REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE
GENERAL AVIATION FORECAST CONFERENCE
DENVER, COLORADO
MARCH 7, 1991

Good morning, and welcome to the FAA's first annual general aviation forecast conference. It's good to see all of you today.

For the past fifteen years, our forecast conference covered the entire spectrum of American aviation. But this year we're doing it differently. We're sponsoring two annual forecast conferences -- one for commercial aviation and one for general aviation.

We've split it up this way because we think it's time to focus more directly on the problems and challenges facing general aviation today. We want this conference to serve as a forum for better communications with general aviation.

If you heard any of my speeches during my first few months in this job, you heard me say that one of my major goals for the FAA is to build better communications with every segment of American aviation.

I didn't say that just because it sounded good. I felt then, and I still feel today, that we must work together to improve America's air system. In order to work together effectively, we must communicate effectively. There's no other way.

General aviation plays a pivotal role and, if its problems go unsolved and its challenges unmet, the future development of our entire air transport system could be adversely affected.

If American aviation is to remain strong, then we must have a strong, growing general aviation sector. And that means we must solve the pressing problems confronting general aviation.

Now this is a job for everyone. Some things can only be done by the industry itself. Some can only be done by the FAA. And some are going to require joint action.

But whatever we do, I know we can all benefit from the advice and counsel of industry experts. We need the judgment of experienced industry leaders. And that's why we're here today.

So I'm glad to see you. This is a good beginning.

There's no question that America leads the world in aviation. We've been the leaders since that first flight at Kitty Hawk. Today, we have the safest, most efficient, most productive air transport system in the world.

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.

But we can't rest on our laurels. No matter how important aviation is today, it will be even more so in the future.

Our challenge, in this last decade of the Twentieth Century, is to make American aviation even better. Just because we are the best in the world today does not mean that we can't be better tomorrow. We can.

How can we become better? What kind of a system should we be building?

* Well, first, it's got to be the safest in the world -- no question about that -- a system that will provide for the safety of everyone who flies.

* Second, it's got to have greatly increased capacity. It must be able to accommodate more planes, more flights, and more traffic -- and do so without the delay and congestion that too often choke the flow of traffic today. It should become a system in which operational and weather delays will be mostly memories of the past.

* Third, it must be highly efficient, with no wasted resources, no wasted motion. It must produce more transportation for every pound of fuel burned and every dollar invested.

* Fourth, the future system must serve all user needs -- from the student pilot to the ATP, from the small FBO to the major airline.

* Fifth, the system must be flexible enough to take advantage of rapidly evolving technology.

* Sixth, the system must accommodate the full range of aircraft -- from today's single-engine piston planes to tomorrow's hypersonic transports.

* Seventh, the system must be sensitive to the environmental consequences of flying. We cannot continue to grow--as we must--if people do not find us to be a good neighbor.

*Eighth, our air system must be truly international. Our technology, systems, and operating procedures must be in harmony with those of other nations. And I might mention here that we're already taking a lead role in moving toward the harmonization of our regulations with those of other aviation nations around the world.

Now, how are we building such a system?

Well, the short answer is that we're building more runways, and beginning to build more airports. And we're right in the middle of a massive, multi-billion dollar modernization of our air traffic control system.

We're getting the advanced technology that we need for greater safety, capacity, and efficiency throughout the system.

As you know, this effort was originally known as the National Airspace System Plan, or NAS Plan, for short. But the NAS Plan didn't reflect the fact that a capital investment program for something as dynamic as the nation's air system must be a never-ending process that rolls forward in time, keeping pace with advancing technology.

So now we've just released a new planning document, which we call the Capital Investment Plan, or CIP, that goes well beyond the original NAS Plan and is designed to accommodate growth and change.

The CIP, which will be updated every year, covers a ten-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 CIP, but they represent less than half of the total capital needs that we anticipate over the next ten years. The CIP is a planning document. It does not represent an absolute commitment to every project and program it describes. It presents our best estimate of the technology we intend to use -- but the schedules and the programs are not set in concrete.

On the money side, we expect our investments in Facilities and Equipment to increase at a reasonable pace over the next three to five years. We're also looking for growth in R&D spending so we can keep up with the new technology that's coming along.

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

For example, it is wrong to think that satellite technology will eliminate the need for many of our current or planned improvements. The new technology coming on line 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.

The projects described in the CIP will transform our air transport system. They will give us capabilities that no one dreamed possible a short while ago. They will improve every operational area -- traffic control, surveillance, navigation, communications, and weather.

The CIP is, in fact, a blueprint for building the most modern air system in the world, an air transport system that will serve the nation well in the next century.

In order to build the most modern air system in the world, we must look not only to the CIP and its airway system projects, but also to expanding and modernizing our nation's airports. In this regard, I would like to take this opportunity once again to commend Mayor Pena and the citizens of Denver as well as the surrounding jurisdictions for their foresight in approving the construction of a major new airport complex.

This airport complex--including the new Front Range Airport, a major new general aviation facility--will reduce delays and help handle an increasing number of passengers. Construction of this new airport complex is providing a major economic catalyst for this area.

When completed, this airport complex will continue to be a strong magnet by providing an incentive for local and regional economic development for years to come. Because of this new airport complex--and the excellent commercial and general aviation transportation it will provide--businesses will want to locate in this area, thereby creating new jobs and stimulating all aspects of the regional economy.

A strong and healthy general aviation economy is a vital factor to this area and to the country as a whole. Without it, our air system will not be able to provide the full range of air services that America has come to expect.

It doesn't take a genius to determine the importance of general aviation.

Just consider the range of services it provides: Efficient business travel, crop dusting, pipeline patrol, offshore oil servicing, pilot training, and a lot more -- not the least of which is personal pleasure flying. We must preserve this FUN aspect of aviation.

What kind of an air system would we have without all of that?

Even if general aviation did only one thing -- provide basic training for our future pilot supply -- it would be essential.

So we need a strong, healthy general aviation segment. And here the picture is not so good.

For 12 consecutive years now, sales of new general aviation aircraft have gone down. Sales of single-engine piston aircraft went down a whopping 40 percent last year.

Although we expect a 50 percent increase in the general aviation turbine powered fleet in the next 12 years, the number of single engine piston aircraft will remain about what it is today. There'll be no growth in this segment.

Last year, we saw a slight increase in the number of student pilots, commercial pilots, and airline transport pilots -- but the number of private pilots went down. And we expect virtually no increase in private pilots remaining over the next dozen years.

Nor will there be much of an increase in the number of hours flown by single-engine piston planes in the years ahead. It'll be less than a half of a percent a year. Certainly nothing to shout about.

Over the next dozen years, the entire general aviation fleet will increase its hours flown by only 1.4 percent a year, compared to an average of six percent a year during the 1960's and '70's, which is four times higher.

Now I could go on citing facts and figures. But I've said enough to prove my point, which is that general aviation is not as healthy as you or I would like it to be.

There is some strength in business aviation, but not as much as we'd like to see. And there is obvious and continuing weakness in the sector that includes private pilots flying single-engine, piston-powered aircraft.

We must not ignore this weakness. It could lead to a slow-down in the growth of general aviation and eventually a reduced supply of new pilots that our commercial operators, businesses, and airlines will need in order to serve rising demand in future years.

Now why, in the world's leading aviation nation, is general aviation not in better shape?

I think you all know the answer. It's two one-syllable words: High costs.

With each passing year, it costs more to buy a plane, to insure it, to maintain it, and to put fuel in the tanks. Our figures show that it costs 83 percent more to operate a single-engine piston plane today than it did twelve years ago. And it wasn't cheap then.

High costs are the major threat to general aviation. They have driven a lot of pilots out of the air. They have kept a lot of would-be pilots from learning to fly. And they have virtually destroyed our light-plane manufacturing industry.

I don't think there are any easy or obvious solutions to this problem. But that doesn't mean that there's nothing we can do to help general aviation.

What can we do? Let's talk about the really difficult things first.

Probably the most difficult of all will be to find new ways to bring down the cost of flying. The FAA's new recreational pilot license and the new standards for a basic primary aircraft were part of that effort. Unfortunately, so far they have not paid off the way we had hoped.

We're also trying to find a way to reduce the extremely high cost of product liability insurance for aircraft manufacturers.

The cost of liability coverage is the largest single factor in the price of a new single-engine airplane -- and it has boosted the price of new planes well beyond the reach of most general aviation pilots.

We've just got to get product liability costs down. And that's why the Bush Administration supports proposed legislation that would provide relief to the general aviation manufacturing industry by establishing consistent, predictable nationwide standards for determining personal injury and property damage liability in general aviation accidents.

As Secretary Skinner has written, "...the tort liability system, as it works today in the field of general aviation, is inequitable and unfair." I would only add that it will also be difficult to change.

Another bit of bad news for general aviation concerns the possibility that 100 octane low-lead and regular avgas may disappear in the mid-1990's, as a result of the recent amendments to the Clean Air Act.

Under the law as it now stands, engines requiring leaded fuel cannot be manufactured after 1992, and there can be no lead in motor fuel after 1995.

Now that strikes right at the heart of general aviation. As Phil Boyer of the AOPA noted, virtually the entire general aviation fleet could be grounded.

I know that we're all in favor of protecting the environment. I also know that, somehow or other, we must find a balance between environmental needs and the nation's need for strong general aviation.

Thanks to recent action in the Congress with enactment of the Noise and Capacity Act of 1990, we are beginning to find that balance on the noise front. We now need to extend that creative thinking to other environmental concerns.

I don't have any answers. But I want you to know that we're aware of the problem and we're ready to work with all of you to find the right solution.

Now let's get off the bad news and on to the good. And, believe it or not, there really is some good news.

