ACCIDENT PREVENTION COORDINATORS YESTERDAY. WE WILL BE LOOKING TO THEM FOR EFFECTIVE REMEDIAL TRAINING PROGRAMS THAT PROMOTE EDUCATION AND KNOWLEDGE OF THE REGULATIONS.

WE WANT THE TYPE OF PEOPLE INVOLVED IN THE ACCIDENT PREVENTION PROGRAM WHO ARE WILLING TO MAKE THAT COMMITMENT OF TIME TO EDUCATION AND COUNSELING THAT HELPS DEVELOP BETTER AND SAFER PILOTS.

WE ALSO WANT TO RETURN TO YOUR INSPECTORS ONE OF THE MOST IMPORTANT TOOLS THEY BRING TO THEIR JOBS. AND THAT IS JUDGMENT.

AND WE WANT THEM TO USE IT. IT'S NOT LIKE THE FATHER WHO SAYS TO HIS SON: "SON, YOU'VE GOT A GOOD MIND, AND I AM GOING TO TELL YOU HOW TO USE IT." NO, WE WANT YOU TO BE FREE TO CONSIDER ALL THE FACTS AND CIRCUMSTANCES, INCLUDING MITIGATING FACTORS, WHEN YOU RUN UP AGAINST A VIOLATION.

THE ABILITY TO MAKE JUDGMENTS IS SOMETHING AUTOMATION, NO MATTER HOW SOPHISTICATED IT GETS, WILL NEVER BE ABLE TO PROVIDE. AND IT IS ARGUABLY ONE OF THE MOST IMPORTANT SOURCES OF JOB-SATISFACTION FOR PROFESSIONALS LIKE YOURSELVES.

YOU AND YOUR INSPECTORS ARE THE ONES WHO SHOULD DECIDE WHETHER TO PRESCRIBE REMEDIAL TRAINING, COUNSELING OR OTHER REMEDIES THAT MIGHT BE APPROPRIATE TO THE SITUATION. AND YOU MUST THEREFORE HAVE THE FLEXIBILITY TO FIT THE CORRECTIVE ACTION TO THE SITUATION AT HAND.

AND, YOU AS MANAGERS, CAN HELP INSPECTORS MAKE THIS TRANSITION BY PROVIDING THEM THE PROPER GUIDANCE AND TRAINING.

EFFECTIVE TRAINING IS CRITICAL, OF COURSE, TO DEVELOPING SOUND, INFORMED JUDGMENT, AND WE ARE TAKING A CLOSE LOOK AT OUR TRAINING CURRICULA TO MAKE SURE YOUR INSPECTORS ARE BEING PROPERLY PREPARED FOR THIS RESPONSIBILITY.

WHAT IT ALL COMES DOWN TO IS THAT OUR ATTENTION NEEDS TO BE FOCUSED ON STRENGTHENING THE SYSTEM, AND EVERYBODY IN IT, NOT JUST HANDING OUT TICKETS. WE WANT TO HELP MAKE BETTER PILOTS AND MECHANICS AND GET TO THE BOTTOM OF WHY THEY HAVE VIOLATED A REGULATION, NOT JUST PUNISH THEM BECAUSE THEY HAVE.

THE WHOLE POINT IS TO BE "STRONG," NOT TO BE "TOUGH." AND THERE'S A WORLD OF DIFFERENCE BETWEEN THE TWO, AS EFFECTIVE MANAGERS, REGULATORS, AND EVEN PARENTS UNDERSTAND INTUITIVELY.

AND THE KEY TO BUILDING THIS STRENGTH SYSTEMICALLY, UP AND DOWN THE LINE, IN MY JUDGMENT, IS VOLUNTARY COMPLIANCE.

THAT'S WHY I AM URGING THE SELF-AUDIT CONCEPT FOR COMMERCIAL AVIATION WHERE THE POTENTIAL SAFETY PAYOFFS ARE THE GREATEST. KEEP IN MIND, THIS IS A SECTOR OF THE INDUSTRY WHOSE ACTIVITIES WILL INVOLVE SOME 480 MILLION PASSENGER ENPLANEMENTS THIS YEAR AND A BILLION ENPLANEMENTS BEFORE THE YEAR 2010.

IN THE LATE 1980'S, THE FAA BEGAN TO ENCOURAGE THE AIRLINES TO CONDUCT THEIR OWN INTERNAL AUDITS. WE REASONED THAT BY ENCOURAGING AIRLINES TO CONDUCT SELF-EXAMINATION AND FIND AND REPORT PROBLEM AREAS--WE WERE, IN EFFECT, EXPONENTIALLY INCREASING SURVEILLANCE AND COMPLIANCE.

THIS WAS A GOOD START. BUT, AFTER THIS AUSPICIOUS BEGINNING, THE PROGRAM HAS FALTERED. SOME CARRIERS EXPRESSED CONCERN THAT THE FAA PROCEEDED WITH ENFORCEMENT ACTIONS EVEN WHEN THE CARRIERS' OWN AUDIT TEAMS, NOT FAA INSPECTORS, DETECTED VIOLATIONS. AS A RESULT--NOT SURPRISINGLY--REPORTING NEVER BECAME WIDESPREAD.

THIS IS A MAJOR CONCERN TO ME BECAUSE IT DEPRIVES US OF TWO MAJOR OPPORTUNITIES TO ENHANCE COMPLIANCE AND SAFETY.

FIRST, WE DON'T KNOW WHAT PRIORITY, IF ANY, THE CARRIERS ARE ASSIGNING TO INTERNAL AUDITS.

SECOND, THE FAA LOSES A POTENTIALLY VALUABLE SOURCE OF INFORMATION ON TRENDS AND COMMON PROBLEM AREAS WITHIN THE INDUSTRY. THIS SOURCE HAS THE POTENTIAL TO IDENTIFY PROBLEMS THAT MAY BE SYSTEMIC AMONG ALL CARRIERS.

I FELT THAT WE COULD NOT ALLOW THE RIFT BETWEEN THE FAA AND THE INDUSTRY TO WIDEN. SO, IN LATE MARCH, AS YOU KNOW, I ANNOUNCED A MAJOR CHANGE IN FAA'S ENFORCEMENT POLICY TO HELP REVITALIZE A SPIRIT OF COOPERATION BETWEEN FAA AND COMMERCIAL AVIATION.

YOU HAVE HEARD THE CHANGE DESCRIBED BEFORE, BUT LET ME STATE IT AGAIN. IT'S QUITE SIMPLE: IF COMMERCIAL OPERATORS DISCOVER INADVERTENT VIOLATIONS, CORRECT THE PROBLEMS, REPORT THEM PROMPTLY TO THE FAA, AND PUT IN PLACE A PERMANENT FIX ACCEPTABLE TO FAA TO MAKE SURE THEY WILL NOT HAPPEN AGAIN, THE FAA WILL NOT PENALIZE THEM. PERIOD.

WHAT I AM TRYING TO DO IS TO ENCOURAGE CARRIERS TO SHIFT THEIR RESOURCES FROM CONTESTING PUNITIVE ENFORCEMENT ACTIONS TO MAKING THEIR OPERATIONS SAFER. THIS WILL ALLOW EACH OF US, FAA AND THE INDUSTRY, TO USE OUR RESOURCES MORE POSITIVELY, INTELLIGENTLY, AND EFFECTIVELY.

THIS INTERNAL EVALUATION IS RIGHT IN LINE WITH THE TOTAL QUALITY MANAGEMENT CONCEPT WE ARE PROMOTING AT FAA--AND WHICH ALSO IS CATCHING ON IN BUSINESS AND INDUSTRY.

BUT, TO MAKE TQM WORK, EVERYONE MUST BUY INTO THE PROGRAM. AND THAT'S WHAT I AM TRYING TO ACCOMPLISH WITH THIS NEW ENFORCEMENT POLICY--TO GET US ALL INVOLVED. SAFETY IS EVERYBODY'S BUSINESS AND WE ARE ALL IN THIS TOGETHER.

ONE AREA WHERE THE FAA AND THE INDUSTRY NEEDS TO DO A BETTER JOB OF WORKING TOGETHER IS THE DETECTION OF PILOTS WHO VIOLATE ALCOHOL-AND DRUG-RELATED REGULATIONS. WE SIMPLY CANNOT TOLERATE OR PROTECT PILOTS WHO ABUSE DRUGS AND ALCOHOL. THEY ARE JEOPARDIZING PUBLIC SAFETY AND PUBLIC CONFIDENCE IN AVIATION, AND WE MUST REMOVE THEM FROM THE COCKPIT.

AS I POINTED OUT TO YOU AND YOUR INSPECTORS IN MY LETTER OF MID-MARCH, WHENEVER YOU GET A TIP ALLEGING THAT A CREW MEMBER IS VIOLATING OR WILL VIOLATE THE AGENCY'S ALCOHOL-OR DRUG-RELATED REGULATIONS, THEY NEED TO NOTIFY YOU, THEIR SUPERVISORS AND THE APPROPRIATE CERTIFICATE MANAGEMENT OFFICE IMMEDIATELY.

