

REMARKS BY JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE PAMA ANNUAL CONVENTION
ANAHEIM, CALIFORNIA
FEBRUARY 13, 1991

Thank you very much. It's great to be with you this evening. And what a place to be! I can't think of a better way to spend an evening -- on the Queen Mary, under the wing of the Spruce Goose, and with aviation folks like all of you.

So thanks for inviting me.

I imagine that most people consider the Spruce Goose an aviation oddity. And it is, for sure. But it's also a good example of what has made America the world aviation leader.

We Americans are never satisfied with what we've got. We're always trying to take the next step. Who else would build an eight-engine, plywood aircraft, with a wingspan 20 feet longer than a football field?

Aviation is always changing. As soon as one goal is reached, another one appears. It seems like we aviation people are always on the lookout for new challenges.

Believe me, you maintenance technicians won't have to look far for challenges in the future. You're going to be challenged like you've never been challenged before. In fact, the flying public and everyone else in aviation are counting on you to meet three major challenges.

First, we're counting on you to maintain an ever-expanding fleet of aircraft. The demand for air transportation just keeps going up, and with each passing year, there are going to be more aircraft to be maintained.

Major airlines are expanding their maintenance capacity, and a number of private companies are also opening up new maintenance facilities. These are big, well-financed operations. One of them, in fact, can put four wide bodies in hangars.

Secondly, we're counting on you to maintain the aging aircraft in both the airline and the general aviation fleets. Many of you will have to learn more about non-destructive testing, corrosion control, and other new techniques.

Thirdly, we're counting on you to maintain the increasingly complex aircraft of the future. And this means you've got to keep up with rapidly changing technology -- whether you work for a large airline or a small FBO.

Considering the unbelievable level of automation that's already here, I sometimes wonder if we pilots are an endangered species.

The next generation of aircraft may be so automated that they will have only a pilot and a dog in the cockpit. The pilot will be there to feed the dog -- and the dog will be there to bite the pilot if he touches anything.

Aviation technology is changing with incredible speed. Look what's coming -- fiber optics, composite materials, fly-by-wire, computers, glass cockpits, unducted fan jets, data-link systems, mode S, loran C, and all the rest.

Don't make the mistake of thinking this stuff is only for the airlines. Many general aviation operators are flying aircraft just as complex as the air carrier fleet. And a lot of this technology will eventually find its way even into small general aviation planes.

So you must keep up. You can't sit back and be satisfied with your present state of knowledge. If you do, the technology will pass you by.

That's the reason why I think it's short sighted for a flight department to provide recurrent training for pilots and not for technicians. Without recurrent training, how can you reasonably expect to keep up with the state of the art?

Your ability to work with the new technology is important to everyone who flies. You've got to have the knowledge and skill to help keep our aircraft the safest in the world.

Now these are pretty tough challenges, and I want the FAA to help you meet them.

For one thing, with the great increases in maintenance workload, we need to get a better handle on the coming shortages of aviation technicians.

About a year ago, some of my people started working on plans to study the impending pilot shortage. I've now expanded that study to include maintenance technicians as well. We need to know just how severe the shortage will be. And we need a better fix on what we can do about it.

We also want to help improve training. I'm sure you know that we're going to change Part 147. We want to help bring aviation maintenance schools up to the state of the art that the industry is using in its aircraft. We want to give them greater freedom to change the curriculum to stay up with new technology. And we want them to be able to use the most advanced teaching methods, including computer based instruction.

We have also begun an in-depth evaluation of part 65, which covers the certification of aircraft maintenance technicians.

I'm happy to say that your Association has been working with us in developing these rule changes. The cooperation has been great.

In the final analysis, however, no matter how much the, FAA does, you yourselves will have to do most of the work involved in meeting the challenges I mentioned. You've got to become true professionals, in every sense of the word.

Now what is a professional?

Well a professional is not necessarily someone who wears a white shirt and carries a briefcase. The real mark of a professional is the attitude that he or she brings to the task at hand. A professional never does less than his or her best. And a professional is ready to make the extra effort to keep up with changing technology.

Those are the qualities that mark the outstanding people in every line of work. And they are the qualities you all must continue to display. We've got to have the best trained, best motivated aviation maintenance technicians in the world.

I'm proud of America's air transport system. It's the best in the world. And you folks deserve a lot of the credit for that. But you don't often get that credit, at least not publicly.

You've been the invisible people in aviation right from the start of the Air Age.

I was reminded of that when I went to Kitty Hawk in December for the 87th anniversary of the first flight. They've got a memorial building there with a copy of the Wright Flyer and portraits of many aviation pioneers.

The first two portraits are of Wilbur and Orville Wright, and the third is of Charlie Taylor, the almost forgotten mechanic who built the motor that powered the first flight. He built it from scratch, single-handed, right there in the Wright's bicycle shop.

Taylor was also the mechanic responsible for the first successful transcontinental flight -- which took 84 days and involved 12 major crashes.

Behind almost every historic flight, there was a mechanic who kept the machine flyable -- but he usually didn't get much credit.

However, I think that every pilot worth his salt realizes that he depends 100 percent upon the people who maintain the plane. He may not say so -- but he knows it.

I did a lot of flying in the Navy, and every time I took off from a carrier deck, I knew I was putting my life in the hands of the technicians who kept the aircraft flyable.

Many of you here tonight served in the military at one time or another, and I know you'll join me in saluting the aircraft technicians in the Persian Gulf.

The American people hear a lot about the sorties against Iraq and virtually nothing about what it takes to keep those aircraft flying. But you folks know from personal experience just how much skill and hard work goes into making those sorties possible. And I'm certain that our pilots are damned glad that they have that kind support on the ground.

I wanted to be here this evening because I wanted to talk directly to America's aviation maintenance technicians -- and I don't know of a better place to do that than at this 20th annual meeting of the fastest growing association in American aviation today.

There's a reason for that rapid growth, and it isn't just because PAMA is the only national organization for aviation maintenance technicians. I think it's primarily because you folks are beginning to realize that it's in your interest to have a strong and effective national organization.

It's also in the national interest. There's never been a time in aviation when your work was unimportant. But now you've really got to be front and center.

If we're going to keep our air transport system the best in the world -- and, believe me, we are -- then everyone in aviation must help.