For example, we're soon going to have more money to spend on improving general aviation airports.

Airports collecting the new Passenger Facility Charge will forego a portion of their Federal airport grants -- and some of this money will be used to improve reliever and general aviation airports. It's too early to say how much money we'll get for this purpose, but I believe it will be quite substantial.

Another piece of good news for general aviation is that we're right on the verge of completing the LORAN-C system in this country. We think this is going to usher in a new era in aviation.

Up to 1,800 airports may qualify for LORAN nonprecision approaches, and we'll be setting up many of these approaches over the next few years.

My final good news item today has to do with the new compliance and enforcement policies we set in place about a year ago.

The reports I'm getting indicate they're working.

You may remember that one of my main goals was to re-instill trust and confidence in the FAA -- to build a better atmosphere -- to improve communications between the FAA and pilots.

I felt that was the only way we could strengthen compliance with the rules and regulations. In our country, that's the foundation of air safety -- compliance.

Unfortunately, that trust and confidence on the part of thousands of our pilots had been undermined.

We had gone too far in using harsh, mandatory punishments. We had moved away from working with pilots. We were not doing everything we could to help them to fly better and safer. We were relying too much on punitive actions and not enough on counseling and remedial training.

And I felt that we could undermine our high level of safety if we continued to do things that way. I could not allow that to happen.

So we made lots of changes -- too many, in fact, to review in detail. But, in essence, we're being more humane, more flexible, and -- I think -- more effective.

We want our inspectors to do more to improve safety than hand out punishments. We're encouraging them to use their own discretion and judgment. We want them to consider all the facts and circumstances, including mitigating factors. And, most importantly, we're putting much greater reliance on counseling and remedial training.

For one thing, I rescinded the mandatory 60-day suspension for TCA incursions. I believe it's unnecessary to ground a pilot automatically for 60 days. I'd rather have him or her become a safer pilot. I want to keep people flying where possible. I don't like them to have to hire lawyers to defend themselves.

So now we're handling many cases with remedial training that will teach the pilot what he did wrong and how to keep from doing it again.

Our new compliance and enforcement program involves 34 action plans, most of which have now been fully implemented.

As I said, the program is going well.

So far, we've had just over 200 remedial training programs. About 175 have been completed successfully. I understand that the pilots involved seem to have a better attitude and are now more certain to comply. That's exactly the result I wanted to see.

So I think we're on the right track.

In fact, I think we're all on the right track. Last year was the safest year for general aviation since the NTSB started keeping track back in the 1960's. The Air Safety Foundation's goal of lowering the accident rate per 100,000 hours flown from approximately 7.5 percent today to 4.5 percent by 1995 is a super objective and I'm convinced it is achievable.

Now that's really good news.

Yes, general aviation has some difficult problems. But we'll deal with them. I have no doubt about that.

I've said it before and I'll say it again. If we didn't have a general aviation sector, we'd be busy inventing one right now. So we will find the answers. And I look forward to working with all of you to do exactly that.

It's been a real pleasure being with you today.

Thank you very much.

- With the exception of written voluntary agreements among airports and aircraft operators, the Act establishes a program for airports desiring to implement new noise and access restrictions on operations of Stage 2 and Stage 3 aircraft. The legislation assures that additional restrictions will not unreasonably threaten the ability of that system to respond to present and future demands. It ensures that future local restrictions on Stage 2 aircraft are adopted only after a careful, public weighing of the costs and benefits. It requires Federal approval of all proposed Stage 3 restrictions.

- The Act also requires the Secretary of Transportation to submit recommendations to the Congress for any additional legislative, regulatory or administrative actions necessary to effectively implement the National Aviation Noise Policy.

The final rules and recommendations must be in effect by July 1, 1991.

Let's examine the benefits this Act provides. The next slide will illustrate these benefits. **(SLIDE 2)**

In the mid-1970's, 7 million people resided in areas significantly affected by aircraft noise. As you can see, to date we've reduced that by over half to approximately 2.7 million. The new legislation will reduce the current nationwide number by over 75 percent by the year 2000 to about 400,000 people. If the Act had not passed, assuming normal attrition of Stage 2 airplanes and following the dotted line on the slide, we project over 1.3 million persons would still be affected in the year 2000. Thus the Act provides relief to almost 1 million more people by the year 2000.

The dramatic noise reductions from 1975 to present resulted primarily from the FAA-mandated introduction of quieter aircraft, which required the phaseout of most of the noisiest Stage 1 aircraft by 1985 and, starting in 1977, the requirement that all new airplane designs meet the Stage 3 noise standards. The progress in quieter technology has been very considerable. The new Stage 3 aircraft are only one-fourth as loud as the Stage 1 707's and DC-8's, which comprised 75 percent of the fleet in 1975. Today, the national fleet composition is nearing 45 percent Stage 3.

(SLIDE 3) The next slide shows the current and projected DNL 65 noise contours at a large-size, middle-range airport. You can see the contour will shrink dramatically during the phaseout from a current total area of 28 square miles within

the DNL 65 contour to only 4.2 square miles, an area drop of 85 percent. With all Stage 3 airplanes, the contour in this example will almost be within the confines of the airport. As you will note, the number of people within the contour is projected to drop dramatically -- from 60,000 to 1,000.

Let's bring it even closer to home. What it will mean for Chicago is illustrated by our projections for the local airports. In 1990, at O'Hare Airport, we estimate a total of 210,000 people lived in the DNL 65 contour. By the year 2000, the Stage 2 phaseout is projected to reduce the contour so only 27,000 residents will be affected. Our projection for Midway Airport reflects similar benefits. The 55,000 residents within the DNL 65 contour in 1990 should be reduced to only 6,000 by the year 2000.

None of the Act's benefits will be free. The legislation carries a stiff price tag to the aviation industry--up to $4.4 billion to fully convert to a Stage 3 fleet by the year 2000. This must be viewed as a cost to the national economy, since it will largely be reflected in higher ticket and shipping costs. Despite this huge cost, the air transport industry has supported the passage of the Act because it creates a strong and sensible national noise policy that balances both the public's demand for air transportation--planned growth of capacity--and concern for environmental and quality of life issues.

The legislation addresses all of these tough issues head-on with provisions that will achieve a much quieter, all-Stage-3 fleet, as quickly as is economically feasible, and it sets the national standards upon which the carriers can base their future planning.

The Act recognizes that additional work is needed to complement the important steps it initiates. Actions must be taken both to implement the Act and to fulfill the Act's goals for an effective national aviation noise policy. As you know, the Act directed the Secretary to establish (1) a schedule for ultimately achieving the phaseout of Stage 2 airplanes by the year 2000, and (2) procedures to be used by airports considering the imposition of noise and access restrictions. Our work on these two matters is reflected in the two NPRM's which are the subject of these hearings.

In one NPRM, we propose a phaseout schedule under which each operator will reduce its current Stage 2 fleet by 25 percent in 1994, 50 percent in 1996, and 75 percent in 1998. This schedule would accelerate noise reduction, at a cost of up to $1.2 billion. This is in addition to the $4.4 billion required

to meet the final year 2000 phaseout date. We developed this national phaseout schedule to ensure that local communities receive steady noise relief at manageable cost. We believe this will virtually eliminate the need for each airport to develop alternative plans at potentially much higher cost and with very disruptive national consequences.

In this proposed phaseout rule, we specifically highlight many issues on which we seek comments. For example, we have asked for comments on concepts and methods to transfer operating rights among operators to achieve the quickest feasible phaseout at the least possible cost to the economy. Another area involves the manner by which we define an air carrier's affected fleet and the appropriate interim phaseout dates.

In our second NPRM, we define both the procedures that would be used in developing Stage 2 or Stage 3 restrictions and criteria by which Stage 3 restrictions would be evaluated. These procedures are geared toward improving the public process and in encouraging cooperative agreements between airports and aircraft operators. They were proposed only after careful evaluation of the type of information that should be available and studied by cognizant officials in making and supporting a reasonable decision. In developing the proposed rule, the FAA was sensitive to three general considerations. First, the proposal seeks to provide for equitable treatment of airport proprietors and the communities they serve, and aircraft operators. Second, the proposal should contain reasonable analysis and evidence requirements that meet statutory direction while keeping the cost of compliance as low as possible. Last, the process is designed to provide for expedited notice and timely Federal decisions. Specific features of the proposed rule reflect these concerns.

Complementing these steps to implement the Act are continuing Federal efforts to:

- Encourage compatible land uses around airports through the Federal Aviation Regulations Part 150 process and other appropriate mechanisms;

- Conduct research and development projects to create quieter aircraft for the future;

- Plan air traffic routes around and away from populated areas where possible; and

- Ensure that noise measurement methods are accurate and effective in identifying significant impact areas.

Now that I've talked about the major provisions of the Act and the benefits that will flow from it, I would like to touch on why this Act is so critical to our nation's economy and our National Airspace System. Eighty-seven percent of fare-paying travelers are now aviation passengers, and virtually all overnight interstate shipments move by air. Aviation now constitutes 5.6 percent of our Nation's GNP, and 1 out of every 14 civilian jobs in the United States relies completely, or in part, on the aviation industry. In addition, the aviation system is an international system that supports and assists U.S. businesses in effectively competing in the global economy.

I would like to outline the economic benefits of O'Hare alone. In 1987, O'Hare's activities contributed $9 billion to this region. By 1995, this contribution is expected to reach $13 billion, with total aviation-related employment equalling nearly 272,000 people. Each aviation-related job creates 1.9 indirectly-related jobs; each dollar spent at O'Hare generates $1.25 in additional spending; and each traveler's dollar results in another $1.50 in expenditures for other services.