AND, LET ME ASSURE YOU, WHEN THIS INFORMATION IS SPECIFIC ENOUGH TO WARRANT INVESTIGATION, IT MUST BE GIVEN THE HIGHEST PRIORITY. AND I AM COUNTING ON YOU TO MAKE SURE THIS HAPPENS. PART OF THIS PROCESS WILL BE TO PROMPTLY NOTIFY AIRLINE MANAGEMENT OF THE INVESTIGATION AND URGE THEIR ASSISTANCE.

YOU HAVE ALL RECEIVED THE SUMMARY OF PROCEDURES TO BE FOLLOWED IN SUCH CASES, AND YOU WILL BE DISCUSSING THEM IN DETAIL DURING THE COURSE OF THIS SEMINAR. I URGE YOU TO BE SCRUPULOUS ABOUT APPLYING THEM. WHEN WE ARE DEALING WITH ALCOHOL OR DRUG ABUSE, ESPECIALLY INVOLVING COMMERCIAL AIRLINES, THE STAKES IN HUMAN LIVES ARE TOO HIGH NOT TO ACT SWIFTLY AND RESOLUTELY.

AND, I GUARANTEE YOU, YOU NEED NOT WORRY ABOUT RECRIMINATIONS OR NEGATIVE FEEDBACK FROM WITHIN THE FAA IF AN ANONYMOUS TIP YOU REPORT TURNS OUT TO BE GROUNDLESS. I WOULD RATHER HAVE US ERR IN THE DIRECTION OF REPORTING TOO MUCH RATHER THAN FAIL TO REPORT A TIP AND HAVE IT LEAD TO A TRAGEDY.

I KNOW YOU WILL BE DISCUSSING THESE MATTERS FURTHER THIS WEEK. BUT, I JUST WANTED YOU TO HEAR FROM ME FIRST-HAND HOW SERIOUSLY I REGARD THE MATTER OF ALCOHOL-AND DRUG-USE IN AVIATION.

IN CLOSING, I WANT TO THANK YOU FOR COMING TO TOWN FOR THIS SEMINAR.

WE ALL FACE STIFF CHALLENGES IN THE 90'S AND INTO THE NEXT CENTURY. THE NUMBERS ARE INDEED DAUNTING: AS I MENTIONED AT THE OUTSET, WE ARE FORECASTING ALMOST TWICE THE NUMBER OF PASSENGERS IN COMMERCIAL AVIATION BY THE END OF THE DECADE AND ONE BILLION BEFORE THE YEAR 2010.

IN THE FACE OF THIS, OUR CHALLENGE IS TO MAKE SURE THE EXCELLENT U.S. AVIATION SAFETY RECORD THAT HAS BEEN ESTABLISHED IS MAINTAINED, IF NOT IMPROVED. THIS IS NOT A SOLITARY TASK, LIKE THE LEGENDARY DUTCH LAD HOLDING HIS FINGER IN THE DAM TO HOLD BACK DISASTER.

OUR TASK IS TO BUILD A BETTER DAM, BRICK BY BRICK, AND GET THE WHOLE COMMUNITY INVOLVED IN THE PROJECT.

THAT'S WHERE OUR STRENGTH LIES AS WELL AS OUR BEST HOPE OF SUCCESS. I KNOW WE CAN COUNT ON YOUR SUPPORT, AS WE HAVE IN THE PAST.

THANK YOU.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE MILITARY AFFAIRS COUNCIL
NORTH SUBURBAN CHAMBER OF COMMERCE
WOBURN, MASSACHUSETTS
JUNE 6, 1990

Thank you very much. It's a pleasure to be here. Today I want to talk about what we're doing to strengthen America's air transport system.

Let me start by reminding you of three obvious facts. The first is that many companies in this region are world-class performers, recognized and respected around the world.

The second is that air transportation is essential to the success of these companies, as well as to the economic vitality of the whole Boston region.

The third obvious fact is that what's true for the businesses along Route 128 is true for the whole nation. America depends on aviation.

We Americans invented the airplane. We taught the world how to fly. And we've been the aviation leaders down through the years. We've built the most highly developed and efficient air transport system in the world -- one that gives our businesses the cost-effective transportation that can mean the difference between success and failure in tough world markets.

And make no mistake, virtually every market today is a world market. Wherever we turn, at home and overseas, we face aggressive competitors who are eager to take our business away from us. I'm sure many of you have first-hand experience with this.

I would ask, can you visualize American business maintaining its ability to compete, without the best air system in the world? Of course not.

We do have the best. Now. But it won't stay the best without effort, investment, and commitment.

At certain times and places, the system is strained beyond capacity. Congestion and delay are already costing us billions of dollars a year. And, unless we increase the system's capacity significantly, those costs will go up as the volume of air traffic grows in the years ahead.

We could end up early in the next century bogged down in congestion, delay, and gridlock. And that would mean the end of our competitive advantage from efficient transportation.

So we really have no choice. We must do whatever is necessary to increase the efficiency and capacity of our air commerce system.

But that can't be done on an ad hoc, piecemeal basis. We can't leave it to chance. We need a plan that will guide the way we use our resources on both a national and local basis.

And here's where the Secretary of Transportation's new national transportation policy comes in. That policy defines the strategies we need to modernize and expand our entire transportation system. It is a pragmatic guide to preparing American transportation to meet 21st Century demands.

In aviation, for example, it calls for continued modernization of the air traffic control system and for expanded airport capacity.

For the air control system, that means billions of dollars invested in advanced technology.

And for the airport system, it means better airports and new airports. Again, billions of dollars of new capital investments.

Let's take the air traffic control system first.

We're already well along in a 15.8 billion dollar modernization program, the National Airspace System Plan, or NASplan, which is giving us the advanced radars, computers, and other systems we need to handle tremendous increases in traffic.

However, the NASplan won't complete the job. We'll be making heavy capital investments in the system on into the foreseeable future.

For example, we've just sent Congress a proposal for a five-year, 22-billion-dollar spending program that represents a 78 percent increase over the level of capital investments we've made in the past five years.

Over the next five years, we're proposing to invest nearly 8 billion dollars in airport improvements, more than 13 billion dollars in modernizing our air control system, and nearly a billion dollars in research and development.

Now that's a lot of money. But we don't have unlimited access to federal funds. No one gets that in this era of tight budgets and deficits. Right now Uncle Sam is as tight as the bark on a hickory tree with his money.

So where are we going to get that kind of money?

Well, for one thing, the Secretary's national transportation policy says that transportation users should pay more of the costs of the services they use.

Eighty-five percent of our FAA budget goes for those services. But user fees now bring in funds equal to only about 55 percent of the budget.

So we're proposing modest increases in the fees on passenger tickets, aviation fuel, and air freight.

Aviation user fees go into the aviation trust fund. But in recent years Congress has not used the fund to pay 85 percent of our annual budget. We hope Congress will agree with our proposal to do that.

We're also proposing to spend down the aviation trust fund down from the current level of 7.6 billion dollars to about 3 billion by the end of fiscal 1995. That's in line with the new national transportation policy, which asserts that the nation's transportation trust funds should be used for transportation investments.

As I said, we've got to make large capital investments not only in advanced air traffic control technology but also in our airport improvement program.

Here again we come up against the need for more money in a time of tight budgets. So we're proposing a new funding source for airports, a passenger facility charge, or head tax, of up to 3 dollars for every passenger.

This could bring in a lot of money. If our 50 top airports impose a three-dollar head tax, they would collectively raise an additional 1.2 billion dollars a year, which would be used to ease congestion, reduce delays, and make air travel more comfortable.

I know the American people are in favor of investing in advanced technology. They want us to have the best in the world.

But, unfortunately, when we consider improving our airports and building new ones, we run into a very tough problem -- the problem of aircraft noise and its impact on the people who live near airports.

In instance after instance around the country, people who live near airports are advocating unreasonable and arbitrary noise restrictions on aircraft operations. And they've been very successful.

Over 400 airports have some kind of operational restrictions, ranging from preferential runway use to nightly curfews that effectively close down certain airports for a number of hours. Here at Logan, only the quieter Stage 3 aircraft can operate between 11 p.m. and 7 a.m.

I'm concerned about such restrictions because they can adversely affect the efficiency of the whole air system -- which could raise costs for everyone.

So we must come to grips with the noise problem.

Of course, we have made progress already. Fifteen years ago, about six million people were affected by aircraft noise. Now, because we're using quieter, Stage 2, airplanes, we have cut that number in half.

And we're going to keep on making progress. Stage 2 planes are on the way out. New aircraft must meet what we call Stage 3 standards, which are only one-quarter as loud as Stage 1 aircraft that were common back in the seventies and early eighties.