That means all of you too. We need the benefit of your experience. We need to hear your views and ideas on maintenance problems and issues.

It's time for you to play a larger national role in American aviation.

How are you going to do that? Well, I think by becoming true professionals and by giving your full support to this association.

I'm gratified by the strong working relationship we have built between the FAA and PAMA. I want to make our relationship even stronger, and I'm going to count on all of you to help do that.

Well I think I've said enough. As one wise man once remarked: "A good thing to keep in mind, when you have a speech to make, is to keep it shorter than anyone dared to hope."

So with that, I'll say it's been a pleasure being with you tonight.

Thank you very much.

Remarks By James B. Busey
FAA Administrator
Florida Institute of Technology
Melbourne, FL
February 15, 1991

I appreciate the fact that you decided to dedicate your Airway Science building in the middle of winter. It made your invitation to participate in this ceremony one of those offers I couldn't refuse.

Another incentive for coming, of course, was your decision to name this building in honor of my good friend, George Skurla. I know how proud George and his family must be on this occasion. Getting a building named for you is the next best thing to having a grandchild named for you. And probably less costly in the long run.

George Skurla is a most distinguished American who continues to make significant contributions to aviation in our country. He has committed his life to aviation and, as you can see from his biography, he certainly has come up through the ranks in the great Grumman Aerospace Corporation --from apprentice engineer to President, Chief Operating Officer, and Chairman of the Board. He has been a member of your Board of Trustees since 1979. George and I had many opportunities to reason together back in the early 1980's when we in the Navy were dealing with how many carrier aircraft we were going to buy from his "Grumman Iron Works." I've flown many Grumman aircraft in my aviation career, and I can tell you that the care and dedication of this man we honor today went into each and every aircraft produced under his leadership. George Skurla is not a front office executive. He is a hands-on guy who walked the production floor and had a great rapport with the men and women on the line. That's why I couldn't say no when George called, and in his inimitable way, requested my presence here today. I couldn't have refused if I had wanted to - and I'm delighted to be here on this great day for you and for F.I.T, George.

One of my top priorities as FAA Administrator is aviation education. I want to do everything I can to stimulate interest in aviation careers among America's young people. I also want to promote a greater understanding of aviation in our society and a deeper appreciation of the importance of aviation to our country. This beautiful and functional new building that we dedicate today is certainly going to help further that objective.

In preparing for today, I was reading Dean Carkeet's article on the School of Aeronautics in the summer issue of "The FIT'er." I must say I was very impressed at how far you have come in just a little over 20 years.

If you can produce outstanding graduates in sub-standard facilities -- as you certainly have done -- then there's no telling how much you can accomplish in surroundings that are fully conducive to research and study. As Dean Carkeet noted, there is something really exciting about working in a new building where -- to use his words -- "the desk tops are so new they have not even been written on yet."

Indeed, it was quite interesting to look through the alumni class notes in "The FIT'er." Among the graduates listed were a considerable number of airline, corporate, and military pilots together with corporate and government executives, entrepreneurs, academicians, scientists, several airport planners (boy, do we need those!), a naval architect, a couple of physicians, at least one lawyer (there's always at least one lawyer), several insurance executives, and a missionary in far-off Malaysia.

My favorite, however, was the graduate who was listed as "semi-retired," spending six months as vice president of technology for a Massachusetts company and six months cruising the Bahamas and Caribbean aboard his 43-foot cutter. Now that's a lifestyle to which every F.I.T. student can aspire.

Despite the tremendous advances made in air and space travel since the Wright brothers first flew at Kitty Hawk, it's my belief that we've only scratched the surface. I see almost unlimited opportunities ahead for the young people here and elsewhere who have chosen aviation as a career.

It is impossible to exaggerate the importance of aviation to our national economy. We have more planes making more flights to more places with more passengers than any other country, or block of countries, in the world. One recent study, for example, concluded that U.S. airline and general aviation operators generated \$594 billion worth of economic activity in 1989 and created more than eight and one-half million jobs.

Now add in the economic impact of the aerospace industry, which is one area where America is still clearly number one in the world. In 1989, U.S. aerospace companies grossed more than \$105 billion and employed more than 1.3 million people all over this nation. And almost one-third of that total -- or \$33 billion -- were exports. I hardly need to tell you how important that is to America's balance-of-trade position.

Ok, now what about the future? The airline industry, as you know, had a pretty rough year in 1990, primarily because of the roller coaster ride of jet fuel prices. Still, the industry recorded a three percent traffic gain over 1989, carrying an all-time high of 467 million passengers.

Moreover, the long-term trend is for continued traffic increases across the board in aviation. FAA's annual Aviation Forecasts, which are due out next week, project a 65 percent increase in passenger traffic over the next dozen years. The major airlines are expected to be carrying 749 million passengers and the regional carriers 79 million passengers for a total of almost 828 million when the year 2002 rolls around.

The biggest gains will come in international air travel as the globalization of aviation continues. We expect passenger traffic on the international air routes to double during that period with 82 million enplanements in the year 2002. Also by that date, the largest market share of international passenger traffic will be on the Pacific routes.

General aviation, meanwhile, will make a slow but steady comeback from the rather dismal decade of the 1980's. Overall, we expect total hours flown in general aviation to increase almost 20 percent to 41.6 million hours in the year 2002. We'll also see the continued evolution of the character and purpose of the general aviation fleet as an increasing number of turboprop and turbojet aircraft come into service.

This growth in activity will be accompanied by the continuing expansion of technology. Anyone who has seen the cockpit interiors of the new transport and corporate jets knows what I'm talking about. We're already entered the age of such innovations as the glass cockpit, synthetic vision, fly-by-wire, automatic data-link communications, and all the rest.

And just over the horizon are a whole range of new aviation vehicles designed to serve both the domestic and international routes. These include tiltrotor/tiltwing aircraft, second generation supersonic transports, hypersonic aircraft, and suborbital vehicles.

FAA is part of this technological revolution also. For the past decade, we have had an ambitious program underway to upgrade and modernize the air traffic control/air navigation system using a blueprint called the National Airspace System Plan. It includes more than 100 separate but related projects designed to carry aviation into the next century and provide the foundation for future system evolution.