Air freight is of no small import to Chicago's regional economy. Banking and finance are understandably aviation-dependent. Office complexes, hotels, convention centers--all benefit from proximity to O'Hare. In addition to Chicago proper, such communities as Rosemont, Des Plaines, and particularly Elk Grove Village will continue to benefit from the airport's commercial and industrial opportunities.

By 1995, O'Hare will generate $3.6 billion in payroll and $3 billion in related expenditures. Revenue from tourist and business travelers arriving at O'Hare will grow to $6.2 billion in 1995 from money spent on lodging, food, local transport, entertainment, and retail shopping. Indirect economic benefits from businesses that cater to air passengers and cargo at O'Hare will reach $151 billion by 1995. While these amounts serve well to illustrate aviation's economic impact, this economic boom for the Chicago area does not even include benefits from Midway Airport!

Our forecasts indicate that aviation's economic impact will grow. Demand for U.S. domestic air travel is projected to increase by at least 60 percent by the year 2000, and domestic and international air cargo shipments combined together are expected to increase 340 percent during the same period. Clearly, we need to preserve existing airport capacity and prepare for additional growth if we expect to achieve the orderly movement of people and goods in the year 2000 and beyond.

Airports and carriers continue to stretch capacity to accommodate this increasing demand. Airport noise restrictions are inextricably inhibiting airport capacity--97 large airports have some noise restrictions in place and many major airport capacity projects have been delayed or stopped due to noise concerns. Ironically, the number of these noise-based restrictions has grown even though, as I noted earlier, the number of persons subject to high levels of aviation noise continues to decrease.

In summary, I again point out that dealing responsibly with aviation noise is a complex matter that involves many parties and many different approaches. But it is a vitally important issue that will have a significant impact on the U.S. economy and our way of life. We all need to work together and acknowledge the various interests that must be incorporated in this process.

Thank you for attention. We are here to listen to your concerns. I'm sorry that I cannot stay for the comment session, but the panel members will carefully listen to your statements on this very important subject. We will consider all comments in formulating our final rule.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
FOR THE DEDICATION OF THE
GAINESVILLE AUTOMATED FLIGHT
SERVICE STATION
GAINESVILLE, FLORIDA
MARCH 13, 1991

THANK YOU. IT'S GREAT TO BE HERE TODAY.

FLORIDA IS ONE OF THE TOP STATES IN AVIATION, AND THAT'S WHY WE'RE DEDICATING THIS NEW AUTOMATED FLIGHT SERVICE STATION TODAY.

GAINESVILLE WAS SELECTED OVER SIX OTHER FLORIDA LOCATIONS AS THE SITE OF THIS NEW AFSS BECAUSE THIS WAS THE MOST EFFECTIVE OPTION TO SERVE THE NORTH FLORIDA FLIGHT PLAN AREA.

FLORIDA IS NEAR THE TOP AMONG THE STATES IN AVIATION ACTIVITY. IT'S SECOND IN THE NUMBER OF TAKE-OFFS AND LANDINGS AT AIRPORTS WITH FAA CONTROL TOWERS. AND IT'S THIRD IN THE NUMBER OF PILOTS, THE NUMBER OF AIRCRAFT, AND IN THE NUMBER OF PASSENGERS SERVED BY MAJOR AIR CARRIERS.

FLORIDA AVIATION IS SO BIG AND IMPORTANT, IN FACT, THAT IT IS ONE OF ONLY FOUR STATES THAT HAVE THREE OF THESE AUTOMATED STATIONS. ONLY CALIFORNIA WILL HAVE MORE. AND, IN THAT CASE, JUST TWO MORE.

SO AVIATION IS IMPORTANT IN FLORIDA. BUT JUST WAIT A YEAR OR TWO. IT'S GOING TO BE EVEN MORE IMPORTANT. IT'S GROWING BY LEAPS AND BOUNDS. AND IT'S BEEN DOING THAT NOW FOR 77 YEARS -- EVER SINCE THE WORLD'S FIRST SCHEDULED AIRLINE FLEW BETWEEN ST. PETERSBURG AND TAMPA, BACK IN 1914. JUST SEVEN YEARS AFTER THAT, FLORIDA GOT THE WORLD'S FIRST INTERNATIONAL AIRLINE, WHICH OPERATED BETWEEN KEY WEST AND HAVANA.

I THINK ONE REASON AVIATION IS SO STRONG AND HEALTHY HERE IS THAT THE PEOPLE OF THIS STATE REALLY GIVE IT THE SUPPORT IT NEEDS.

FLORIDA LEADS THE NATION IN STATE FUNDING FOR AVIATION. YOU'VE GOT SOME GREAT AIRPORT DEVELOPMENT PROJECTS GOING RIGHT NOW. IN THE FIRST QUARTER OF FISCAL 1991, FLORIDA QUALIFIED FOR FEDERAL AIRPORT IMPROVEMENT GRANTS TOTALING MORE THAN 31 MILLION DOLLARS -- MORE THAN ANY OTHER STATE IN THE NATION.

TO TOP IT ALL OFF, FLORIDA'S GOT PENSACOLA -- AND THAT REALLY PUTS THE STATE AT THE TOP OF THE LIST FOR AN OLD NAVY FLYER LIKE ME.

AND LET ME TELL YOU SOMETHING. AS SOMEONE WHO SPENT 37 YEARS SERVING THIS GREAT COUNTRY IN THE MILITARY, WE CAN'T LAVISH ENOUGH PRAISE IN THE FINE YOUNG MEN AND WOMEN RETURNING HOME FROM THE GULF. AND I WOULD BE REMISS NOT TO POINT OUT HOW ANOTHER GREAT CHAPTER IN THE HISTORY OF AVIATION WAS WRITTEN OVER THERE.

WE CAN ALL BE JUSTIFIABLY PROUD OF OUR TROOPS, OUR COUNTRY AND OUR PRESIDENT. NOW, WE FACE THE TALL TASK OF REBUILDING KUWAIT. BUT LET US NOT FORGET THE TOUGH JOB THAT LIES AHEAD TO REBUILD AMERICA AT HOME. FOR OUR PART, THE FAA IS INVESTING BILLIONS OF DOLLARS TO INCREASE THE CAPACITY, EFFICIENCY, AND SAFETY OF OUR AIR TRANSPORT SYSTEM.

EVEN THOUGH THE WAR IS OVER, WE CANNOT LET DOWN OUR GUARD IN THE FIGHT AGAINST TERRORISM, SO WE NEED TO MAINTAIN A HIGH LEVEL OF SECURITY AND VIGILANCE TO COUNTER THIS EVER-PRESENT THREAT. AND, AT THE PRESENT TIME, WE HAVE NO IMMEDIATE PLANS TO REDUCE THE HIGH LEVEL OF SECURITY AT THE NATION'S AIRPORTS.

NOW I SUSPECT THAT MANY PEOPLE THINK WE'RE FOCUSING ALMOST ENTIRELY ON THE NEEDS OF THE AIRLINES. AND WE ARE PAYING A LOT OF ATTENTION TO THEIR NEEDS. BUT WE'RE ALSO DOING EVERYTHING WE CAN TO STRENGTHEN GENERAL AVIATION, WHICH IS SO IMPORTANT TO FLORIDA AND TO THE FUTURE STRENGTH OF AMERICAN AVIATION GENERALLY.

WITHOUT A STRONG AND HEALTHY GENERAL AVIATION SECTOR, OUR AIR SYSTEM WILL NOT BE ABLE TO PROVIDE THE FULL RANGE OF SERVICES THAT AMERICAN TRAVELERS AND BUSINESSES NEED. LET ME ASSURE YOU THAT GENERAL AVIATION IS GETTING FRONT-AND-CENTER ATTENTION AT THE FAA.

JUST LAST WEEK, I KICKED OFF THE FIRST GENERAL AVIATION FORECAST CONFERENCE IN DENVER. THE SAD FACTS ARE THAT IT COSTS MORE TO BUY, MAINTAIN, FUEL AND INSURE AN AIRPLANE THAN IT EVER HAS BEFORE. OUR FIGURES SHOW THAT IT COSTS 83% MORE TO OPERATE A SINGLE ENGINE PISTON PLANE TODAY THAN IT DID 12 YEARS AGO. AND IT WASN'T CHEAP THEN. WHILE MANY THINGS CONTRIBUTE TO THESE COSTS, ONE FACTOR STANDS OUT -- THE HIGH COST OF PRODUCT LIABILITY INSURANCE PAID BY AIRCRAFT MANUFACTURERS. IT'S HIGH TIME THAT THE CONGRESS PASSED LEGISLATION THAT WOULD PROVIDE PRODUCT LIABILITY LIMITS FOR THE GENERAL AVIATION MANUFACTURING INDUSTRY.

THIS FACILITY WE'RE DEDICATING TODAY IS, IN FACT, A GOOD EXAMPLE OF OUR CONCERN FOR GENERAL AVIATION. IT IS PART OF OUR MULTI-BILLION DOLLAR MODERNIZATION PROGRAM TO PROVIDE BETTER SERVICES FOR GENERAL AVIATION PILOTS ALL ACROSS THE COUNTRY.

IN OUR SYSTEM, THE PILOT IS THE MOST IMPORTANT FACTOR IN THE SAFETY EQUATION. OBVIOUSLY, ANYTHING THAT HELPS THE PILOT DO HIS OR HER JOB BETTER WILL ALSO HELP INCREASE SAFETY. WE KNOW FROM EXPERIENCE THAT BETTER SERVICES TO PILOTS MEANS GREATER SAFETY IN THE SKIES.

MAKE NO MISTAKE ABOUT THIS, HOWEVER TECHNOLOGICALLY ADVANCED AVIATION BECOMES, THE PILOT IS -- AND WILL REMAIN -- THE MAJOR FACTOR IN AVIATION SAFETY. WE JUST CANNOT AUTOMATE THE HUMAN BEING OUT OF THE EQUATION. AND, IN MY VIEW, WE SHOULDN'T, EVEN IF WE COULD.