Twenty years from now we'll have an all Stage-3 fleet, and only about one million people will be exposed to excess aircraft noise.

But 20 years is too long to wait. And even then we'll still have a noise problem.

The national transportation policy says we need to find a way to phase out Stage 2 aircraft sooner. We also must work try to prevent unreasonable and harmful noise-related restrictions that would interfere with system efficiency or increase system costs. In addition, we need to encourage compatible land use around airports.

We can't wait. By putting a brake on airport development, the noise problem can severely effect our efforts to increase the capacity of the system.

It's interesting to note that, over the past eight years, the FAA has spent a total of nearly three-quarters of a billion dollars to pay for sound-proofing, relocation assistance, and other measures, with the taxpayers around the country footing the bill. And we'll continue to spend millions more every year.

I think we need an answer to a crucial question. Should we continue to rely solely on local governments and airport authorities to deal with this problem from a strictly local viewpoint?

I don't think so. We need to handle the issue in a way that considers national needs. And that's why we need a national noise policy.

I'm sure we can find the answers. But the FAA can't do it alone. We need a consensus. And that means everyone has to come to the table -- the aviation industry, local community groups, airport operators, the airlines, and local and federal government.

We already have a long history of working cooperatively with local governments and community groups. Right now, in many cities around the country, we're working hand in hand with airport operators in developing master plans for future airport development and in solving mutual problems.

Here in the Boston region, for example, we're working closely with the Citizen Advisory Committee on the question of alternative departure routes for Runway 27 at Logan.

As you probably know, we found there was a lot of opposition to new helicopter routes over the East Boston area. After we heard from local community groups, we responded by deciding not to implement those new routes.

And we have also opened a new partnership with the community. From now on, we're going to have open discussions with all of the people here who are affected by airport issues. We want the people here to know that our goal is to work with them to solve our mutual problems.

We're also trying to help general aviation airports in Massachusetts during this difficult period when there is no money for general aviation in the State budget. That means that these airports can't qualify for federal grants because they can't raise the required 10 percent in matching funds.

So it's a difficult time for Massachusetts aviation, and we want to do everything we can to help.

Finally, I'd like to say a few words to those of you who are doing business with the FAA or who want to do business with us.

I am determined to run our capital investment and modernization programs on time and on budget. When I first came aboard, I took a look at our procurement programs, and I quickly decided we needed to make some fundamental changes.

I discovered two main problems. One was the lack of focus. No one was in charge of our major programs. We had contracting officers, legal officers, technical officers, quality assurance representatives, and people called program managers. But at any given time in a program, any one of them might have been pre-eminent, and that meant our contractors had to figure out who was on first, who was on second, and what we were really doing.

We're solving <u>that</u> problem by appointing strong program managers who will <u>clearly</u> be in charge. I'm making it clear that I look to the program manager as the <u>single focal point</u> for all FAA activity associated with a particular program.

The other problem I identified was a lack of discipline in using the process. To correct that, we're going to be using the so-called A-109 process for managing major programs. We will go through an orderly four-step process:

* to define our needs,
* to thoroughly assess all the ways to satisfy those needs,
* to go through a full-fledged development program,
* and finally, after adequate operational testing, to contract for production and installation of the system in the field.

We're also setting up integrated logistics support. We want to ensure that we have the necessary training and spare parts and support in place <u>when</u> we field a new system. From the moment our professionals in the field turn a new system on, we want to be absolutely certain they can use it and support it.

And we're asking our contractors to do a better job of assessing business opportunities, in writing proposals, in conducting contract competitions, and then in executing their contracts.

We want them to be certain they have the people, the resources, and the commitment to make the effort a complete success.

And we're asking them to give the competition their best shot and then to accept the results. If we violate their rights, they should protest, by all means. But I must say that sore losers are costing the FAA and the taxpayers a lot of time and money.

The FAA has an excellent record in conducting contract competitions. Only 5 of 53 protests filed in the past three-and-a-half years have been sustained by the courts and boards. But millions of dollars have been wasted while we defended ourselves and awaited the eventual denial of the protest. This is not the way to do business.

We are also asking that contractors put their best team on the job from the beginning. And give us their continued concentration during and following the fielding of new systems.

I know that we can all do better. And I'm sure we can count on the private sector to work with us, in a spirit of cooperation.

As you can see, it's going to take a lot of work and a lot of money to get our air system in shape for the 21st Century. But I have no doubt that we will.

All we need is the commitment, involvement, and cooperation of people at all levels, from the local community to the federal government. That's the way we Americans have always done things. And that's the way we're going to meet the challenges I've discussed today.

Thank you very much.

REMARKS BY FAA ADMINISTRATOR
JAMES B. BUSEY
TO THE MEETING OF THE
DIRECTORS OF AIR NAVIGATION SERVICES
MEMBER STATES, EUROPEAN CIVIL AVIATION CONFERENCE
WASHINGTON, D.C.
JUNE 11, 1990

It's a pleasure to welcome you to Washington and to this meeting here this week. Most of you had a chance to get acquainted last night at the reception.

I hope you have a pleasant and productive week. From the looks of the agenda, you will be busy. But, I did notice that Bill [Pollard] also has scheduled receptions and dinners throughout the week. And, he has even turned you loose on Wednesday evening to do whatever you please. So, you should have some fun while you are here, too.

I think it's absolutely essential that we have meetings like these, and they will become even more important as aviation becomes increasingly international and global in scope.

When I became Administrator about a year ago, I had to focus most of my attention on internal agency matters and on domestic aviation concerns.

But, increasingly I see my role as FAA Adminisrator expanding to include more active involvement in international aviation issues.

Recently, for example, I met with a delegation of Soviet aviation officials and we just finished a meeting with aviation officials from the Peoples Republic of China.

Tomorrow, I am headed for San Francisco where I will be talking to aircraft certification and safety operations personnel from other countries who are here to meet with their FAA counterparts. The ultimate goal of these meetings is to develop and agree to a common set of certification standards for worldwide use.

Then, on June 16, I leave on a 10-day trip to three countries--Israel, West Germany and Belgium--to meet with my counterparts to discuss a variety of issues.

Shortly thereafter, the week of June 25, FAA is sponsoring an international conference here in Washington on flight inspections.

This biennial symposium and exposition, serves as a forum for government and industry representatives responsible for inspecting, testing, and certifying the accuracy and safety of air navigation aids and guidance systems.

I cite these activities to illustrate what we all have come to realize--that air transportation transcends national boundaries and has helped transform the "global village" which sociologists once discussed as a concept into a virtual reality.

Yet, let's not kid ourselves, each nation state has its own unique features, its own set of problems, that each must deal with individually. Yet, at the same time, it is by grappling with these individual problems and issues that gives each of us a special perspective on common problems that concern us all.

We all must deal in one way or another with airport congestion, system capacity, noise and delays, but we all come at them from different perspectives because of differences in geography, national boundaries, and other considerations.

Each of you has your own ideas on what needs to be done to prepare for the aviation system of tomorrow. Yet, let none of us forget that we need to work together to fashion a world aviation system that is even more international and global in nature than it is today.

So, we can no longer afford to plan and develop our own systems in splendid isolation. If what the poet said hundreds of years ago about "no man being an island" can be said with even more urgency today about countries dealing in world affairs.

I want you all to know that FAA is pledged to international cooperation across the board, and this includes the free exchange of technical information.

Whatever we have learned in the development of the National Airspace System (NAS), for example, is available to all of you. And this holds true as we move into the development of the more inclusive Capital Investment Program, of which the NAS Plan will be only a part.

But, giving information and technical data is only part of the equation. Just as important, we want to listen to you, to learn from your special experiences and perspectives based on your particular circumstances.

This week, you will be visiting the IBM facility in Rockville, Maryland, for a demonstration of the Advanced Automation System. This is the "crown jewel," if you will, of the NAS Plan, and it will give you a glimpse of FAA's air traffic control future.

Also, this week, you will be flying to Oshkosh, Wisconsin, where the Experimental Aircraft Association will give you a look at another side of aviation. You will see there a facet of aviation that is deeply embedded in America's aviation past but is still very much alive today.

By this I mean that despite the growth and increasing automation and laboratory systems approach to aviation, there is still room for the individual, working alone in his or her garage, to make a difference and nudge aviation forward in the process.

If you ever get a chance to meet either of the Rutan Brothers, or see any of their handiwork, you will know what I mean.

Now, let me get out of here and let you folks get on with your meetings. Thanks for coming and best wishes for a successful week. I will be interested in hearing from Bill how it turns out.

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Talking Points
Admiral James B. Busey
FAA Administrator
The Regional Airline Association
Washington, D.C.
June 25, 1990

Glad to have this chance to talk to meet with the leaders of our regional airlines.