The FAA is already looking beyond the NAS Plan, and we recently completed a description of a long-term plan for the air traffic management system of the 21st century. Without going into detail, it envisions the increasing use of satellite systems for communications, navigation and surveillance; continued advances in automation, particularly terminal automation; enhanced weather sensing and forecasting equipment, and new technology landing systems, among other elements.

Of course, it won't do us any good at all to acquire all this new technology unless we can find enough people with the "right stuff" to make it work. Our people must measure up to our technology. That's true in government and also true in the private sector.

The nation's manpower and womanpower needs are going to become increasingly critical as we move through the 1990's and into the 21st century. Part of the problem is simple demographics. The "Baby Boom" generation of the post-World War II era is being supplanted by the so-called "Baby Bust" generation. That means fewer new young people entering the work place.

Another factor in this equation has to do with people in my age bracket. They are retiring in increasing numbers. For example, many of the air carrier pilots who learned to fly in the Korean War 40 years ago already have bailed out because of the "Age 60" rule, and the rest are strapping on their parachutes as we speak.

So employers are facing a potential shortfall of both younger workers and older workers. For young people who will be entering the job market over the next 10 years, that's good news. The world is your oyster. But there's a catch; there always is.

Study after study has shown that many young people are not only unqualified for tomorrow's jobs but grossly unqualified. One study, for example, found that three out of five people in the 21-25 year old age group couldn't draw a simple line connecting two points on a map. I don't know about you all, but that's not the sort of person I would feel comfortable flying with.

There was a time in aviation when you could fly by the seat of your pants, so to speak, and make to the top of this business with a minimum of formal education. The Wright brothers, for example, never went to college and, in fact, Wilbur never finished high school. The names of Eddie Rickenbacker, Bill Lear, Chuck Yeager and others come to mind as well. None of them had a college degree but they all made their marks in aviation.

But those days are gone forever and the aviation industry increasingly is looking to schools like F.I.T. to provide the next generation of professionals. People with a solid knowledge of math, science, and management who can cope with evolving technology.

That was the rationale behind the creation of the Airway Science Program, which recognizes colleges and universities which meet prescribed curriculum requirements. This partnership with the academic community has already yielded significant dividends. Currently, the Airway Science curriculum is being pursued by more than 2,000 students in 43 educational institutions throughout the United States. Another half dozen schools are seeking approval for their curricula.

In addition to the curriculum programs, we also have a grant program that helps to fund new buildings like the one we are dedicating here today. Grant money also is used for such items as flight simulators, meteorological equipment, part task trainers, and radar simulators.

Since 1983, we have awarded \$44 million in grants to 25 different institutions across the country. Moreover, Congress has endorsed the continuation of this program by allocating \$9.7 million for FY 1991.

About 60 percent of the Airway Science graduates go to work for the airlines, about 25 percent go into other non-government aviation jobs and 10 percent join the military. That leaves FAA competing with non-aviation employers for the remaining five percent.

It is very difficult for government to compete with private industry for top graduates on the basis of salary. There also is a problem matching graduates to jobs in some cases. For example, FAA simply has no jobs for beginning pilots.

I consider that the Airway Science Program has been successful and we will continue to support it. As I just noted, 85 percent of the graduates have gone into the civil aviation industry. From the national perspective the program is clearly helping to supply the growing need for aviation professionals.

So I think we can look forward to continuing growth in the field of collegiate aviation education that will enhance the quality and increase the quantity of future Airway Science graduates.

We have a great aviation system in this country, and it will take hard work to keep it that way. The future aviation leaders in our country will come from academic institutions like F.I.T., and they will begin their work in buildings like this one we dedicate today. My thanks to all of you at F.I.T. for having the vision and the drive to grow your School of Aeronautics -- and my thanks also to you, George Skurla, for your many contributions to aviation. Your building will be a major contribution toward the development of tomorrow's aviation leaders.

Thank you.

0478K large
0481K small

Remarks By Admiral James B. Busey
Administrator
Federal Aviation Administration
To the National Association of
State Aviation Officials
Silver Spring, Maryland
February 21, 1991

You probably think from watching network television, particularly CNN, that nothing is going on in Washington these days that is not related in some way to Operation Desert Storm.

That's undoubtedly the case in Baghdad but, here in Washington, the business of government goes on.

President Bush, I thought, went to considerable lengths to make that point in his State of the Union message. As important as the Persian Gulf effort is, as concerned as we all are about the safety of the young men and women in our fighting forces, we simply can not afford to neglect the nation's other priorities in either the domestic or international arenas. They simply are too important.

Of course, the war already has affected civil aviation to some degree:

International bookings have plummeted because of the perceived and exaggerated threat of terrorism. As a result U.S. and foreign airlines have been forced to cut back on the number of overseas flights, particularly on the North Atlantic routes.

U.S. airline aircraft also have played a vital role in transporting troops and supplies to the Middle East under the Civil Reserve Air Fleet program. And the job isn't finished yet.

The call-up of reservists has affected aviation across the board, including FAA. The last count I saw showed more than 170 FAA employees -- men and women, ranging from secretaries to the director of our Flight Standards Service -- had been called to active duty. We're immensely proud of them all but we're also anxious to get them back as soon as possible, safe and sound and victorious

However, the major impact of the war -- at least, as far as FAA is concerned -- has been in the area of aviation security. The agency has taken a number of aggressive actions to further strengthen security at airports served by U.S. air carriers both in this country and abroad.

In mid-January, as soon as the air war in the Gulf began, we ordered all airports to go to maximum alert status or, as we call it, "Level 4" security. This action was taken not because of any actual threat but rather to ensure that the system would be fully prepared to counter any potential threat that might materialize. In all, 435 airports and 115 air carriers were affected by the order.

We naturally are reluctant to discuss specifics of "Level 4" security. To do so would be analogous to installing an expensive burglar alarm in your home and then posting the wiring diagram on the front door.

But some of the actions we've taken already are obvious to anyone who flies commercial on a regular basis. They include an increased law enforcement presence at airports, elimination of curbside checking at terminals, restricting access to terminal gate areas to ticketed passengers, and intensified questioning of passengers concerning their destinations, luggage, etc.