UNDER OUR RULES, IT'S THE PILOT'S RESPONSIBILITY TO GET ALL OF THE AVAILABLE INFORMATION THAT MAY AFFECT THE SAFETY OF EACH FLIGHT -- BEFORE HE OR SHE LAUNCHES INTO THE AIR.

PILOTS NEED TO KNOW ABOUT A LOT OF THINGS -- THE WEATHER, NOTICES TO AIRMEN, PILOT REPORTS, THE STATUS OF NAVIGATION SERVICES, AND SO ON. THIS DATA IS COMPLEX, AND IT IS ALWAYS CHANGING.

GATHERING AND DISTRIBUTING THAT KIND OF INFORMATION IS NOT EASY. IT'S LIKE SHOOTING AT A MOVING TARGET. BUT IN THIS CASE THERE ARE MANY TARGETS THAT MUST BE HIT SIMULTANEOUSLY.

YEARS AGO, WHEN AVIATION WAS SMALLER AND LESS COMPLEX, WE COULD HANDLE THIS JOB MANUALLY. OUR FLIGHT SERVICE STATION PEOPLE COULD COPY FLIGHT PLANS BY HAND AS THE PILOT DELIVERED THIS INFORMATION IN PERSON. THEY HAD TIME TO SIFT THROUGH MOUNTAINS OF MATERIAL TO PUT TOGETHER A PILOT BRIEFING.

AS AVIATION ACTIVITY INCREASED, AND AS IT BECAME EVER MORE COMPLEX, MANY FLIGHT SERVICE SPECIALISTS FOUND THEMSELVES STRUGGLING TO HANDLE THE LOAD. TOO MUCH OF THE WORK WAS STILL BEING DONE BY HAND. IT TOOK TOO LONG. ALL TOO OFTEN PILOTS CALLING A FLIGHT SERVICE STATION WERE TOLD TO "STAND BY, ALL BRIEFERS ARE BUSY."

BUT, IN SOME INSTANCES, PILOTS REFUSED TO STAND BY -- AND THEY TOOK OFF WITHOUT THE INFORMATION THEY NEEDED TO FLY SAFELY. THAT'S NOT GOOD.

WE WANT PILOTS TO HAVE THE INFORMATION THAT CAN OFTEN MEAN THE DIFFERENCE BETWEEN LIFE OR DEATH FOR THEM AND THEIR PASSENGERS.

SO NOW WE'RE MODERNIZING THESE STATIONS. WE'RE SPEEDING THINGS UP. WE'RE GETTING MORE INFORMATION. WE'RE GETTING FAR GREATER ACCURACY. AND I THINK WE'RE DOING A LOT BETTER JOB.

PILOTS NOW HAVE SEVERAL OPTIONS. THEY CAN FILE FLIGHT PLANS AND GET WEATHER AND OTHER INFORMATION THROUGH PERSONAL COMPUTERS. THEY CAN GET THE LATEST WEATHER INFORMATION FROM REAL-TIME WEATHER RADAR SYSTEMS. EVEN THE TELEPHONE SYSTEM IS AUTOMATED.

INITIALLY, SOME PILOTS FOUND IT HARD TO TALK TO COMPUTERS, BUT THEY'RE GETTING USED TO IT. AFTER ALL, IT'S A COMMON PRACTICE IN MANY AREAS OF DAILY LIFE TODAY.

STILL, A PILOT CAN TALK TO A HUMAN BEING IF NECESSARY. WE HAVEN'T AUTOMATED THE FLIGHT SERVICE SPECIALIST OUT OF THE PICTURE. WE'VE JUST GIVEN HIM OR HER THE AUTOMATED SYSTEMS AND COMPUTERS NEEDED TO DO A BETTER JOB.

WE STARTED OUR FLIGHT SERVICE STATION MODERNIZATION PROGRAM ABOUT TEN YEARS AGO, WHEN WE HAD MORE THAN 3OO STATIONS, SOME OF WHICH WERE OPENED WAY BACK IN THE 193O'S. AS I'VE MENTIONED, MANY WERE USING OBSOLETE AND INEFFICIENT EQUIPMENT THAT JUST COULDN'T DO THE JOB.

WE HAVE INVESTED A LOT OF MONEY IN THIS PROGRAM -- ABOUT A HALF-BILLION DOLLARS. BUT WE EXPECT TO GET MOST OF THAT MONEY BACK FROM THE COST SAVINGS FROM GREATER EFFICIENCY. ON A SYSTEM-WIDE BASIS, OUR FSS SPECIALISTS HANDLE AN AVERAGE OF 16,600 SERVICES A YEAR. THAT AVERAGE WILL JUMP TO MORE THAN 2O,OOO A YEAR WHEN THIS MODERNIZATION PROGRAM IS COMPLETE.

WE EXPECT TO REACH OUR GOAL OF 61 AUTOMATED FLIGHT SERVICE STATIONS IN A COUPLE OF YEARS. WE'VE GOT 5O TODAY. AND WE STILL HAVE 129 OLDER STATIONS THAT WILL BE CONSOLIDATED INTO THE NEW AUTOMATED STATIONS.

OF COURSE, AS IN EVERYTHING ELSE IN THE NATIONAL AIRSPACE SYSTEM, WE'LL CONTINUE TO MODERNIZE OUR FLIGHT SERVICE STATIONS AS TECHNOLOGY EVOLVES. IN THAT SENSE, THE PROGRAM WILL NEVER END.

THE NEW CENTER HERE IN GAINESVILLE SERVES PILOTS IN 36 COUNTIES IN NORTH FLORIDA AND PROVIDES ENROUTE FLIGHT ADVISORY SERVICES FOR PILOTS OVER NORTH FLORIDA AND PARTS OF GEORGIA, SOUTH CAROLINA, AND NORTH CAROLINA.

SO IT COVERS A BIG TERRITORY. YOU CAN'T FLY TO FLORIDA WITHOUT GOING THOUGH AIRSPACE SERVED BY THE GAINESVILLE STATION.

BY THE FALL OF 1993, THE OLDER FLIGHT SERVICE STATIONS AT TALLAHASSEE, JACKSONVILLE, CRESTVIEW, AND PENSACOLA WILL BE CONSOLIDATED HERE. STAFFING IN GAINESVILLE WILL RISE FROM THE CURRENT 46 TO ABOUT 75 PEOPLE WHO WILL THEN BE PROVIDING MORE THAN A MILLION FLIGHT SERVICES A YEAR.

AT THAT TIME, THE ANNUAL PAYROLL WILL RUN OVER THREE MILLION DOLLARS A YEAR, WHICH SHOULD GENERATE AN ADDED TEN MILLION DOLLARS A YEAR IN ECONOMIC ACTIVITY IN THE REGION.

SO I THINK YOU FOLKS WHO WORKED SO HARD TO GET THIS NEW STATION HAVE A RIGHT TO BE PROUD. OTHER CITIES IN THE REGION WANTED IT, BUT YOU REALLY WENT OUT OF YOUR WAY TO MAKE THE DECISION EASY FOR US. TO SEE WHAT I MEAN, YOU ONLY HAVE TO LOOK AT THAT FINE NEW BUILDING THAT THE CITY BUILT FOR US.

THE MODERNIZATION OF OUR FLIGHT SERVICE STATIONS IS RIGHT IN LINE WITH THE ENHANCEMENTS WE'RE INSTALLING THROUGHOUT THE NATION'S AIR TRAFFIC CONTROL SYSTEM.

WE'RE RIGHT IN THE MIDDLE OF A MASSIVE, MULTI-BILLION DOLLAR MODERNIZATION OF OUR AIR TRAFFIC CONTROL SYSTEM. IN JUST A FEW YEARS, NEARLY ALL OF OUR PRIMARY AIR TRAFFIC CONTROL OPERATIONS WILL BE HIGHLY AUTOMATED. AND THEN OUR AIR TRANSPORTATION SYSTEM WILL HAVE EVEN GREATER SAFETY, CAPACITY, AND EFFICIENCY.

THIS PROGRAM WAS ORIGINALLY KNOWN AS THE NATIONAL AIRSPACE SYSTEM PLAN, OR NAS PLAN, FOR SHORT. HOWEVER, MANY PEOPLE WERE CONFUSED ABOUT THE NAS PLAN, BECAUSE IT DID NOT REFLECT THE FACT THAT WE CAN NEVER REALLY STOP INVESTING IN SOMETHING AS LARGE, COMPLEX, AND DYNAMIC AS THE NATION'S AIR SYSTEM. THEY THOUGHT THAT ONCE THE NAS PLAN WAS COMPLETED, WE WOULD HAVE NO NEED FOR FURTHER CAPITAL IMPROVEMENTS.

FAR FROM IT. CAPITAL INVESTMENT IN OUR AIR TRAFFIC CONTROL SYSTEM MUST BE A CONTINUING PROCESS THAT ROLLS FORWARD IN TIME. IT MUST RESPOND TO CHANGING NEEDS AND KEEP PACE WITH ADVANCING TECHNOLOGY.

SO TO CLEAR UP THE CONFUSION, WE'VE COME UP WITH A NEW PLAN, WHICH PROVIDES A FAR MORE ACCURATE DESCRIPTION OF WHAT WE'RE DOING. WE CALL IT OUR CAPITAL INVESTMENT PLAN, OR CIP.

THE REMAINING PROJECTS UNDER THE ORIGINAL NAS PLAN ARE INCLUDED IN THE CIP, BUT THEY REPRESENT LESS THAN HALF OF THE TOTAL CAPITAL NEEDS THAT WE ANTICIPATE OVER THE NEXT TEN YEARS.