Sorry I couldn't make it last year.

Want to talk about a couple of key issues:

1) increased system capacity.

2) greater safety.

FIRST, HOW ARE WE GOING TO INCREASE SYSTEM CAPACITY?

by getting advanced technology and systems.

by building more runways and airports.

ADVANCED TECHNOLOGY AND SYSTEMS:

NAS Plan -- 15.8 billion dollars -- will give us the technology for INCREASED SAFETY, EFFICIENCY, AND CAPACITY -- allow us to AUTOMATE the air traffic control system.

* new $3.5 billion dollar computer system, the ADVANCED AUTOMATION SYSTEM -- will integrate and automate all of our primary traffic control facilities.

* will be the foundation for the automated enroute air traffic control systems of the future -- AERA I, II, and III.

* these systems will take over much of the work of controllers, leaving them free to become real SYSTEM MONITORS AND AIRSPACE MANAGERS.

* will also get MORE ACCURATE TRAFFIC AND WEATHER INFORMATION from new radars: Dopplers, ASR-9s, etc., now being installed.

* will get FASTER, MORE ACCURATE COMMUNICATIONS from new technology such as digital datalink.

* will get INCREASED AIRPORT CAPACITY from MLS (we will honor ICAO commitment -- but there will be no sudden phase-out of ILS).

* will get INCREASED SAFETY from TCAS systems.

* will eventually get GREATER GEOGRAPHICAL COVERAGE AND PRECISION from a satellite-based navigation, surveillance, and communication system using the GPS system -- with possibly a tie-in to the Russian Glonast system.

* in addition, we're completing the continental loran system and setting up a number of non-precision loran approaches.

* many more things, too numerous to mention.

But we're not going to stop with the NAS Plan -- WILL NEED CONTINUED CAPITAL INVESTMENTS IN NEW FACILITIES AND EQUIPMENT on into the future.

MORE RUNWAYS AND AIRPORTS:

this need is widely recognized in the industry.

we've got too much congestion and delay.

but there are no easy answers.

NOISE PROBLEM a major hindrance.

FINANCING also a problem.
tough budgeting situation at all levels of government.

FAA must have the money to modernize the system.

must also have an assured stream of revenues.

SOLUTION: FAA REAUTHORIZATION PROPOSAL.

5-year, $22 billion dollar capital investment program.

* 78 percent increase in aviation capital funding over next five years -- including 130 percent increase for facilities and equipment and 28 percent for airports.

* also propose to SPEND DOWN THE TRUST FUND and INCREASE USER FEES.

* also propose PFC -- could bring in more than a billion additional dollars a year -- this money would stay in the community, be used for local airport improvements.

NOW THE SECOND QUESTION: HOW ARE WE GOING TO INCREASE SAFETY?

we'll soon have half a billion passengers a year -- will be close to a billion by the year 2000.

the advanced technology I've just described will contribute to incrased safety.

and of course, the FAA will enforce the rules and regulations.

but the big PAY-OFF can come from better VOLUNTARY COMPLIANCE.

we want you to MONITOR THE SAFETY OF YOUR OWN OPERATIONS -- you are in the best position to do that.

* so that's why we now have the SELF-AUDIT PROGRAM for airlines.

* find a violation, fix it permanently, report to FAA, and NO PENALTY.

we've also set up better compliance and enforcement policies for general aviation -- greater reliance on counseling and remedial education.

must also do a better job against DRUGS and ALCOHOL.

* I'm serious about this -- drug testing is not debatable.

* recently initiated a six-point program to make our inspectors more proficient at detecting drug and alcohol violations.

new initiatives in training: upgrading the requirements for commuters and regional airlines -- bringing them closer to the requirements for Part 121 operators -- simulators, pilot training, etc.

also requiring cockpit recorders in your aircraft by October 1991 -- will give us better understanding of accidents, help increase safety.

FINALLY, I WANT TO MAKE THE FAA MORE EFFICIENT:

reorganized our procurement activities.

* appointed new executive director for acquisition.

* changing the way we work with contractors. streamlining FAA/OST reviews, eliminating delays.

have a new Assistant Administrator for Airports, reporting directly to me.

transferred airway system capacity function to our Executive Director for System Operations -- and changed the name of the capacity office to the Office of System Capacity and Requirements.

* moved from the system development side to the operations side in order to be able to deal with real-world problems and day to day operational issues.

want to set up aviation system capacity task force as an independent advisory committee -- will strengthen it, give it more clout.

CONCLUSION:

The name of the game for the nineties is COOPERATION AND COMMUNICATION.

AND THAT'S WHY I'M GLAD TO BE WITH YOU TODAY.

if we're to increase the safety, capacity, and efficiency of our air system, we must WORK TOGETHER.

and that means WE MUST COMMUNICATE BETTER.

I want to hear what's on your minds.

ready for questions.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE SEVENTH FAA/JAA MEETING
SAN FRANCISCO, CALIFORNIA
JUNE 12, 199O

THANK YOU VERY MUCH.

WELCOME TO THIS SEVENTH MEETING OF THE FEDERAL AVIATION ADMINISTRATION AND THE EUROPEAN JOINT AIRWORTHINESS AUTHORITIES. IT'S GOOD TO SEE ALL OF YOU.

I CERTAINLY APPRECIATE THIS OPPORTUNITY TO SHARE SOME OF MY THOUGHTS ABOUT HOW WE CAN WORK TOGETHER TO REACH OUR COMMON GOAL, WHICH IS TO IMPROVE AVIATION SAFETY THROUGHOUT THE WORLD.

I WANT TO START BY ASKING A SIMPLE QUESTION. WHY ARE WE HERE?

I THINK WE OUGHT TO BE VERY CLEAR ABOUT THE ANSWER. LET ME GIVE YOU MINE.

WE HAD ABOUT 18 PEOPLE AT OUR FIRST MEETING BACK IN 1983. AND WE HAD ONE OBJECTIVE: TO HARMONIZE OUR RULES AND REGULATIONS. WE'VE MADE SOME PROGRESS SINCE THAT FIRST MEETING. BUT NOT NEARLY ENOUGH. SOME OF THE PROBLEMS THAT SHOULD HAVE BEEN SOLVED BY NOW ARE STILL WITH US.

SO OUR GOAL IS STILL THE SAME TODAY.

THE INCREASING GLOBALIZATION OF AVIATION TODAY MAKES IT IMPERATIVE THAT WE ACHIEVE FAR CLOSER INTERNATIONAL COOPERATION IN OUR CERTIFICATION AND REGULATORY PROCEDURES.

LET ME SPEAK FRANKLY. I BELIEVE WE MUST MOVE FASTER. WE MUST INTENSIFY OUR EFFORTS. AND THAT'S ONE REASON WHY I AM GLAD TO BE WITH YOU TODAY.

I CAME HERE TO CHALLENGE YOU.

WE NEED MOVEMENT. WE NEED ACTION. IT'S NICE TO GET TOGETHER FOR A FEW DAYS, BUT THE REAL PURPOSE OF THIS CONFERENCE IS TO GET THINGS GOING. THIS IS NOT A WHEEL-SPINNING, TIME-PASSING EXERCISE.

I WANT THIS CONFERENCE TO BE WORTH YOUR TIME AND EFFORT. I WANT IT TO LEAD SOMEWHERE. AND, A YEAR FROM NOW, WHEN WE MEET AGAIN, I WANT THE PROGRESS WE HAVE MADE TOGETHER TO BE OBVIOUS TO ALL. NONE OF US SHOULD BE SATISFIED WITH MOVING A HUNDRED FEET WHEN WE'RE CAPABLE OF GOING TEN MILES.

SO I WANT TO PUT A CHALLENGE TO YOU -- THE CHALLENGE OF MAKING THIS CONFERENCE THE MOST PRODUCTIVE OF ALL OF OUR MEETINGS SO FAR.

AT THE SAME TIME, I WANT TO GIVE YOU MY PLEDGE OF COOPERATION. WE MUST WORK <u>TOGETHER</u> TO SOLVE OUR MUTUAL PROBLEMS. THEY CAN NO LONGER BE HANDLED ON A UNILATERAL BASIS.

AND I WANT TO ASSURE YOU THAT WE OF THE UNITED STATES ARE COMMITTED TO WORKING COOPERATIVELY WITH YOU TO CREATE COMMONALITY IN THE STANDARDS AND RULES THAT ARE THE FOUNDATION OF AVIATION SAFETY.

YOU'VE ALREADY SEEN THAT COMMITMENT IN THE WORK WE'VE DONE TOGETHER. YOU WILL SEE MORE IN THE FUTURE. WE ARE READY TO MAKE EXTRAORDINARY EFFORTS TO HARMONIZE THESE REGULATIONS.