And earlier this month, we issued a notice of proposed rulemaking to require that airline cockpit and cabin crews be briefed fully on all specific terrorist threats and possible countermeasures. Another new rulemaking would implement FAA authority to review and approve foreign airline security programs and order any changes considered necessary in the interest of aviation safety.

Neither action is intended as a criticism of current airline procedures. We simply don't want anything falling through the cracks in an area as critical as aviation security. It's the old "ounce of prevention" theory.

The bottom line here is that security at U.S. airports and foreign airports served by American carriers has never been better and, as Barbara Bush demonstrated recently, no one need be afraid to fly. Moreover, I think we have accomplished our objectives without imposing an undue burden on the traveling public.

Let me switch now and focus on some of the Washington issues that are of direct concern to NASAO members in their day-to-day operations. One of those issues certainly is the FAA budget.

As you know, the Administration's Fiscal Year 1992 budget submission went to the Congress on February 4. We are quite pleased with the section dealing with FAA since it reflects the President's continuing commitment to improving and expanding the nation's air transportation system.

Money has never been tighter in Washington, yet the Administration is asking Congress to appropriate \$9.3 billion for FAA operations and programs in the fiscal year that begins October 1. That's a 14 percent increase over this year or, in absolute terms, \$1.13 billion more.

The biggest increase is slated for the Facilities and Equipment account which will allow us to continue with the modernization efforts outlined in our Capital Investment Plan. The Administration is asking for a record \$2.7 billion in FY 92. That's 29 percent higher than the current level.

The money available for Federal airport grants also would increase. The budget proposal would authorize \$1.9 billion in new contracting authority during 1992. And, of course, that's only part of the story. The new Passenger Facility Charge could add another billion to that total.

RE&D spending also will increase to address both the long-term needs of the aviation system as well as such near-term priorities as aging aircraft, human factors and, of course, civil aviation security. Finally, our operations budget provides for hiring an additional 450 controllers, 100 safety inspectors, and 178 security personnel.

So, as I said, we are very much encouraged by the Bush Administration's strong endorsement of our aviation programs and policies. Of course, we still need to win Congressional approval.

The increased spending levels in the FAA budget are necessary in order to keep pace with the projected growth of air transportation through the 1990's and into the 21st century. Although the aviation industry has encountered some heavy turbulence over the past couple of years, I don't think there is any doubt in anyone's mind that the long term trend is for continued, sustained growth.

Tomorrow, in fact, we will be talking about the future of aviation at FAA's annual forecast conference. We'll also be releasing our latest "Aviation Forecasts" which will take us up through the year 2002. Let me give you a sneak preview:

The long-term outlook, as I indicated, continues to be extremely bullish. The FAA forecast envisions a 65 percent increase in air carrier passenger traffic over the next dozen years. U.S. air carriers, including the commuter operators, are expected to be carrying more than 825 million passengers in the year 2002.

And, despite the temporary depression of the international air travel market, we expect the biggest gains will be realized on the overseas routes, particularly in the Pacific. In fact, we expect international passenger traffic to double during the forecast period with 82 million enplanements in the year 2002.

General aviation, meanwhile, will make a slow but steady comeback from the rather dismal decade of the 1980's. Overall, we expect total hours flown in general aviation to increase almost 20 percent to 41.6 million in 2002. We'll also see the continued evolution of the character and purpose of the general aviation fleet as an increasing number of turboprop and turbojet aircraft come into service.

Of course, you have to understand that forecasting can be a pretty tricky business. In 1970, for example, Herman Kahn, the noted futurist from the Hudson Institute, wrote a book on what the world would be like in the year 2000 but never mentioned oil, or the Middle East. Publication was followed promptly by the first oil embargo and nothing has been the same since.

Still, I have great faith in our FAA forecasters, primarily because they pretty much agree with my own vision of aviation's future. I think we've only scratched the surface of its true potential. That's why I have placed such a high priority during my FAA tenure on long-term planning efforts. When the future gets here, I want us to be ready for it.

I remember when I spoke to this group last March, our single biggest concern was the passage of the Aviation Reauthorization Bill. We were talking brave at the time but, quite frankly, the outlook for passage wasn't all that promising. The Passenger Facility Charge, in particular, had some very powerful opposition on Capitol Hill. Moreover, there was genuine concern in various quarters that efforts to mandate a National Noise Policy might go too far and put American carriers at a serious disadvantage vis a vis our foreign competitors.

Well, that's all behind us now. The bill passed last fall and gave us pretty much what we asked for. We're now in the process of implementing the various provisions in the bill.

Specifically, we issued a notice of proposed rulemaking earlier this month to establish the administrative structure that will allow airports to levy Passenger Facility Charges or PFCs. In fact, we've already held one public hearing on the proposal -- last Friday at the FAA Washington headquarters.

The proposal tells airport operators how to go about applying for PFC authority and also spells out the role of the airlines as the collection agencies for PFCs. In addition, procedures are included for terminating PFC authority and reducing entitlement funds to large- and medium-hub airports that impose PFC's.

Under the proposed regulation, airports will be allowed to impose a maximum PFC of \$3 on each enplaned passenger. As I said earlier, that could raise a billion dollars or more annually with the money going to projects that enhance airport capacity, safety and security, reduce noise impacts, and expand passenger and cargo handling facilities.

We fully plan to have a final PFC rule in place by May, as Congressionally-mandated. However, because of the 120-day approval process, airport operators probably won't see any PFC money rolling in until the fall.

We are also issuing a notice of proposed rule making this month as the first step in the implementation of the National Noise Policy mandated in Public Law 101-508, also known as the Airport Capacity Improvement Act of 1990. Its major goal, of course, is to phase out the operation of Stage 2 airplanes in the United States by the end of this century. Some 2,000 airplanes will be affected, primarily the older Boeing and McDonnell Douglas models.

We estimate that this rule will reduce by at least two thirds the number of people currently subjected to significant aircraft noise by the year 2000. However, because of phasing out Americans won't have to wait that long to experience the benefits.

FAA also is issuing a separate but related notice of proposed rulemaking that would govern local restrictions on the operations of Stage 2 and Stage 3 aircraft. This has become a real problem in recent years, as you are well aware, with local airport authorities piling on more than 400 noise-related restrictions to the detriment of interstate commerce.