THE CIP GOES WELL BEYOND THE ORIGINAL NAS PLAN. IT ACCOMMODATES GROWTH AND CHANGE AND COVERS A TEN-YEAR PERIOD -- WITH THE HIGH FIDELITY PART IN THE FIRST FIVE YEARS -- AND THE MORE SPECULATIVE PART IN THE YEARS BEYOND. AND IT WILL BE UPDATED EVERY YEAR.

THE CIP IS REALLY A PLANNING DOCUMENT. THAT MEANS IT DOES NOT REPRESENT AN ABSOLUTE COMMITMENT TO EVERY PROJECT AND PROGRAM IT DESCRIBES. IT PRESENTS OUR BEST ESTIMATE OF THE TECHNOLOGY WE INTEND TO USE -- BUT THE SCHEDULES AND THE PROGRAMS ARE NOT SET IN CONCRETE.

THE PROJECTS DESCRIBED IN THE CIP WILL TRANSFORM OUR AIR TRANSPORT SYSTEM. THEY WILL GIVE US CAPABILITIES THAT NO ONE DREAMED POSSIBLE A SHORT WHILE AGO. THEY WILL IMPROVE EVERY OPERATIONAL AREA -- TRAFFIC CONTROL, SURVEILLANCE, NAVIGATION, COMMUNICATIONS, AND WEATHER.

THE CIP IS, IN FACT, A BLUEPRINT FOR BUILDING THE MOST MODERN AIR SYSTEM IN THE WORLD, AN AIR TRANSPORT SYSTEM THAT WILL SERVE THE NATION WELL IN THE NEXT CENTURY.

AT THE SAME TIME THAT WE'RE MODERNIZING AIR CONTROL TECHNOLOGY, WE'VE ALSO GOT TO INCREASE AIRPORT CAPACITY ALL ACROSS THE NATION. WE'VE GOT TO IMPROVE THE AIRPORTS WE ALREADY HAVE, AND WE'VE GOT TO BUILD NEW ONES.

NOW THAT WON'T BE EASY. WE HAVE TO SOLVE THE AIRPORT NOISE PROBLEM -- AND WE'RE WORKING ON THAT RIGHT NOW. WE'VE ALSO GOT TO FIND MORE MONEY TO INVEST IN AIRPORTS -- AND WE'RE WORKING ON THAT TOO.

I'M HAPPY TO REPORT THAT THINGS ARE A BIT BRIGHTER ON THE MONEY SIDE THAN THEY WERE A YEAR AGO. LAST YEAR'S FAA REAUTHORIZATION BILL SUPPORTED INCREASED AIRPORT GRANT LEVELS APPROACHING TWO BILLION DOLLARS A YEAR.

AND, AS YOU KNOW, CONGRESS RECENTLY GAVE AN OKAY TO THE PASSENGER FACILITY CHARGE WHICH WILL PROVIDE NEW FUNDS FOR AIRPORT IMPROVEMENTS.

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.

ONE THING THAT HASN'T GOTTEN MUCH PUBLIC NOTICE IS THAT THESE FUNDS WILL GIVE AIRPORTS A LOT MORE CONTROL OVER THEIR OWN FUNDING. AT THE SAME TIME, THE PROGRAM WILL INCREASE THE LEVEL OF FEDERAL DISCRETIONARY FUNDS AVAILABLE FOR AIRPORT FUNDING.

THE PROCEEDS FROM PFC'S WILL BE USED TO INCREASE CAPACITY, REDUCE AIRPORT NOISE, AND EXPAND FACILITIES -- AND THAT WILL MEAN A REDUCTION IN CONGESTION AND DELAY THROUGHOUT THE SYSTEM.

I'M SURE ALL OF YOU ARE INTERESTED IN AVIATION. YOU WANT AMERICA TO CONTINUE TO LEAD THE WORLD. AND YOU WANT GAINESVILLE TO HAVE THE KIND OF AIRPORT AND AIR SERVICES IT NEEDS TO GROW AND PROSPER.

SO THAT REALLY MEANS WE'RE ON THE SAME SIDE. THOSE ARE MY GOALS TOO.

NOW I'VE JUST TOLD YOU ABOUT SOME OF THE THINGS WE'RE DOING ON THE NATIONAL LEVEL. BUT WHAT CAN YOU ALL DO HERE ON THE LOCAL AND STATE LEVEL?

WELL, MAYBE MORE THAN YOU THINK.

AMERICA'S AIR SYSTEM IS COMPOSED OF A NUMBER OF SEPARATE PARTS THAT MUST WORK WELL TOGETHER IF THE SYSTEM AS A WHOLE IS TO FLOURISH. LET ME GIVE YOU THE MOST OBVIOUS EXAMPLE.

THE FAA DOES NOT BUILD OR OPERATE AIRPORTS. IN OUR COUNTRY, DECISIONS TO BUILD OR NOT TO BUILD NEW AIRPORTS -- OR TO IMPROVE OR NOT TO IMPROVE EXISTING ONES -- ARE MADE ON THE STATE AND LOCAL LEVEL.

BUT WE RUN A NATIONAL AIR TRANSPORTATION SYSTEM, AND AIRPORTS ARE THE VITAL SWITCHING POINTS IN THAT SYSTEM. IT COMES DOWN TO THIS. AIRPORT DECISIONS ARE LOCAL DECISIONS, BUT THEY HAVE A NATIONAL EFFECT.

A LACK OF AIRPORT CAPACITY IN ONE MAJOR CITY CAN SLOW PLANES AND PEOPLE ALL OVER THE COUNTRY. THUS, WHATEVER HAPPENS, OR DOESN'T HAPPEN, IN ONE LOCALITY CAN SERIOUSLY AFFECT WHAT HAPPENS IN OTHER PARTS OF THE SYSTEM.

SO YOU FOLKS HAVE AN IMPORTANT PIECE OF THE TRANSPORTATION PIE. AND ALL I WOULD ASK OF YOU, AND OF THOUSANDS OF OTHERS LIKE YOU IN COMMUNITIES ALL OVER THE COUNTRY, IS TO REMEMBER THAT WHEN YOU MAKE DECISIONS CONCERNING AIRPORT IMPROVEMENTS YOU ARE REALLY MAKING DECISIONS THAT CAN AFFECT THE ENTIRE NATION. WHAT YOU DO HERE MAY BE FAR MORE IMPORTANT THAN YOU REALIZE.

THIS IS TRULY A CASE WHERE, IN SERVING YOUR SELF-INTERESTS, YOU ARE ALSO SERVING THE NATIONAL INTEREST. WHEN YOU MAKE THIS AN EVEN BETTER AIRPORT THAN IT ALREADY IS, YOU WILL BE HELPING TO MAKE AMERICA'S ENTIRE AIR SYSTEM BETTER.

IT'S BEEN A PLEASURE BEING WITH YOU TODAY. AND I KNOW I SPEAK FOR ALL OF THE FOLKS AT THE AUTOMATED FLIGHT SERVICE STATION WHEN I SAY IT'S GOOD TO BE IN GAINESVILLE. WE LOOK FORWARD TO MANY, MANY YEARS OF COOPERATION AND FRIENDSHIP.

THANK YOU.

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Friday a.m - we're back to a speech format (from talking points)

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE BAILEYS CROSSROADS
ROTARY CLUB
RADISSON MARK PLAZA HOTEL
ALEXANDRIA, VA.
MARCH 15, 1991

Thanks for the kind introduction, Jack. Jack and I go back a long way together--longer than either of us is willing to admit. And we could tell you more war stories than you can shake a stick at. Some of them are even true. But, that's not why we're here this morning.

On the subject of war stories, though, I know I speak for us all when I say how proud I am of the way this country handled the Persian Gulf situation. The President, Chairman Powell, General Schwartzkopf and all our men and women in uniform up and down the line did an absolutely superb job. It was a proud moment for America and its allies.

It's a pleasure to be with you this morning. As I look out over this room and see some of you retired people sitting there relaxed and happy, I get a wistful feeling. I too was headed for retirement a couple of years ago when all of a sudden Sam Skinner showed up on my doorstep with a message from the President. So, here I am back in the thick of things.

I can't say I'm sorry I took the job, though. It's an exciting job with enormous challenges. And that's what I want to do this morning--share some of my thoughts about the challenges of managing the FAA in these final years of the twentieth century.

First of all, let me give you my perspective on the FAA and its place in the world today.

In the 87 years since the Wright Brothers first flight, aviation has become the mainstay of our national defense and one of the foundations of our national economic strength. We saw first-hand what a critical role air power played in the Persian Gulf war.

It would be difficult to exaggerate the importance of aviation to our national economy. We have the largest air commerce system in the world. American aviation generates more than a half trillion dollars worth of economic activity annually. Most of that comes from commercial aviation, which provides eight million jobs.

On the manufacturing side, the aerospace industry has a gross income of more than 100 billion dollars and employs 1.3 million people. It is the leading positive contributor to our balance of trade, with nearly 33 billion dollars in exports last year.

So aviation has a tremendous impact. It affects our standard of living and our ability to compete in world markets.

As I said a moment ago, we've got the biggest air transport system in the world. By any measure, it is indeed impressive. Let me give you a few numbers. We have 5,600 aircraft in our airline fleet and 210,000 in our general aviation fleet. These aircraft are maintained by 326,000 licensed mechanics and are flown by 700,000 pilots, who use the nation's 17,000 public and private airports.

In 1990, our air route traffic control centers handled more than 36 million operations and our airport control towers handled more than 61 million operations. Our airlines transported more than a half-billion passengers.