NOW WHAT IS OUR OBJECTIVE? WELL, THAT'S EASY. WE WANT OUR REGULATIONS TO MIRROR EACH OTHER. THAT'S THE ONLY WAY WE CAN HAVE A SAFE INTERNATIONAL AIR TRANSPORT SYSTEM.

WE CAN'T DO THAT ALONE. IT'S NOT A DO-IT-YOURSELF PROJECT. WE'VE GOT TO DO IT TOGETHER. IF IT'S TO BE DONE, THEN WE MUST DO IT.

SOMEONE NOT FAMILIAR WITH THE SITUATION MIGHT ASK, WHY THE RUSH?

WELL THE QUICK ANSWER IS THAT THE WORLD IS CHANGING FASTER THAN ANYONE IMAGINED JUST A SHORT TIME AGO. AND NOWHERE IS CHANGE MORE RAPID THAN IN OUR WORLD, THE WORLD OF AVIATION.

IT IS BEING GLOBALIZED. AND THAT IS CREATING UNPARALLELED CHALLENGES AND OPPORTUNITIES -- ALONG WITH A TREMENDOUS NEED TO HARMONIZE AVIATION RULES AND STANDARDS. THE PRESSURE IS ON.

TO PUT THIS IN PERSPECTIVE, LET ME MENTION A FEW INDICATORS OF FUNDAMENTAL CHANGE.

FIRST OF ALL, WE'RE WITNESSING A RAPID INCREASE IN GLOBAL TRAVEL, WITH WORLD AIR TRAVEL GROWING NEARLY 6 PERCENT A YEAR. WE PREDICT THAT INTERNATIONAL FLIGHTS WILL INCREASE 5O PERCENT FASTER THAN DOMESTIC TRAVEL IN THE 199O'S.

WE'RE GOING TO HAVE MORE FLIGHTS AND MORE PLANES IN THE AIR. AIRLINES ARE BUYING 6OO TO 7OO NEW TRANSPORTS A YEAR. WE PREDICT THERE WILL BE 1O,OOO NEW AIRCRAFT DELIVERIES OVER THE NEXT 15 YEARS.

THIS RAPID INTERNATIONAL GROWTH WILL BRING GREATER COMPETITION, AS NEWLY EMERGING NATIONS MAKE A STRONG BID FOR A SHARE OF THIS LUCRATIVE MARKET.

ALONG WITH THIS, WE ARE SEEING THE PRIVATIZATION OF AIRLINES AND A REDUCTION IN NATIONAL LIMITATIONS ON FOREIGN AIRLINE OWNERSHIP. AIR CARRIERS ARE BECOMING TRULY WORLD CORPORATIONS. FOR EXAMPLE, WE NOW HAVE A THREE-CARRIER ALLIANCE THAT REACHES ALL CONTINENTS WITH 273 DESTINATIONS IN 74 COUNTRIES. I'M SURE THERE'LL MORE SUCH GLOBAL COMPANIES IN THE YEARS AHEAD.

IN ADDITION, THE END OF THE COLD WAR AND THE FORMATION OF THE EUROPEAN COMMUNITY WILL STIMULATE THE DEVELOPMENT OF A STRONGER, MORE CONCENTRATED AVIATION MARKET IN EUROPE. THE LEVEL OF ACTIVITY THERE WILL INCREASE DRAMATICALLY.

AND, ON THE OTHER SIDE OF THE WORLD, WE ARE WITNESSING RAPID GROWTH IN THE AIR TRAFFIC AROUND THE PACIFIC RIM.

SO AIR CARRIERS ARE TURNING INTERNATIONAL IN A BIG WAY. AND SO ARE THE AIRCRAFT MANUFACTURERS. HARDLY A WEEK GOES BY WITHOUT A NEWS STORY TELLING ABOUT ANOTHER INTERNATIONAL JOINT EFFORT IN THE DESIGN AND PRODUCTION OF NEW CIVIL TRANSPORT AIRCRAFT.

I FLEW HERE IN AN PLANE BUILT BY A U.S. COMPANY THAT PLANS TO BUILD A SUPERSONIC CORPORATE JET IN PARTNERSHIP WITH THE SOVIET UNION. THEY PLAN TO BUILD THE AIRFRAME IN BOTH THE SOVIET UNION AND THE U.S. THE ENGINES WILL BE MADE IN EUROPE. AND THE PLANE WILL BE EQUIPPED WITH FLIGHT SYSTEMS, AVIONICS, AND OTHER COMPONENTS THAT WILL BE MADE IN A NUMBER OF OTHER COUNTRIES AROUND THE WORLD.

VIRTUALLY ALL LARGE CIVIL TRANSPORT PLANES ARE BEING BUILT ON AN INTERNATIONAL SCALE TODAY.

AND THEY ARE BEING USED INTERNATIONALLY AS WELL. IN RECENT YEARS, WE HAVE EXPERIENCED RAPID GROWTH IN CROSS-BORDER LEASING, CHARTERING, AND TRANSFER OF CIVIL TRANSPORTS.

I REALIZE THAT YOU ARE FAMILIAR WITH THE TRENDS I'VE JUST OUTLINED. I TOOK THE TIME TO REVIEW THEM BECAUSE THEY UNDERSCORE ONE OF MY MAIN POINTS TODAY -- WHICH IS THAT WE NO LONGER HAVE A BUNCH OF DOMESTIC AIR TRANSPORT SYSTEMS. WE HAVE ONE INTERNATIONAL SYSTEM.

NOW WHAT DOES THAT MEAN TO US? IT MEANS THAT NO SINGLE GOVERNMENT HAS THE SOVEREIGN AUTHORITY TO CONTROL THE WHOLE THING. IT MEANS THAT ALL OF US MUST WORK TOGETHER AS A TEAM TO MAKE THE WHOLE THING WORK WELL.

WE MUST VIEW ALL ASPECTS OF THE AIR TRANSPORT SYSTEM IN THE CONTEXT OF A SINGLE SYSTEM OF INTERNATIONAL SCOPE AND NOT AS AN UNCONNECTED COLLECTION OF SEPARATE DOMESTIC SYSTEMS.

NO ONE NATION CAN DO IT ALL. IT MUST BE DONE TOGETHER, COOPERATIVELY, THROUGH RULES AND REGULATIONS THAT ARE COORDINATED AND HARMONIZED.

IT IS ABSOLUTELY ESSENTIAL THAT WE RECOGNIZE THAT FACT AND KEEP IT IN MIND THROUGHOUT THIS CONFERENCE AND IN THE FOLLOW-ON WORK THAT WILL COME IN THE WEEKS AHEAD.

THE INCREASING INTERNATIONALIZATION OF OUR INDUSTRY, AND THE GROWTH OF AIR TRAVEL THROUGHOUT THE WORLD, ARE THE REASONS WHY WE HAVE ENLARGED THE REACH OF THIS CONFERENCE THIS YEAR.

AND I WANT TO TAKE THIS OPPORTUNITY TO WELCOME OUR FRIENDS FROM AUSTRALIA, CANADA, CHINA, AND THE SOVIET UNION. WE'RE GLAD TO HAVE YOU HERE.

AS YOU KNOW, IN THE PAST WE FOCUSED MOST OF OUR ATTENTION ON AIRCRAFT CERTIFICATION STANDARDS. I BELIEVE WE BUILT GOOD RELATIONSHIPS AND A SOLID FOUNDATION IN CERTIFICATION. BUT WE'RE NOT THERE YET. THAT'S WHY I HOPE THIS MEETING WILL LEAD TO FASTER PROGRESS FROM NOW ON.

WE ALSO MUST RECOGNIZE THAT THERE'S A LIMIT ON HOW FAR WE CAN GO IN CERTIFICATION WITHOUT BRINGING IN OPERATIONS AND MAINTENANCE. WE TOUCHED ON THESE AREAS IN THE LAST TWO YEARS. NOW WE'RE AT THE POINT WHERE WE MUST CONCENTRATE FAR MORE DIRECTLY ON OPERATIONS AND MAINTENANCE.

I WANT THIS MEETING TO MARK A NEW BEGINNING THAT WILL GIVE US THE OPPORTUNITY TO BUILD BRIDGES FROM OUR CERTIFICATION EXPERIENCE OVER TO THE OPERATIONAL SIDE.

WE NEED TO BRING THE SAME DEDICATION AND CONCENTRATION THAT WE ARE USING IN THE CERTIFICATION AREA TO BEAR ON OPERATIONAL PROBLEMS. WE NEED TO PUT A HIGHER PRIORITY ON ADOPTING COMMON REGULATIONS FOR BOTH OPERATIONS AND MAINTENANCE.

WHY AM I PUTTING SO MUCH EMPHASIS ON OPERATIONS?

WELL, I BELIEVE WE FACE THE POTENTIAL OF A SEVERE DILUTION OF SAFETY RESPONSIBILITY AS A RESULT OF THE INCREASING MULTI-NATIONAL NATURE OF AIRCRAFT MANUFACTURE AND OPERATION.