Under the NPRM, proposed noise or access restriction on Stage 2 aircraft would generally require public notice at least 180 days before the effective date. That would give every organization, including FAA, an opportunity to make its position known. Proposed restrictions on Stage 3 aircraft would have an even tougher row to hoe. They would have to be submitted for FAA review before they could be put into effect.

We will be holding public hearings on both proposed noise rules and three locations across the country over the next month to maximize public input on these issues. But we have to move fast -- perhaps faster than we would like -- because we have a July 1 deadlines on these rules also.

And that's probably all I should say on the subject of the PFC and the noise policy at this time since both still are in the rulemaking process. That also goes for the FAA panel members who will be leading off your afternoon session as soon as I wind this thing up.

But, feel free to ask them any other question that's on your minds. They represent the best talent we've got -- Tony Broderick, Bill Pollard, Len Griggs, Dale McDaniel and Rick Weiss. If they don't know the answers, we're in a lot more trouble than I thought.

FAA and NASAO always have had a good working relationship which probably is not all that surprising when you stop to consider that we both represent the governmental point of view. Not that the state and Federal governments always agree on every issue but we do have a commonality of purpose: We each exist to serve the flying public.

And I'm encouraged that we seem to be forging stronger links and finding increased areas of cooperation. For example, as you know, we have a contract with NASAO to develop state guidelines for pilot information centers. The idea here is to build on existing mechanisms to provide pilots with preflight safety information, just as they now receive weather and aeronautical briefings. NASAO has completed a draft of its guidelines and they look really good. We have had very positive feedback in discussing them with user groups and vendors.

We also are exploring with NASAO various suggestions for expanding the range of state airport system planning efforts that can be carried out with Federal aid. The states have indicated their desire to do more continuous planning and economic impact assessment. FAA is interested in capacity planning as well as helping the states with strategic planning issues.

We will be pursuing this and related topics further at the Aviation System Planning Conference, which has been scheduled for Minneapolis, July 11 and 12. NASAO is one of our co-sponsors for this event, which really is the first of its kind, along with the Minnesota DOT and the Transportation Research Board.

Improved dissemination of weather information is another area of mutual concern. It is, in fact, one of the major thrusts of the FAA Capital Investment Plan. Significant dollars are planned to be invested in weather information.

The states also are to be commended for their initiatives in this area. I know of at least nine states that currently are providing computer-based weather information to pilots and I'm told that several others have similar programs under active consideration. These initiatives are drawing very favorable user and trade press reaction and we at FAA certainly applaud your efforts. We also would like to build on this foundation, as I indicated earlier, to provide pilots with preflight, safety-related information.

As directed by Congress, FAA also is pushing ahead with the development of an auxiliary FSS plan, which is rather controversial and no doubt will continue to be so. Over the next several months, the agency will establish the criteria for these facilities and define the equipment, staffing, and funding requirements. We also have a study underway to define the term "unique weather," as contained in the controlling legislation, and to identify locations that meet this definition.

Finally, I know that NASAO members are as happy as we are with the progress of the LORAN program. It has been one of your pet projects and one of ours as well. And with more than 100,000 general aviation aircraft now carrying LORAN equipment, you can bet we have a lot of company.

In any event, we expect to have both of the new mid-continent chains fully operational this spring. That will close what is popularly known as the mid-continent gap. With that milestone behind us, we'll be free to focus our energies on the installation of signal monitors and the certification of non-precision LORAN approaches.

So there is a lot of good news in aviation these days. It's the reasons I'm so excited and confident about the future. You should be, too, because I think working in concert we can accomplish great and marvelous things.

Thank you for inviting me today. I always learn a great deal at these meetings and I know the FAA panel members who are up next also will leave here with an expanded perspective and, hopefully, some fresh, new ideas for mutual problem solving.

####

TALKING POINTS FOR ADMINISTRATOR BUSEY
AT THE UNVEILING OF THE PORTRAIT OF
TRUSTEN ALLAN MacARTOR
FEBRUARY 21, 1991

0 Ladies and Gentlemen, distinguished guests, it is my pleasure to welcome you here today for the unveiling of the portrait of FAA's tenth Administrator, Allan MacArtor.

0 With the exception of John McLucas, Allan's tenure was the shortest of any Administrator so far. He served from July 1987 until February 1989, only a little more than a year-and-a-half. Yet in the brief period he made a contribution that places him among this agency's outstanding leaders.

0 Allan came to us with a wonderful background in aviation. A graduate of the U.S. Air Force Academy, he served as a fighter pilot in Vietnam. He logged over 200 combat missions, and won the Silver Star and the Distinguished Flying Cross for heroism. His membership in the "Thunderbirds" precision flying team marks him as a pilot of exceptional skill.

0 Allan relates to people just as well as he does to aircraft, and his executive ability earned him a quick rise to the top levels of business management. At considerable personal sacrifice, he interrupted a highly successful career at Federal Express to answer a call to service in Washington.

0 When Allan came to FAA, public trust in the agency was ebbing and alarm over a variety of safety issues was running high. He immediately addressed these concerns in the media, before Congress, and within the aviation community. The decisive, competent image that he projected soon produced a upswing of confidence.

0 But Allan was more than just a "telegenic" figure brought in to help FAA through a patch of bad publicity. His Impact 88 program and other initiatives attacked the pressing needs of the period, yielding important progress in such vital areas as advanced technology, airport development, aviation education, security, and pilot performance. The aviation community is still feeling the benefits of those actions, and we can all thank Allan for his able leadership at a critical time.

0 The portrait that I am about to show you, which is the generous gift of the Aero Club of Washington, is a very effective work of art. It contains a number of clues to Allan's personality and outlook. He is shown in the EAA flight jacket that he wore while flying NAN-1. This reflects Allan's identity as a pilot and his feeling for the special role of general aviation -- it may even equal the dash of the red suspenders visible in the last portrait that we unveiled here.

0 In the background of the portrait you will see the O'Hare tower, which is an indication of the attention that Allan gave to the air traffic control system and especially to the people who operate it. This setting also reflects his conviction -- which I share -- that an Administrator cannot let his vision be confined to the perspective of headquarters. FAA is and should be a unified national entity. Running the agency on that basis is easier for me today because of the achievements of my distinguished predecessor.