Those are just a few of the numbers I could cite to show the size of our civil air system. It is big. It is complex. And it takes a big organization, with a wide range of responsibilities, to ensure that it's safe and efficient.

To give you an overview, I'll quickly list a few of our major activities. The FAA:

* establishes and enforces regulations governing all flight activities.

* It oversees the training and licensing of pilots, technicians, and mechanics.

* It certifies the design of new aircraft.

* It monitors aircraft manufacturing.

* It sets and enforces standards for aircraft maintenance.

* It promotes civil aviation and a national system of airports.

* It maintains working relationships with aviation authorities in other countries.

* It helps develop new technology.

* And it operates a vast air traffic control, surveillance, communication, and navigation system that includes 455 control towers, 21 air route traffic control centers, 194 flight service stations, and thousands of computers, radars, radios, and navigation devices.

I could go on, but that's more than enough to give you an idea of the range and extent of our responsibilities.

Now there are two major developments that affect just about everything the FAA does. First, there is the continued advance of aviation technology, a phenomenon that has been with us since Kitty Hawk. Secondly, there is the ever rising volume of air traffic.

As far as we can look into the future, we see continuing improvements in aviation technology and continuing increases in air travel. Technological change and ever-increasing air traffic, then, are the hallmarks of the environment in which the FAA operates.

The FAA has no choice but to keep pace with both of these developments.

So we're investing billions of dollars that will give us the highest possible level of safety and that will ensure that the aviation system does not bog down in congestion and delay.

In addition, we're doing everything we can to help our states and localities improve existing airports and build the new ones we need to meet rising demand. We've already got a large stake in the new Denver Airport, for example.

I am determined that we spend the money wisely and well. We are making sure that what we buy is what we need. And we are making sure we bring these new systems on line, on time and on budget.

Now let me turn to the question of what it's like to manage an organization with such a wide range of activities and responsibilities in the environment I've just described.

The FAA is unique, unlike any other organization in the world. One aspect of this uniqueness can be seen in the fact that the FAA's success in fulfilling its mission can be strongly affected by the way in which it manages four very special relationships.

Those four relationships are with the Congress, with the Department of Transportation, with the aviation user groups that represent the people we regulate, and with the major aviation nations around the world.

I spend a lot of time and energy making sure those relationships are being handled in the right way.

Let's first consider our relations with Congress. You've probably heard about the problems of congressional oversight. I don't happen to think there's too much oversight -- although there may be some FAA people who would disagree with that. I prefer to think of Congressional oversight as a fact of life that we have to deal with.

Members of Congress are interested in everything we do -- not just the large programs, but often the minute details of our daily activities. And they're not hesitant in letting us know what they would like us to do -- or not do.

Besides the hearings--a total of 31 congressional hearings in 1990 on all sorts of subjects--we have to submit reports and respond to thousands of letters and telephone calls from members of Congress.

Like congressional hearings, these letters and calls cover the waterfront, dealing with such issues as: a new ILS for the district, a constituent who failed his airman's medical exam, too much noise at the local airport, opposition to the closing of a flight service station, exit-row seating, or child safety restraints, etc. The list of Congressional concerns is virtually endless.

We can't ignore those concerns because in many instances they reflect directly the concerns of citizens like yourselves who have brought these matters to the attention of the Congress. And that's what this democratic system we have is all about--accountability to our stockholders, the American people.

In addition, we need Congressional support and understanding. The only way to get that support and understanding is to work with them, respond to their questions, and try to help them understand our problems and our needs.

Now let me turn to our our relationship with the Department of Transportation. This too is vital to our success.

In essence, the FAA-DOT relationship starts at the top, with how well the FAA Administrator and the Secretary of Transportation work with each other.

I'm happy to say I have an excellent relationship with Secretary Skinner. There's a personal friendship and respect and sensitivity that goes all the way back to when we first met one another.

The fact is that the FAA has the Secretary's support -- and this has been invaluable to me and the FAA. He works with me, and he supports my decisions. I couldn't ask for more.

The third important relationship I want to mention concerns the aerospace industry, the airlines, general aviation -- all the people who are directly affected by FAA rules and regulations.

I've worked hard to create a better relationship with these people. When I first took this job, it was obvious that we needed to make some changes. I wanted to find out what the problems were and what we might do about them, and I spent a lot of time talking to people throughout the world of aviation.

I didn't much like what I heard. The atmosphere was negative. There was a lot of discontent over the way the FAA was running its enforcement and compliance programs.

So in mid-1989 I ordered a review of our enforcement and compliance programs. That review clearly indicated that we needed major changes. And that's what we've done.

Rather than putting so much emphasis on enforcement of the rules, we're now aiming for greater voluntary compliance. I am far more interested in developing better, safer pilots and mechanics than in compiling an impressive record of fines and civil penalties.

Enforce the rules and regulations? Yes, of course. The safety regulations are not at issue. What is at issue is the question of getting better safety through voluntary compliance. And I believe the changes we've made will move us closer to that goal.

And that's the bottom line--safety. It is safe? The answer is, yes, unequivocally. Can I guarantee complete safety. Of course not. But, I'll tell you one thing: I like my chances up there a whole lot better than I like my chances out there trying to get over here safely in an automobile.

While I'm on the subject of safety, let me talk briefly about aviation security, which has been a major concern for all of us since the outbreak of the Persian Gulf crisis. As you know, we increased the level of security at our nation's airport to the highest level as a precautionary measure.

Even though the war is over, we are maintaining that high level of security until we can determine that we can safely restore the security level to pre-war levels.

Make no mistake: terrorism is an ever-present threat and we can never afford to relax our vigilance. This is not meant to alarm anyone unduly--it's just a commentary on the times we live in. Being aware of the threat and doing what is necessary to counter it is the key, and I am satisfied that we are doing this.

The fourth relationship I want to cover relates to the world beyond our borders.

Aviation today is increasingly a global system. National borders really don't mean much any more. We all know about the growth in international travel. People cross borders and oceans as if they didn't exist.

We're witnessing a rapid increase in global travel. Total U.S. international passengers more than doubled between 1977 and 1988.

Large aircraft today are made with components from all over the world. And they are being operated increasingly on an international basis, too.

There's no question that 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.

How can we be sure of the safety and maintenance 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?

The best answer to that question will be to create greater uniformity in our airworthiness standards and in our operating and maintenance and certification regulations around the world.

We have been getting together with the European nations on these questions since the early 80s. Now we're speeding up the timetable, we're putting a lot more of our resources into the effort, and we're inviting other nations to join the effort.

Well, I hope I've given you a feeling for the world in which the FAA Administrator must operate. It is within this framework of relationships that I must deal with a host of specific issues--noise, runway incursions, security and other topics. Some of these are pop-up, one-time issues, others are perennial issues that we must deal with over a long period of time.

As you can see, it's not a cut-and-dried kind of executive situation. Decisions can't be made without affecting the relationships I have described. The way in which the FAA Administrator deals with those relationships can directly affect the way in which the FAA carries out its mission.

I believe we have only just begun to reap the benefits of powered flight. I think the changes that you will witness in your lifetimes will be as profound and as far-reaching as those that have occurred so far in this first century of the Air Age.

My goal at the FAA is to make sure that we are truly prepared to handle the challenges of the future.

Thank you very much.

Now I'll be glad to hear any questions you may have, on the subjects I've covered or any others that you'd like to discuss.

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REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE
NAVAL AVIATION COMMANDERY
NEW YORK, NEW YORK
MARCH 19, 1991

It's great to be with you this evening. I'd like to start by saying that I deeply appreciate this award.

I am flattered that you've chosen me to receive an award that has been given to such distinguished leaders as Admiral "Bull" Halsey and President Bush. And all I can say is "thank you" from the bottom of my heart.

Now I know that the last thing you want to hear tonight is a long-winded speech. Well, be at ease. I'm not going to make one. I'm going to follow President Roosevelt's advice. He said when you make a speech you should: "Be sincere; be brief; and be seated."

I suppose my situation tonight is a lot like that of the fellow mentioned by Abraham Lincoln. The fellow was tarred and feathered and run out of town on a rail, and when someone asked him how it felt, he said: "Well, if it weren't for the honor of the thing, I'd have rather walked."

It seems to me that the main speaker at a dinner like this is a lot like the corpse at an Irish wake -- very essential to the proceedings, but not expected to contribute very much.

Actually, though, I'm glad to have this chance to tell you a little bit about what we're doing at the FAA.

As some of you may know from personal experience, when you return to civilian life after many years in the military, you have to go through a transition period.

I spent 37 years on active duty with the Navy. So when I retired two years ago, I did have to make some changes. For one thing I had to choose a different tie every day. And, on my first morning as a civilian, it took me ten minutes to realize that if I wanted to get where I was going I had to get out of the back seat and drive the car myself.

When I first took this job, I was told it would be like being the captain of an iceberg -- you could go up to the bridge and sweat and strain, but that iceberg would go exactly where it wanted to go. There's not much you can do to change the direction of an iceberg.

Well, that hasn't been my experience. Actually, when I was new on this job, I felt more like the working end of a rotor-rooter than the captain of an iceberg. I knew where I was headed -- but I wasn't certain what I was going to find -- and I was pretty sure I wouldn't like it very much.

But that feeling has gone now. Yes, like a rotor-rooter, I have found a few things I don't like. After all, the FAA is a big, far-flung organization -- with 51,000 employees, an eight billion dollar budget, hundreds of facilities, and many programs and many responsibilities.

The FAA's work touches everyone in aviation, one way or another, as well as the millions of people who depend on air transportation.

So there were bound to be a few things that I didn't like. But we're now beginning to move in new directions that are going to be good for American aviation -- and that's why I'm really excited to be at the helm of the FAA.