WITH THE GROWTH OF THE CROSS-BORDER LEASING, CHARTERING, AND INTERCHANGE OF AIRCRAFT, WE MUST BE CONCERNED ABOUT HOW WE CAN MAINTAIN AN EFFECTIVE SYSTEM FOR MONITORING THE SAFETY OF AIRCRAFT OPERATIONS AND MAINTENANCE. WE CAN'T AFFORD TO LOSE CONTROL IN THIS ALL-IMPORTANT AREA. AND THAT IS A REAL POSSIBILITY.

TO PUT IT DIRECTLY, HOW CAN WE MONITOR THE SAFETY OF AIRCRAFT THAT ARE OWNED BY A COMPANY IN ONE COUNTRY, OPERATED ON LEASE BY ANOTHER COMPANY IN ANOTHER COUNTRY, MAINTAINED BY SOMEONE ELSE, AND POSSIBLY FLOWN BY CREWS FROM A FOURTH COUNTRY?

A LEASED PLANE MAY OPERATE OUT-OF-STATE FOR LONG PERIODS. THIS CREATES A REGULATORY NIGHTMARE FOR THE STATE OF REGISTRY. THE ONLY WAY TO GET OUT OF THAT NIGHTMARE IS TO GO THROUGH A CUMBERSOME AND COSTLY TRANSFER OF REGISTRY TO THE OTHER STATE.

SO HOW DO WE MAINTAIN CONTROL OVER MAINTENANCE AND OPERATING STANDARDS IN A SITUATION LIKE THAT?

THE PROPOSED ARTICLE 83 BIS NOW BEFORE THE INTERNATIONAL CIVIL AVIATION ORGANIZATION WOULD GIVE US A STEP FORWARD IN THIS AREA. IT WOULD PROVIDE A LEGAL WAY TO TRANSFER RESPONSIBILITY FOR OVERSEEING MAINTENANCE AND OPERATION TO THE LEASING COUNTRY.

BUT THIS PROPOSAL WAS DRAFTED IN 1978. TO BECOME EFFECTIVE, IT MUST BE RATIFIED BY 98 NATIONS. TODAY, BELIEVE IT OR NOT, 12 YEARS AFTER IT WAS PROPOSED, WE STILL HAVE ONLY 5O RATIFICATIONS.

THINK OF THAT. IT'S TAKEN A DOZEN YEARS TO GET ONLY HALF WAY TO THE GOAL. ONLY 25 COUNTRIES MOVE AVIATION IN THE WORLD. BUT WE HAVE 15O THAT CAN SLOW IT DOWN.

SO NOW, IN THE ABSENCE OF RATIFICATION OF 83 BIS, WE NEED TO CONSIDER WORKABLE OPTIONS FOR MONITORING THE SAFETY OF GLOBALIZED AIRCRAFT.

AND THAT MEANS WE MUST SPEED UP THE WORK OF COOPERATIVELY DEVELOPING AIR CARRIER OPERATING AND MAINTENANCE REGULATIONS AND MONITORING SYSTEMS -- AGAIN PLACING A HIGH PRIORITY ON GAINING COMMONALITY IN REGULATIONS.

WE ALL HAVE MUCH TO CONTRIBUTE. IN SOME CASES, THE U.S. HAS THE LEAD BECAUSE WE HAVE A LONGER HISTORY OF EXPERIENCE. IN OTHERS, YOU FOLKS IN EUROPE ARE AHEAD OF US.

A CASE IN POINT: WHEN THE JAA DECIDED TO WRITE A MAINTENANCE RULE, JAR 145 FOR REPAIR STATIONS, WE DECIDED TO WORK WITH YOU. OUR RULE NEEDS UPDATING, AND WE WILL USE ALL OF THE NEW MATERIAL THAT IS BEING DEVELOPED FOR YOUR NEW RULE AS THE BASIS FOR THE CHANGES WE WILL PROPOSE FOR OURS.

SO WE'RE WORKING CLOSELY WITH YOU ON THAT. AND THIS MOVES US COOPERATIVELY INTO THE MAINTENANCE AREAS IN A VERY STRONG WAY.

I COULD POINT TO A NUMBER OF OTHER AREAS WHERE WE HAVE WORKED WELL TOGETHER. THE PROBLEM OF AGING AIRCRAFT, FOR EXAMPLE. IT IS A STORY OF REMARKABLE COOPERATION THROUGHOUT THE WORLD AVIATION COMMUNITY, FOLLOWING THE TRAGIC 747 JAL ACCIDENT IN 1985 AND THE ALOHA ACCIDENT THREE YEARS LATER.

WE CONVENED AN INTERNATIONAL CONFERENCE ON AGING AIRPLANES IMMEDIATELY AFTER THE ALOHA ACCIDENT. MORE THAN 4OO PARTICIPANTS, REPRESENTING 2O COUNTRIES, ATTENDED ON SHORT NOTICE. THE CONFERENCE LED TO THE ESTABLISHMENT OF THE AIRWORTHINESS ASSURANCE TASK FORCE THAT BRINGS TOGETHER MANUFACTURERS, OPERATORS, AND REGULATORY AUTHORITIES ON A TRULY INTERNATIONAL BASIS.

AND THE WORK IS CONTINUING. SEVERAL AIRWORTHINESS DIRECTIVES HAVE BEEN ISSUED. WE HAVE INITIATED EXTENSIVE RESEARCH AND DEVELOPMENT ON AIRCRAFT FATIGUE, CORROSION, REPAIR AND MAINTENANCE, FLIGHT LOADS, AND OTHER AREAS. NEW TRAINING AND INSPECTION PROGRAMS HAVE BEEN SET UP. AND THE LIST GOES ON.

THE WAY WE HANDLED THE AGING AIRCRAFT PROBLEM, ON A TRULY INTERNATIONAL BASIS, IS A GREAT SUCCESS STORY.

BUT THERE ARE MANY AREAS WHERE WE STILL HAVE MUCH MORE TO DO. FOR EXAMPLE, THERE IS A PRESSING NEED TO HARMONIZE OUR CERTIFICATION PROCEDURES FOR BOTH NEW AND DERIVATIVE AIRCRAFT.

IN THE INTERNATIONAL AVIATION BUSINESS, WE CAN NO LONGER TOLERATE TWO SETS OF RULES AND TWO WAYS TO DO THINGS. WE WANT TO GET RID OF THAT BURDEN ON THE INDUSTRY.

I THINK WE ALL UNDERSTAND WHAT ONE INDUSTRY REPRESENTATIVE MEANT WHEN HE RECENTLY SAID "WE DON'T OBJECT TO CERTIFICATING AN AIRPLANE. BUT WE DO THINK IT'S AN UNNECESSARY BURDEN TO HAVE TO CERTIFICATE IT HERE AND THEN DO THE SAME THING IN ENGLAND AND THEN AGAIN IN FRANCE. WE WOULD LIKE TO DO IT ONCE."

HE ALMOST PLEADED FOR THE FAA AND THE JAR TO MAKE OUR STANDARDS ACCEPTABLE TO ALL THE COUNTRIES, ACROSS THE BOARD. WE NEED TO DEVELOP PROCEDURES THAT WILL LET TECHNICAL POLICY MAKERS WORK AS IF THERE IS NO LINE

AS YOU KNOW, WE'RE REVIEWING THE NEW DRAFT OF JAR 21 THAT HAS BEEN DEVELOPED IN THE PAST YEAR. WE'RE VERY CLOSE ON A LOT OF SIGNIFICANT ISSUES. BUT WE'RE VERY FAR APART ON A COUPLE OF FUNDAMENTAL ISSUES. WE NEED TO REACH AGREEMENTS ON THESE ISSUES AS SOON AS POSSIBLE. AND I THINK IT WOULD HELP SPEED THAT PROCESS IF OUR WORKING GROUPS MET MORE FREQUENTLY.

WE'VE ALSO GOT TO GET A SOLUTION TO THE DERIVATIVE AIRCRAFT CERTIFICATION PROBLEM. SPECIFICALLY, WE NEED A WAY TO APPLY CURRENT AIRWORTHINESS STANDARDS TO CHANGES IN AIRCRAFT THAT WERE CERTIFICATED UNDER OLDER STANDARDS.

SO WE'RE WORKING WITH THE JAA AND INDUSTRY REPRESENTATIVES TO REWRITE THE RULE IN A WAY THAT WILL MODERNIZE OUR PROCEDURES IN THIS IMPORTANT AREA.

WE'VE MADE SOME PROGRESS, BUT A LOT MORE NEEDS TO BE DONE. HERE AGAIN, I WANT TO SEE ACTION.

WE ALSO NEED ACTION ON THE RULE COVERING REJECTED-TAKE-OFF PERFORMANCE FOR TRANSPORT AIRCRAFT.