0 Now, ladies and gentlemen, I am pleased to unveil the portrait of T. Allan MacArtor.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE COMMERCIAL AVIATION
FORECAST CONFERENCE
WASHINGTON, D.C.
FEBRUARY 22, 1991

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

America has the best air transport system in the world -- and we must keep it the best.

Aviation is vital to our national well-being. The strength of our economy, our ability to compete in world markets, our standard of living -- all depend upon efficient air transportation.

We are the world leaders in aviation -- and we must stay in the lead.

But that will take effort and vision. We need to know where we're going. We need to know what we've got to do to get there. And that's what I want to talk about today.

Let's start with this thought -- aviation is going to be even more important in the future than it is now -- it is going to serve our public and our economy and our nation even better than it does today.

What kind of a system will do that? What kind of system are we going to need in the 21st Century?

You don't need to be a prophet to answer those questions. We already have a clear picture of the kind of system we're going to need -- the system we must create in this decade.

Let's list the main requirements.

First, it's got to be the safest in the world -- no question about that.

Second, it's got to have greatly increased capacity.

If our air commerce system is to do its job, it must be able to serve an increased demand for air services -- and do so without strain, without the delay and congestion that too often choke the flow of traffic today.

Third, it must be highly efficient, with no wasted resources, no wasted motion. America's air transport system must be truly cost-effective.

Fourth, the future system must serve user needs. It must be designed with those needs in mind. And when I say "user", I mean not only airline and air freight companies and pilots and technicians and all the rest -- I also mean millions of passengers and thousands of businesses who depend on safe, efficient air transportation.

Fifth, the system must be receptive to the new and evolving technology that can help us meet our national aviation goals.

Sixth, our air system of the 21st Century must be truly international. Our technology, our systems, our operating procedures must be in harmony with those of other nations.

Indeed, we're already taking a lead role in moving toward the harmonization of our regulations with those of other aviation nations around the world.

Seventh, our system must accommodate the full range of aircraft types -- from the single-engine general aviation plane to the complex commercial aircraft of today -- as well as the tiltrotor, the tiltwing, the supersonic business jet, and the hypersonic transport of tomorrow.

So, in short, I envision an air system that will transport millions more passengers with greater safety and efficiency -- a system that is the world leader in aviation technology -- a system that fully supports a strong and profitable air carrier industry and a strong and profitable aerospace manufacturing industry -- in other words, a system that will serve all of America's needs in the 21st Century, one with the highest capacity, efficiency and safety in the world.

Now how are we going to get there? Well, it'll be a process of evolution, not revolution. We're going to build on what we already have.

Yes, we have problems. But we know the answers. And I'm sure we have both the will and the resources to do the job.

Certainly, one of our most important jobs is to increase system capacity. We need to reduce congestion and delay. Six major airports have more than 50,000 hours of delay a year, and 15 others have more than 20,000 hours.

With the anticipated long-term increase in air traffic, we could well find delay and congestion rising to unacceptable levels.

If we fail to take effective action, within ten years twice as many airports will be congested. The costs to air carriers and their passengers, already too high, would surely increase by billions of dollars a year.

So we must find ways to serve the growing demand that is already straining the system.

How are we going to do that? By taking action on two fronts.

First, we're going to create more airport capacity. We're going to work with local sponsors to build new airports. We're going to expand and improve the airports we already have. And we're going to speed up the flow of traffic through our major terminal areas.

Secondly, we're going to complete our modernization of the air traffic control system -- give it the most advanced technology and thereby gain major increases in safety, capacity, and efficiency throughout the system.

Let's look at the airport side first.

Here we run into a couple of hurdles -- money and noise. We've got too little of one and too much of the other. And I'm sure you know which is which.

Getting enough money to do the job is always a problem. But two recent developments will help.

As you know, Congress recently gave an okay to the passenger facility charge which will help airports finance improvements and expansion. This is a landmark change. We think it will mean as much as a billion dollars a year in additional airport financing -- and that can buy a lot of new airport capacity.

The second development came in last year's FAA reauthorization bill, which supported increased airport grant levels approaching two billion dollars a year. Here, again, we'll be getting the increased funds that can lead directly to greater capacity.

The PFC and increased AIP, taken together with access to private-capital markets, give airport sponsors the financial resources they need to build for tomorrow's needs.

Aircraft noise, as we all know, has been a roadblock to airport improvement in many cities. But now Congress has given us the legislative go-ahead to develop a comprehensive aircraft noise policy that will safeguard the environment of airport neighbors.

We're working right now on rules covering local aircraft noise restrictions and the phase-out of older, noisier aircraft by the year 2000.

This will give us a double benefit. It'll mean noise relief for two-thirds of the people now affected by aircraft noise, and it will give us a more fuel efficient fleet.

So we are making progress on the airport front. But that's just the beginning.

To build that great system we want for the 21st century, we've got to do a lot more. But we can't do it in a haphazard manner. We need a plan. And that's why we've developed a comprehensive planning document, the Aviation System Capacity Plan, that will help us do the job.

The plan covers both physical improvements, such as new runways, and technological ones, such as better radar systems.

Our system capacity plan is not blue sky, smoke and mirrors. It deals with specifics and practicalities -- proposals that can be done with today's resources and technology.

For example, the plan includes the good work being done by the capacity design teams that we are co-sponsoring with airport operators at 24 major airports. So far, these teams have developed more than 400 capacity-increasing projects, including a number that have already been completed at major airports.

The capacity plan identifies 60 new runways or runway extensions that are planned or proposed. There's no question that these will give us large capacity gains.

In addition to airport improvements, the plan also looks at the possibility of using existing airports better. It identifies many under-utilized airports with commercial air service that are reasonably close to larger congested airports. Some of that congestion might be relieved by shifting some traffic to the under-utilized airports.

Of course, the decision to do that is in the hands of the air carriers. It's a marketing decision.

In addition, our capacity plan also identifies more than two dozen potential new connecting hub airports that could be used to reduce traffic volumes at existing, congested hubs.

Of course, the capacity plan also covers the big payoffs in increased capacity that we're getting from new, advanced air traffic control technology, both in airport terminal areas and in the en route environment.