I am proud of our air transportation system. It's just plain good. In fact, it's better than good. It's the best in the world. And it's also the biggest, by far -- with more planes and more flights, and more passengers and freight than any other country.

Aviation is a big contributor to our national economy. A recent study says our airline and general aviation operators generated 594 billion dollars worth of economic activity in 1989 and created more than 8.5 million jobs. In that same year, our aerospace companies grossed more than 105 billion dollars and employed more than 1.3 million people. Aerospace is, in fact, the leading positive contributor to our balance of trade.

So I don't think you can exaggerate the importance of aviation to America. Not only is it important for everyone who travels, but efficient air transportation is essential to the competitive strength of American business in world markets. And I would remind you that every market today is a world market.

On Main Streets and in shopping malls all over America, American manufacturers are in head-to-head competition with companies from all over the globe.

Now our air transport system may be the best in the world, as I said, but it does have some problems. There's too much congestion and delay. Some of our major airports are swamped with more traffic than they can handle efficiently.

Deregulation reduced fares, and now everyone is flying. People who used to drive the family car on vacation take the plane. And they take the family on the plane too.

We had about a half-billion airline passengers last year. We'll have a billion not long after the turn of the century.

Now that means more air traffic and potentially more congestion and delay. If that happens, air transportation will be less efficient and more costly -- with higher fares for travelers and higher costs for businesses.

We can't let that happen -- and that's why we're right in the middle of a multi-billion dollar capital investment program that is increasing the efficiency and capacity of our air system.

We're moving toward a worldwide satellite communications and navigation system. We're getting incredibly powerful computers, highly automated air traffic control procedures, far more accurate surveillance and weather radars, new digital communications systems -- the list goes on and on.

We are, in short, getting all of the advanced high-tech tools we need to speed up the flow of traffic across the nation and through our major terminal areas. And we're getting a double payoff, because this new technology is also going to make flying safer.

Our goal is to get ready for the ever-increasing traffic volumes of the next century and for the aircraft of the future -- second generation supersonics, tiltrotors and tiltwings that will speed passengers from city center to city center, jumbo transports that may carry a thousand people, and possibly even hypersonic transports and sub-orbital craft that will bring nations and peoples even closer together.

We're also investing billions of taxpayer dollars in helping our states and localities improve airports and build new ones. Airports are the key switching points in our national air transport system. They've got to be able to handle the load.

But we haven't dedicated a new airport in our country since Dallas/Fort Worth in 1974. That's a crying shame. And it's one of the reasons why we have a congestion problem.

So we need to create more airport capacity. That means we've got to pour more concrete. We must not only improve the airports we already have, but we must build new ones. And we can't wait.

In trying to create more airport capacity, we've been up against a couple of difficult problems. In many communities there is stiff resistance to airport improvements, because of aircraft noise. And, as always, there's never enough money to do everything.

But I'm glad to say we've made real progress on both of these issues recently. Congress significantly increased the funds available for the FAA's Airport Improvement Program. It also passed the Bush Administration's proposal to allow airports to charge a head tax, or passenger facility charge.

We estimate that could bring in a total of about a billion dollars a year in additional airport funding across the nation. We can build a lot of new capacity with a billion dollars year. And that money will stay in the localities where it is raised.

The Congress has also mandated the development of a national policy on aircraft noise. This policy will call for an early phase-out of the older, noisier jets now in use -- and it will bring significant relief to millions of people who live near airports.

While I haven't given you much detail about our various programs for raising system capacity and efficiency, I have said enough to give you an idea that we know the problems and we know the answers -- and, best of all, we are making progress.

I am determined to make sure America has the air system it will need in the 21st Century.

Now on the safety side, we're also doing pretty well. Flying is getting safer all the time. Accident rates have declined steadily year after year, for many years.

But that doesn't mean we're resting on our laurels. We want to continue to reduce the exposure to risk for everyone who flies. That's our number one priority at the FAA. Nothing -- absolutely nothing -- comes ahead of that. In one way or another, just about everything we do affects safety.

We're looking at anything that can help improve safety. For example, right now we're putting a lot more effort into getting a better understanding of those all-important human factors in aviation.

Some people may think that the high-tech on the new airliners and the automation of air traffic control means that the human being will soon be playing second fiddle. Nothing could be further from the truth.

Just about every major accident in recent years has involved some form of human error. Despite all of our advanced technology, the human being still makes the biggest difference.

We're also putting more attention on getting increased voluntary compliance with the safety rules and regulations. We can't have a policeman looking over everyone's shoulder all the time. So the willingness to comply voluntarily must remain the foundation of aviation safety in our country.

Our goal is to get everyone in aviation to look upon the FAA as a partner in safety. We want good communications with everyone. And we don't want people to think of the FAA as some sort of enemy.

So we've changed the way we do things. Instead of handing out punishments for every infraction of the rules, we're using more remedial education and training -- which is a much more effective way to get safer pilots.

This new emphasis applies not only to air carriers, but also to general aviation and aircraft manufacturers. It's been going for a about a year now, and I can tell you it's working. We do have a better atmosphere today. And, in my view, that will lead to a higher level of safety.

Security is another problem we've devoted a lot of time and effort to in the past couple of years.

I can't discuss all the steps we took in response to the Gulf war, but if you've been to the airport recently, you know things have changed. We've beefed up our security forces around the world, and we've ordered an unprecedented strengthening of security at our domestic airports.

We've issued new procedures for baggage handling, and we've put additional airport areas off limits. We've restricted access to terminal gate areas to ticketed passengers. Cars left unattended at curbside will be towed away. And unattended luggage will be picked up too.

In addition, we've stepped up our research on new explosive-detection systems. I am confident we will develop effective detection systems. And I'm also confident that, working with other nations, we can develop effective international cooperation against terrorism.

All of this that I've just mentioned follows the major security improvements we've put in place over the past two years.

So I can say with a great deal of confidence that we have succeeded in maintaining the safety and security of American air carriers. Security is better than ever. As Barbara Bush demonstrated, you don't need to be afraid to fly.

Now I want to turn to my final subject tonight -- the FAA's role in Operation Desert Shield.

We had a role from Day One, when the Commercial Reserve Aircraft Fleet was activated. As you may know, this fleet is composed of our domestic jet transports, which are subject to call-up for military actions. The Fleet has been in existence for more than 40 years, and this is the first time it was used.

The program was a resounding success, by any measure. Twenty-six U.S. air carriers provided support that eventually involved the use of 55 large aircraft.

More than 3,600 missions transported more than 300,000 military personnel and 66,000 tons of equipment and supplies. Thus, this operation transported more than half of our personnel involved in the Gulf war.

But it didn't end just with getting the troops there. Now we've got a massive airlift that's bringing up to 5,000 a day home. Some of those will be our own FAA people. We had over 170 called up -- including pilots, controllers, safety inspectors, electronics technicians, and many more.

The whole operation worked very well, and the FAA was involved every step of the way -- airspace coordination and control across the Atlantic into Europe, hazardous materials coordination, fuel status monitoring, airport coordination, maintenance of navigation aids, intelligence and security operations -- we were there for all of those and much more.

But our involvement in the region didn't end with the cease fire. Now we're working with Kuwait to get their international airport up and running again. We're cooperating with the Army Corps of Engineers to get a temporary tower put together, and we're getting the navigation aids working. We'll also be sending some of our people to serve as consultants to help rebuild their infrastructure.

Well, I've talked longer than I intended, which is usually the case when I talk about the FAA. Believe me, I've just barely scratched the surface this evening. I could probably talk till tomorrow noon without exhausting the subject.

But I'm not going to. 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."

Thank you again for this wonderful award. I appreciate it very much. And it has been a real pleasure being with all of you this evening.

REMARKS FOR ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE
WOMEN IN AVIATION CONFERENCE
PARKS COLLEGE
ST. LOUIS, MISSOURI
MARCH 22, 1991

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

I must confess that when I looked at the conference agenda and saw all this good talent on the program, I wondered why you wanted me here today.

You've got a female lineup that can play in any league -- an aviation pioneer, a NASA astronaut, a charter member of the Ninety-Nines, a World War II WASP pilot, the oldest female flight instructor, and one of the FAA's regional administrators.

I figured these folks surely know more about women's contributions to aviation than I do. And they know more than I do about how to encourage women to consider aviation careers.

So I wondered what I should talk about. But then I realized that maybe I could bring a different perspective to the subject.

I can't speak from a woman's viewpoint. But I can give you my ideas about why we're going to need more women in aviation and why the opportunities for women in aviation will increase significantly from now on. And I want to discuss these topics not from the FAA viewpoint but from the viewpoint of American aviation in general.

Certainly everyone agrees that we must do more to encourage young people to consider aviation careers. In fact, we're pretty good at encouraging men. But we're not very good at doing the same thing for women.

So it's time for a change. It's time to free ourselves from our habitual way of thinking that aviation and flying are for men only. And it's time now -- right now -- to get the word out to women that American aviation needs them and that American aviation offers some tremendous opportunities for challenging and rewarding careers.
That's why I feel this second national Women in Aviation Conference is so timely and appropriate.

And I think we all owe a word of thanks to Dr. Baty, the director of this conference, and Dr. Paul Whelan, the Vice President for Parks College.

They are both outstanding educators, and both have hands-on experience in aviation -- Dr. Baty as a pilot, flight instructor, operator of her own flight school, and aviation consultant -- and Dr. Whelan who racked up more than 10,000 hours as an Air Force command pilot and was Director of Combat Tactics Airlift Operations in Saigon during the Vietnam war.

And what better sponsor could we find for such a conference -- Parks College, the oldest aviation educational institution in the country, with 7500 alumni in every segment of aviation and an enrollment of 1100 students from every state in the union and 40 foreign countries.