AFTER A SERIES OF RECENT MEETINGS WITH THE JAR PEOPLE, AIRCRAFT MANUFACTURERS, PILOT GROUPS, AND OTHER INTERESTED PARTIES FROM AROUND THE WORLD, WE NOW HAVE AN AGREEMENT ON A BASIC PROPOSAL.

I'M HAPPY TO SAY THAT, OVER A FAIRLY SHORT TIME, WE'VE COME UP WITH AN INTERNATIONAL SOLUTION TO A PROBLEM THAT HAS ELUDED AGREEMENT BETWEEN INDUSTRY AND THE AIRWORTHINESS AUTHORITIES AROUND THE WORLD FOR A LONG TIME.

THIS IS ONE OF THOSE INSTANCES WHERE A CERTIFICATION RULE HAS THE IMPACT OF AN OPERATING RULE. WE ALL AGREE THAT, WHEN SAFETY IS INVOLVED, WE MUST TREAT ALL AIRCRAFT, THE OLD AND THE NEW, THE SAME. WE NEED TO LEVEL THE PLAYING FIELD, SO THAT EVERYONE PLAYS FROM THE SAME RULES. AND THAT'S WHAT THIS PROPOSAL WILL DO.

SINCE THIS INVOLVES PRIMARILY A CHANGE IN THE FAR PART 25, I CAN PROMISE YOU THAT WE WILL MOVE FORWARD WITH THIS WITH WITH ALL DUE SPEED

YOU WILL BE CONSIDERING MANY PROBLEMS DURING THIS CONFERENCE THAT HAVE TO DO WITH SAFETY, INCLUDING WAYS TO IMPROVE CABIN SAFETY, SUCH AS POST CRASH WATER SPRAY SYSTEMS AND PROTECTIVE BREATHING EQUIPMENT.

AND YOU WILL BE LOOKING AT HIGHLY TECHNICAL PROBLEMS SUCH AS THE NEED TO PROTECT AIRCRAFT FROM THE EFFECTS OF HIGH ENERGY RADIATED ELECTROMAGNETIC FIELDS.

I DON'T HAVE TIME TO COVER EVERY ITEM ON THE AGENDA. THE ONES I'VE MENTIONED ARE VERY IMPORTANT, OF COURSE. BUT <u>EVERY</u> ITEM ON THE AGENDA IS IMPORTANT. OTHERWISE THEY WOULDN'T BE ON THE AGENDA.

NOW WHAT DO WE WANT TO COME OUT OF THIS CONFERENCE? HOW WILL WE MEASURE ITS SUCCESS?

WELL, THE CONFERENCE WILL BE A SUCCESS IF WE LEAVE WITH A LIST OF AREAS IN WHICH WE HAVE AGREED TO SET UP ACTION TEAMS THAT WILL COME UP WITH SOLUTIONS -- AND THOSE TEAMS DO INDEED DEVELOP SOLUTIONS WITH TIMETABLES FOR ACTION ON PROPOSED RULE CHANGES, AMENDMENTS, AND SO ON.

IF WE CAN DO ALL OF THAT, THEN I HAVE NO DOUBT THAT THE FAR'S AND THE JAR'S CAN BE HARMONIZED -- AND WE ALL WIN. BUT IF WE GO OFF SEPARATELY, THEN WE ALL LOSE.

SOME OF THE ISSUES ARE CONTROVERSIAL. BUT ONCE DECISIONS ARE MADE, LET'S GET GOING. LET'S ALL MOVE FORWARD TOGETHER.

THE TIME TO DISAGREE IS DURING THE DECISION-MAKING PERIOD. WE SHOULD DO THAT OPENLY AND HONESTLY -- BUT ALWAYS WITH THE REALIZATION THAT IN THIS WORLD NO ONE EVER GETS ALL THEY WANT. THE U.S. DOESN'T. AND OTHER NATIONS DON'T EITHER.

SO I WOULD HOPE THAT, ONCE WE HAVE MADE OUR DECISION ON AN ISSUE, WE CAN THEN GO FORWARD IN A SPIRIT OF COOPERATION, WHOLEHEARTEDLY, AND WITHOUT RESERVATION.

SURELY, IF WE WORK TOGETHER, WE CAN DEVELOP A PACKAGE THAT WILL GIVE US THE COMMONALITY WE NEED IN OUR RULES AND REGULATIONS.

IN CLOSING THEN, LET ME REPEAT MY CHALLENGE: WE ARE HERE FOR ACTION. AND LET ME ALSO REPEAT MY PLEDGE TO WORK WITH YOU IN A TRUE SPIRIT OF COOPERATION.

THANK YOU VERY MUCH.

Remarks by Admiral James B. Busey
Administrator, Federal Aviation Administration
Sixth International Flight Inspection symposium
Washington, D.C.
June 28, 1990

Introduction

It is a real pleasure to speak to you tonight. With more than 40 countries represented in this audience, I feel like I've been invited to address the United Nations.

And, in a way, I suppose I have. The message we've been getting this week is that we are united in our commitment to aviation and our dedication to improving what already is an outstanding record of safety and service worldwide.

My only regret is that it has taken so long to get you here. This is the Sixth International Flight Inspection Symposium but only the first held in the United States.

I know the FAA people who planned this event have been very anxious to reciprocate your previous hospitality and to make your visits here as productive and enjoyable as possible. I think they have done an outstanding job and I want to thank personally everyone who has been involved.

Corrigan Anecdote

When I think about the importance of the flight inspection function, I'm reminded of a young American airman named Douglas Corrigan. He really wanted nothing more in life than to follow in the aerial footsteps of the "Lone Eagle," Charles Lindbergh, and fly solo across the Atlantic.

So, on July 17, 1938, Corrigan climbed into his airplane at old Floyd Bennet Field, outside New York City, giving everyone the impression that he was returning to California. Instead -- and most of you probably are ahead of me on this story -- he landed in Dublin, Ireland, 28 hours and 13 minutes later.

He told the Irish authorities that he had experienced problems with his compass and ended up flying east when he wanted to fly west. We remember him today, of course, as "Wrong Way" Corrigan.

My purpose in telling this story -- in case you're wondering -- is to illustrate what can happen when a pilot receives wrong navigational information in the cockpit. In the case of Mr. Corrigan -- and I must admit I'm being rather charitable in taking his explanation at face value -- he ended up famous. Most pilots are not that lucky.

So, the flight inspection work you do is absolutely essential in making aviation a safe and efficient mode of transportation around the world. I just wanted you to know that your efforts are very much appreciated by those of us who have made flying a career and, unlike Mr. Corrigan, have always tried to fly the right end of the compass needle.

Flight Inspection Function

The flight inspection function probably has as long a history at FAA as anything we do. Worldwide flight inspection by FAA has been a continuous program since the late 1940's

This year, we plan to fly over 27,000 hours checking 6,225 facilities and 7,525 instrument procedures. Moreover, we expect the number of flight hours to continue to increase, reaching approximately 35,000 by the year 2000.

One reason is that during the current decade, we expect to commission some 1,300 facilities. Many of these will be replacements or major upgrades of existing facilities.

In addition, we will see the introduction or expansion of new navigation methods over the next 10 years such as LORAN-C, the Global Position System and the Microwave Landing System. As you know from discussions at your working sessions, most of the requirements for flight inspection of these systems are just now being developed and have yet to be proven.

Looking at the 1990's strictly from the flight inspection point of view, then, it's easy to understand why our experts believe the next 10 years will see more changes than the previous 40 years combined.

Challenges of the 1990's

Just about anyway you look at it, the 1990's promise to be a decade of unparalleled challenges and, at the same time, unparalleled opportunities.

Government and industry forecasts all agree that the trend toward deregulation will continue, further spurring traffic growth around the globe. The world's airlines now are carrying over a billion passengers a year and traffic demand is expected to double by the year 2000. U.S. scheduled and commuter airlines alone will be carrying almost 800 million passengers annually by that date.

International air travel will continue to set the pace. International passenger enplanements on U.S. carriers, for example, will increase at an average rate of 5.4 percent a year into the next century, compared to traffic gains of 4.1 percent annually on the domestic routes.

I could stand up here all evening and recite similar projections of aviation growth but I think you get the picture. Aviation is on a roll and there is no end in sight.

But it's not an unmixed blessing. Indeed, these growth forecasts pretty much define what must be aviation's number one priority in the 1990's: That is, the need to expand system capacity to keep pace with constantly rising demand.

That's true not only for the United States but for Europe, the Pacific and other parts of the world as well. For example, a recent study done for the International Air Transport Association, IATA, concluded that 16 of the 27 major European airports will be unable to accommodate traffic demand by the year 2000 unless firm steps are taken to enhance capacity at these locations.

Yet, as we all know, few new airports are being built or even planned. That means we need to find additional capacity through new technologies and improvements in ATC procedures and airspace management.