One of our major efforts in terminal areas is to increase the flow of traffic during bad weather. Currently, during bad weather we can't operate simultaneous approaches to parallel runways that are closer than 4300 feet.

The system capacity plan indicates that by developing ways to increase the landing rate on close parallel runways during bad weather we can improve capacity significantly at 47 large airports.

Right now, for example, we're evaluating two new precision runway monitor systems that will let us increase traffic by 40 percent at airports with runways that are as close as 2500 feet. And that will be done while maintaining or even increasing the level of safety.

We think that many airports will take advantage of this new capability and increase their capacity by constructing new, closely-spaced parallel runways that conserve airport real estate.

We're also working on new automation technology that will allow safe and efficient traffic flows at airports with converging runways.

These new landing aids, coupled with the coming Microwave Landing System and the Traffic Alert and Collision Avoidance Systems on aircraft, will bring tremendous increases in both safety and capacity in our terminal areas.

The system capacity plan also details the capacity increases that will come from the planned automation of air traffic control, including the Advanced Traffic Management System and the airport surface traffic automation program.

I'm sure you know that the FAA has been working on a massive technological modernization program for a number of years. Our goal is to get the best technology available and use it to increase safety, efficiency, and capacity.

Here too we need a plan. And today we have a new one -- our just-released Capital Investment Plan, which includes the technological improvements I've just mentioned -- plus a lot more. It builds on a foundation set by its predecessor, the NAS Plan. However, in addition to new facilities, the new plan also includes provisions for training, support, maintenance and continuing growth.

I don't have time today to go into all of the details -- the Capital Investment Plan is much too comprehensive and complex for that. But I do want to give you a few ideas about the plan and how it will help us achieve our future goals.

The projects described in our new Capital Investment Plan will transform our air transport system. They will improve every operational area -- traffic control, surveillance, navigation, communications, and weather.

In the new system we're building:

- * air traffic control will be highly automated;
- * navigation, surveillance, communication will be satellite based;
- * communications will use fast, accurate digital data transmissions;
- * and faster, more accurate weather information will come from advanced radar technology.

We'll have MLS, Mode S, Data Link, Loran C, ADS, TCAS -- the list goes on and on. Suffice it to say that the Capital Investment Plan will give us an air transport system that will serve the nation well in the next century.

Now the plan is primarily an FAA internal planning tool. It is not a simply public relations document that will be given wide distribution.

Since it is a planning document, it presents our best estimate of the technology we intend to use -- but the schedules and the programs are not set in concrete. It does not represent an absolute commitment to every project and program it describes.

Of course, we'll update the plan annually and use it as the basis for our budget submissions.

The plan covers a rolling fifteen-year period of time -- with the high fidelity part in the first five years -- and the more speculative part in the years beyond.

The remaining projects under the original NAS Plan are included in the new Capital Investment Plan, but those projects represent less than half of the total capital and funding needs that we anticipate over the next ten years. The new plan goes well beyond the original NAS Plan.

At one time, a lot of people thought that, once the NAS Plan was completed, we would have no need for further capital improvements. Far from it. Capital investment in aviation must remain a continuing process that responds to change and keeps pace with advancing technology.

On the money side, we're looking for a leveling of our needs for Facilities and Equipment investments over the next three to five years.

We're also looking for growth in R&D spending.

Now, of course, we don't expect an instant major increase on R&D investment but we do want to move to higher levels within a reasonable period. And we'd like to begin that discussion during the fiscal 1993 reauthorization.

This growth in R&D is essential, if we are to take advantage of the new technology that will help us reach our goals.

Throughout our capital investment programs, we envision an evolutionary development, and not a revolutionary one.

For example, the notion that the new satellite technology will eliminate the need for many of the projects outlined in the Capital Investment Plan is wrong. Most of the new technology will fit well with the foundation we have now. And our strategy is to make that linkage and to evolve in a smooth, effective way.

Now I want to say a few words about a current problem.

We all know this is a very difficult period for the nation's airlines. They are beset by higher fuel costs, lower demand due to the recession, heavy interest payments on long-term debt, and high labor costs. This resulted in the U.S. airline industry losing an estimated two billion dollars last year -- the greatest annual loss in history -- and in three carriers -- Eastern, Continental, and Pan Am -- filing for bankruptcy protection, with one -- Eastern -- going out of business.

However, I believe that the worst may be behind us. As you all know, fuel prices have fallen dramatically -- from a November peak around \$1.40 per gallon to the present level around 70-cent per gallon. Several economic forecasting services (not just our friends at the Office of Management and Budget) now foresee only a brief and shallow recession, followed by a strong period of economic recovery beginning the middle of this calendar year, if not sooner.

We might, in fact, be seeing the early reflections of this recovery and increased demand for air travel, if, as reported in the Washington Post last Wednesday, Hollis L. Harris, chairman of Continental Airlines, is right that advance bookings are showing signs of increasing again after a good President's Day weekend. Clearly, the outlook is positive. As the economy regains its strength, passenger demand -- both business and pleasure -- will again grow and the financial well-being of the entire industry will improve markedly.

Nevertheless, until we are totally out of the woods -- until the recession is over, until the price and availability of oil clearly stabilize, and until airlines bring under control their debt and high labor costs -- tough times may continue for portions of our industry. And in times of real economic distress, such as we have been experiencing, it may be tempting for some airlines not to keep their fleets in top shape -- a myopic approach to airline viability and an approach that I firmly believe most airlines do not accept or condone. Fortunately, most airlines and the FAA recognize that safe operations are the key to financial success and must be our number one concern. Nothing comes ahead of safety either here in the FAA or in the board rooms of the airlines.

To ensure, however, that there is absolutely no deterioration of safety at any airline for as long as these difficult times continue, we in the FAA are going to step up our airline surveillance activities all across the country. I want the airlines to know that we're going to work with them to monitor maintenance and other aspects of airline operations that could affect safety.

Finally, I want to conclude with this thought. I believe every one of us must help build the air system America will need in the next century.

To do that, we must devote ourselves to improving what is already the world's greatest air system. I know we have the people, the talent, and the resources to do the job. And I hope all of you folks will join me in this effort, which is so essential for America's future.

Thank you.