You know, I don't think we can exaggerate the importance of aviation to America. We've got the biggest, most advanced air transport system in the world. It provides millions of jobs and contributes billions of dollars to the national economy. Today, American businesses depend on efficient air transportation to help them succeed in tough global markets.

But as important as aviation is to our national life today, it will be even more so in the future. We see no end to the growth of air transportation, not only in this country but around the world.

The number of airline passengers doubled in the past ten years. And it will almost double again in the next ten to fifteen years. We're going to have more airplanes, more flights, and more traffic -- not just from our large air carriers but also from our commuters, air taxis, and business aviation operators.

In addition, our aerospace industry will be kept busy supplying the aircraft, engines, and avionics we'll need to satisfy the ever-growing demand for air services. And our maintenance shops will thrive as well.

So I see a very bright future for young folks who want an aviation career. We're going to need more aviation professionals -- on the ground and in the air. We're going to need more trained and talented people to do the work -- people to fly the planes, run the airports, maintain the equipment, and operate the air control system.

With the right education and the right motivation, young people will be able to make their mark -- as pilots, air traffic controllers, technicians, travel agents, lawyers, engineers -- you name it. The opportunity's there. The door's wide open -- especially for women.

Now that may sound somewhat surprising to some of you. After all, the statistics on the current employment of women in aviation are just plain dismal. They prove what I said a moment ago -- we've got a lot of catching up to do.

For example, women constitute only two percent of the pilots flying for seven of our largest airlines -- or, to put the numbers to it, of 35,300 pilots working for these seven carriers, only 700 are women.

Our personnel people at the FAA recently undertook a survey of employment in aviation and, among other things, we found that:

* only eight percent of aerospace engineers are women,

* only 14 percent of aviation electronics technicians are women,

* only two percent of air carrier operations safety inspectors are women,

* and only 17 percent of safety inspectors in aviation manufacturing are women.

These are, as I said, dismal statistics.

But statistics look only at the past and the present. There is no doubt in my mind that the statistics measuring the percentage of women in aviation will improve substantially in the 1990s.

And that will happen not just because we have equal employment opportunity programs and because it's only fair to open the door for more women -- although that <u>will</u> have an effect.

But we're also going to have more women working throughout aviation for another very important reason. If we're to modernize and expand America's air transport system, then we must recruit and hire more trained and talented women in the years ahead.

Getting more women in aviation, then, will not only be the right thing to do, it will be an essential thing to do as well.

You only have to look at the demographics to see that. We've gone from the baby boom to the baby bust, which means there'll be fewer young people looking for jobs in the years just ahead. In fact, the pool of entry-level workers 16 to 24 years old is going to shrink about a half million a year during the next five years.

The experts say that by the turn of the century the surplus labor force will be virtually non-existent, and we might even face a labor shortage.

A study by the Hudson Institute indicates that the workforce will become older, more female, and more disadvantaged 85 percent of new workers at the turn of the century will be women and minority men. By the year 2000, half the workforce will be female.

So the shortage resulting from a shrinking labor force will create more opportunities for women -- especially well-educated and technically skilled women, the kind turned out by Parks College and our other aviation schools.

In addition, work in America is literally changing its nature. A recent study states that manufacturing will be a much smaller share of the economy by the year 2000. Service industries will create all of the new jobs -- and those new jobs will demand much higher skills.

Along with this, tough foreign competition is creating a need to increase efficiency and productivity. And there's only one good way to do that -- by getting the most advanced technology available and putting it to work.

The move toward increasingly sophisticated technology is especially evident in aviation.

Just look at what's happened over the past few decades. We've moved from the propeller to the jet. We used to carry 175 passengers. Now we carry 500 or more.

Computers are moving to center stage. We're entering the age of aircraft automation, the age of the glass cockpit.

Pilots are still called pilots, but in the new generation of airliners pilots are really system monitors -- they program the computers, make sure everything goes as planned, and take over in case of emergency.

The same evolution that's occurring in the air is also happening on the ground -- in maintenance, manufacturing, and air traffic control. Here, too, sophisticated technology is taking over.

At the FAA, for example, we're right in the middle of a major, multi-billion dollar program to modernize the nation's air control system, to get it ready for the day when traffic volumes are twice as large and planes will fly even higher and faster than they do today.

We're moving toward ever higher levels of automation that will take over much of the work of controllers and pilots. We're preparing for satellite-based navigation, surveillance, and communication systems -- and eventually the possible evolution of air traffic control away from a ground-based system to one centered primarily within the aircraft itself.

We're really on the verge of a quantum leap forward that will give us an aviation system that will make today's system look as outmoded as the Pony Express. Fifty years from now, people are going to look back and say that the 1990s were the decade in which we transformed American aviation.

So we're right in the middle of a technological revolution that will create a tremendous need for well-educated, well-trained people to fly the planes, control the traffic, and maintain the aircraft and the technology.

It won't be any good to get all this new technology if we can't find people capable of running it. We're going to need more people as aviation expands, but they can't be just anyone who walks into the employment office. They've got to have the skill to work well in a technological environment.

Unfortunately, such people are in short supply. In a recent survey, 42 percent of employers report a skills gap. Not only do they have difficulty finding people, but the people they do find can't handle the jobs.

And this shortage is going to get worse. By the year 2000, demand for college grads will far exceed the projected available supply.

However, there is one bit of good news. For the past dozen years, women have outnumbered men by a wide margin on the nation's campuses. In fact, this year there are a million more women on campus than men.

That tells me that women are serious about preparing for the opportunities that are out there. It also means that more doors will be open to them.

There's no question that the shortage of trained, competent people, coupled with the continuing transition to higher technology, means there'll be tremendous competition for such people in the future.

This will be true throughout the economy, but especially in aviation, which, as I have said, is going through a technological revolution.

Since most new jobs will require substantially higher skills, the people who do get the training and do have those essential skills will be in great demand. Employers, in aviation and elsewhere, will have to compete for their services. Make no mistake about that.

Because so many young women today are eager for professional careers, some people may believe that all they have to do is put a help wanted sign on the door and qualified women will come flocking in.

Well, don't hold your breath. Employers aren't going to get that kind of a free ride. Competition will be the name of the game.

Let me give you an example. Our goal at the FAA is to bring our female employment up to a level comparable to the national labor force. Right now, only 22 percent of the FAA workforce are women, well below the 43 percent in the national labor force.

We know that we'll never fill that gap just sitting on our backsides. We've got to step up the intensity and the effectiveness of our recruiting.

So now we're taking a number of giant steps in that direction. One of the most important is a new multi-year recruitment plan that gives us far better control over our direction and progress. The plan defines specific targets and gives us a measure of how well we're doing.

We've also recently put full-time recruiters in each of our regions, and I have asked our human resource people to be more creative and innovative in the way they try to reach specific groups of candidates.

For example, in January we wrote to all the members of the Ninety-Nines to tell them about the job opportunities in the FAA. And we are pleased with the response to those letters.

I believe that EEO must start at the top -- and that's with me at the FAA. I want my people to know that I'm serious about meeting our EEO goals. To get the word out, I've met with a number of employee groups, including our Professional Women Controllers organization and the National Black and the National Hispanic coalitions of FAA employees.

And I recently convened the first joint meeting of all of our civil rights officers and human resource management officers. I wanted them to focus together on how the FAA is going to meet these goals.

In addition, I want to hear from our people. I want their advice and counsel in this area. So we're holding a series of employee listening sessions that will give our people a chance to communicate. I think that can help us create an environment that is more receptive to a more diverse workforce.

For one thing, I believe that if we want to be receptive to a more diverse workforce, we've got to find ways to help working women deal with the challenge that comes with the decision to have a family.

How can we reconcile the demands of a family and the demands of a career? All too often, today, it's simply impossible. It comes down to a choice between a career or a family.

I believe the time has come to make it possible to have both a career and a family. Rather than either one or the other, why not both? Isn't that a possibility?

I think it is. And I think we're seeing some progress. At FAA, for example, we have made significant progress in providing quality child care for our employees. In fact, I'm proud to say, we're one of the leaders in the Federal establishment in this area. Child care is not a woman's issue. It affects both men and women. And FAA's task is to create a workplace that accommodates the worker -- male or female.

Now I'd like to say a word directly to the young women here today.

As I have said, I truly believe that there are many opportunities in aviation for well-educated, well-motivated women. American aviation is growing and will continue to grow into the foreseeable future. And we are going to need your help.

If you have the technical training and the personal commitment, the door is open. Come on in and make your mark.

But always remember that aviation puts a premium on performance. Performance counts and performance shows.

You can't pretend. You either can do the job or you can't. It's like arithmetic, either you know the multiplication tables or you don't. You can't fake it.

When you're running a radar scope or maintaining an engine or flying a plane, you can't pretend. You've got to know what you're doing. People who don't know and can't perform are weeded out pretty fast.

Now what does that really mean? It means that in the ever-changing world of aviation, we've all got to keep on learning. We've all got to keep on growing. None of us can ever afford to sit back and say we know it all.

There are no free rides to the top. It takes effort to get there. But if you have the talent and want to make the effort, the way is open.

Finally, it seems to me that all of us who love flying have an obligation to make sure that women across the country know about the opportunities in aviation.

That's the right thing to do. And it's the smart thing to do. We want every qualified women to consider an aviation career. That's the only way we'll be able to meet our pressing needs for technically competent performers in the years ahead.

I was heartened to see on television the number of women pilots and mechanics serving proudly in the Persian Gulf. And I hope, if they leave military service, they choose to pursue aviation as a career in the civilian sector.

So I hope you'll all join me in getting the word out. We need the right people. And that means we need a lot more women in aviation.

Believe me, I am committed to seeing that we get them.

Thank you.