NAS Plan Status

In the United States, the FAA has been working the problem of system modernization and capacity enhancement for the past decade. It's all part of a concerted effort that began with the publication of the first National Airspace System Plan, or NAS Plan, in December 1981.

Indeed, we now are looking at and planning for the post NAS Plan era. Later this year, we expect to publish a replacement document for the NAS Plan that will carry us forward into the 21st century.

I'm sure you all are generally familiar with the NAS Plan. Simply stated, it provides for the expansion and improvement of every major FAA service to airspace users. It includes some 100 different projects.

As you might expect with any program of this size and complexity, there have been some disappointments to go along with the numerous successes. But overall, 95 percent of the original NAS Plan projects now are under contract with delivers underway or completed in approximately two-thirds of these projects.

I've already mentioned one of the completed NAS Plan procurements -- that is, the acquisition of 19 new, light twin-turboprops for flight inspection work together with 42 new Automatic Flight Inspection Systems. Another completed project that certainly is of interest to this audience involved the replacement of some 950 vacuum tube-type VOR and VORTAC systems with new, solid-state equipment that has a remote maintenance monitoring capability.

The largest program completed to date was the installation of new state-of-the-art, "Host" computer systems in each of our 20 domestic air route traffic control centers. These new mainframes represent the first step in the transition to the next generation air traffic control system -- what we call the Advanced Automation System, or AAS. The Host computers will provide the additional capacity we need to handle traffic gains until the AAS comes on line in the mid-1990's.

The AAS is one of those programs that makes the prospects of the 1990's so exciting. Its much more than just a replacement system. It represents a new beginning in the science of air traffic control with computers taking on much greater responsibility for decision making and flow management.

To put it another way, we are transitioning from an air traffic control system to an airspace management system. Our goal is nothing less than near-total automation.

Beyond NAS Plan

The shift in NAS Plan emphasis from development of hardware to deployment of hardware is indicated by the increased funding levels projected over the next five years for the budget category known as "facilities and equipment." The total is $13.5 billion, up 130 percent from the total for the past five years.

Consequently, we have doing some serious planning for the post-NAS Plan era. As I said earlier, we intend to replace the current NAS Plan later this year with a more comprehensive and flexible document that more accurately reflects the agency's total capital investment needs in the decade ahead.

As part of this effort, we also are strengthening and streamlining our procurement process to make sure the projected increases in spending levels are administered wisely and well. Since the airspace users are being asked to fund a larger share of our future capital investment programs, we believe they are entitled to these assurances.

New Technologies

Some of the programs in the Capital Investment Plan of special interest to this audience are GPS, LORAN-C and MLS. However, since you already have covered these topics in your working sessions, I'll let you off easy with just a few comments on each.

MLS has been one of the NAS Plan disappointments to date. That's particularly unfortunate because MLS has the potential to significantly increasing system capacity.

Although no one really questions that MLS is a better system, the operators are understandably concerned about the bottom line on their balance sheets. They're asking us to prove that the benefits of MLS -- particularly the capacity benefits -- justify the costs of buying and installing the avionics. It's not an unreasonable request.

That's why we currently are pursuing a nine-point demonstration program designed to quantify the operational and economic benefits of MLS. We expect to have the program completed by the end of 1991 and we are confident that the results will confirm our continued confidence in MLS.

As for as LORAN-C, we are pushing very hard to complete nationwide coverage by the end of next year in order to meet the steadily growing demand for this service. There already are more than 80,000 LORAN receivers in general aviation aircraft in this country being used for VFR navigation and more are being sold every day.

Our flight inspection people, of course, are very much involved in this effort, particularly in the certification of LORAN C non-precision instrument approaches. We currently have 16 certified for special use by certain operators. And we are in the process of reviewing additional locations where the first public use instrument approaches would be developed. Once all the ground equipment is in place, I think we will see this number increase to several hundred.

And we're not going to stop there. We're also looking into the possibility of integrating LORAN C with the satellite Global Position System. We believe LORAN/GPS integration could give us an accurate, reliable system for a sole means of

When you talk satellites, you're really talking the future of aviation. That's why everyone is so excited about the Global Position System now being placed in orbit for operational use in the mid 90's and its Soviet counterpart, GLONASS. Satellite systems will open a whole new world of exciting possibilities for aviation by freeing operators from our traditional dependence on ground-based systems.

One of the first uses of satellites will be in support of the Automatic Dependent Surveillance Systems or ADS. This system will allow direct air/ground computer transmissions via satellite of digitized aircraft position information. It has great potential to increase the safety and efficiency of flights over oceans and other remote areas that are beyond radar coverage.

And that's closer than you may think. In fact, we'll be starting a pre-operational trial across the Pacific this summer. We'll be using using prototype equipment in a Northwest Airlines 747-400 equipped with satellite communications capability.

Eventually, we may be able to use satellite technology for a highly reliable, worldwide navigation system that can be integrated with the microwave landing system for an all weather precision approach and landing system.

Conclusion:

So, as I said earlier, we are living in very exciting times and they are going to get even more so. But you don't have to take my word for it. John Naisbitt in his best-selling book about the future, Megatrends 2000, says the '90s will be "a period of stunning technological innovation, unprecedented economic opportunity, surprising political reform, and great cultural rebirth."

And the much discussed concept of "Globalization" promises to provide those unprecedented economic opportunities, although I think Mr. Naisbitt may be behind the power curve here. Globalization already is an accepted fact of life in aviation with multinational ventures increasingly becoming the norm rather than the exception.

As for "surprising political reforms," well, I just don't know how you could get any more surprising than the events of the last 12-18 months. We saw these new realities reflected at the recent summit meeting here in Washington between President Ush and Mikhail Gorbachev. The press reports would seem to indicate that the two men and their staffs devoted as much attention to issues like trade and commerce -- including a new agreement on air service between the U.S. and

We all have good reason, then, to be optimistic about the future. It's exciting to ponder the possibility that a world that for so long has relied on the doctrine of mutual destruction to keep the peace may be moving toward a philosophy of mutual dependence to achieve the same end with considerably less strain on the nerves.

But predicting the future really is not my field of expertise. All I know for sure is that the future is coming and that we need to be prepared for whatever form it takes. That's what we have been doing with the various planning efforts underway at FAA. That, in essence, is what you people have been doing here this week. That is the message I want to leave with you tonight.

One thing I believe we all can count on is that the future is going to need air transportation. That means the future is going to need us.

Thank you!

REMARKS FOR ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
DAEDALIANS AWARDS DINNER
SAN ANTONIO, TEXAS
JUNE 30, 1990

Thank you.

I think everyone here tonight will agree with me when I say that in flying we must expect the unexpected.

Let me give you an anecdote that illustrates the point.

Way back in the 1920s, an air mail pilot named Dean Smith was flying at night in a snow storm over Western Pennsylvania. He was experimenting in what they called "blind flying." When he was over Clarion, Pennsylvania, he glanced out of the cockpit and was absolutely dumbfounded by the sight of a plane streaking across his path, close enough for him to recognize the other pilot.

They were without question the only two planes in the air east of the Mississippi that night. And, believe it or not, in all that space they had almost collided.

Neither Smith or the other pilot, Earl Ward, could believe that in that vast region they had almost hit each other. It was just not possible -- or so they believed.

Well, flying has come a long way since those days. It's still an art. But it's also a science. The technology of flight and the training of pilots has advanced to the point where there's not much left to chance.

But -- and here's the point -- despite all the certainties that we've built into the art and science of flight, we still must expect the unexpected -- just as they did back in Air Mail days.

We can use simulators and computers to train us to handle all kinds of emergency situations. But we can never be absolutely certain that we have covered every possibility in advance. There's no way that we could have trained these pilots in advance for what happened to United Flights 811 and 232. We just cannot program every possible eventuality into a simulator.

As long as we fly, we will always face the possibility of completely unpredictable events. And that's when the chips are really down. That's when the only thing we can do is fall back on the experience, the superior skill, the calm judgment, and the courage of the flight crew.

We have a word for it: We call it professionalism.

It was surely there in those two cockpits, in great abundance -- and hundreds of lives were saved.

We've seen that kind of professionalism often enough that we've come to expect it from our aircrews. And, I'm happy to say, we've rarely been disappointed.

So, on behalf of everyone who flies, I want to say thanks to all seven of you -- and to your professional colleagues in the airline cockpits and cabins across America -- for your skill, your courage, and your devotion to the never-ending pursuit of aviation safety.

So it's with great pleasure that I present the Daedalian's Civilian Safety Award to these seven outstanding aviators:

Captain David Cronin,
First Officer Gregory Slader,
Second Officer R. Mark Thomas,
Captain Alfred C. Haynes,
First Officer William R. Records,
Second Officer Dudley J. Dvorak,
and Captain Dennis E. Fitch.

Thank you.