0534P
0039 A-Speech

REMARKS BY FAA ADMINISTRATOR
JAMES B. BUSEY
ADMINISTRATOR'S AWARDS FOR
EXCELLENCE IN EQUAL EMPLOYMENT OPPORTUNITY
FAA HEADQUARTERS, WASHINGTON, D.C.
FEBRUARY 25, 1991

I am pleased to take part in this ceremony to honor this year's recipients of the Awards for Excellence in Equal Employment Opportunity.

As you know, the full title of this award is the "FAA Administrator's Award for Excellence in Equal Employment Opportunity." In the case of this Administrator, at least, this represents more than a nominal association.

I have a personal interest and involvement in this award because I regard it as an important part of the overall EEO program at FAA.

As the awards panel began its review of this year's nominations, I dropped in to let the members know what I expected of them. I also reviewed the nominations they sent me and gave them my personal stamp of approval.

So, I can personally attest to the excellence of what you award winners have accomplished. Each of you should take pride in what you have done. We certainly are proud of you, and I know your families and friends are, too.

This public ceremony gives us a chance to recognize your achievements--and to say thanks from all of us because what you have done truly affects us all.

Just as importantly, though, I hope that by turning the public spotlight on your accomplishments, we can plant a seed of inspiration for others.

I know there are many FAAers in this auditorium, here in headquarters and out there in regional offices and field facilities who strongly support the goals of the EEO program. But, they may not know how to carry out their convictions and are looking for someone to lead the way.

So, perhaps by hearing about what you have done or reading about your accomplishments in the Intercom, they might be inspired to go out and do likewise.

Too often, when we talk about promoting EEO, we talk about goals, objectives and programs. We hold up percentages, statistics and charts as indicators of progress or lack thereof.

What we tend to forget is that ultimately what we are dealing with are not programs or statistics, but people--friends, neighbors, co-workers--people like ourselves.

And that's precisely why we recognize as special these individuals on the stage here today. They have reached a level of excellence in helping and serving people--more importantly perhaps, they provided people a better opportunity to help themselves.

As you listen to the citations being read, you will hear words like "outreach," and "promoting training and education of minorities and women."

I ask you to look behind these generic descriptions and listen for the human stories about people spending Saturdays and other days off driving many miles to give a presentation at a career day.

About evenings away from families to administer tests or spending an afternoon of precious free time at a local college to recruit women and minorities for FAA careers.

I want you to listen for examples of commitment by managers who could have begged off with the excuse that they were too busy to get involved in recruitment. Instead, they found time--often free time outside the normal working hours--to actively seek out sources of women and minority recruitment.

I want you to hear about those who have made it their personal cause to seek out and hire the handicapped because they wanted to provide these disabled persons a chance to support themselves and thereby look forward to the future with hope.

And finally you should know about supervisors and managers who have created training agreements and career tracks for promising women and minorities on their staffs--when they could have gotten away with business as usual by filling those vacancies at the journeyman level.

These are human stories of people helping people. And they are the kinds of stories we will need in greater abundance if we are to reach the goal that I have established for this agency.

That goal, I might remind you, is to achieve a representation of women and minorities in the FAA workforce comparable to their representation in the civilian labor force.

Statistically, we still have a way to go. The number of women in FAA stands at 22 percent, far below the civilian labor force figures of 43 percent. And, minorities at FAA make up 15 percent of the FAA population compared to an 18.4 minority representation in the civilian sector.

Yet, we have made solid progress since I spoke to you this time last year. There has been a half-percent gain for minorities and approximately a one-percent increase for women.

This may not sound like much, but compared to the record of the previous five to ten years, it is significant indeed.

More importantly perhaps than the percentage boost in the past year is the progress we have made in institutionalizing our requirements for change. This will allow FAA to make steady, substantial gains in the long-term, no matter who is Administrator or Deputy Administrator.

Performance standards for EEO, for example, are now unequivocal. Managers and supervisors now know precisely what is expected of them and they know too that EEO is just as critical as the technical aspects of their job.

As performance evaluation time rolls around, they are finding out that they can no longer get by with lip service and vague wishes.

We have also fostered closer working relationships between Civil Rights offices and Human Resource Management offices, here in headquarters and at the regional level.

The roles and responsibilities of each group have been clarified and strategies for supporting FAA's affirmative action goals have been developed and are being put into action.

Let us keep in mind, though, as we talk about statistics and percentages, our goal is not to satisfy bean counters across the street, at DOT, or across town, at the Office of Personnel Management.

I am not devoting my energies to this effort just to make the FAA statistically tidy.

Besides striving for basic fairness, our goal is to prepare this agency to deal with the diversity in the work force projected for the year 2000. Then, minorities and women are projected to assume a substantially larger percentage of the work force.

A striking example of this demographic shift already taking place is indicated in the 1990 census which shows that the Hispanic population has grown by 40 percent during the past decade.

That's the fastest growing minority group, but substantial increases are forecast for women and other minority groups as well.

FAA will be competing for the best and the brightest among this population and it'll be too late to start in the year 2000. It is our job, starting right now, to aggressively recruit, hire and train minorities and women.

That's simply a recognition of a fact and an intelligent response to an emerging reality. In fact, the continued preeminence of the U.S. and FAA in world aviation hinges on how well we do in this regard.

Now, let me speak for a moment to those in the FAA family who are neither women nor minorities, and who may feel they are being left behind in all this talk of shifting demographics and special emphasis on women and minorities.

First of all, this whole effort is not about denying opportunities for anyone. It is about providing opportunities for those who historically have been denied them.

And it is about creating a level playing field, not about rigging the outcome of the game or giving one group an unfair advantage over the other.

On a theoretical level, it is all well and good to talk about color blindness and gender blindness, with no need for special emphasis programs. And, of course, ultimately that's our goal, as an agency and as a country.

But, until we level the playing field, this is tantamount to accepting the status quo and endorsing de facto discrimination. That's not what you want and that's not what I want.

At a time when this country provides a beacon of hope for millions around the world, especially from the Eastern bloc countries, let us make sure we keep faith with our own people.

Here at FAA, this means working together diligently toward the goal of providing equal opportunity for everyone and creating an FAA workforce that is truly reflective of the country as a whole.

As I have said before, this diversity has helped make America great and I truly believe it also will help make the FAA--an already outstanding agency--an even better one.

Thank you.