Remarks by James B. Busey
Administrator
Federal Aviation Administration
Oklahoma Federal Procurement
and Marketing Conference
Tulsa, Oklahoma
July 16, 1991

It's a real pleasure to be here today to share this podium with Congressman Jim Inhofe. Jim has done such a bang-up job on the House Aviation Subcommittee and has been such a great friend to aviation that any invitation from him is a command performance as far as I'm concerned.

Moreover, I really admire the adventurous spirit that prompted Jim to retrace the historic around-the-world flight of Wiley Post. It's one of those fantasies you dream about as a youngster but rarely act upon when you reach adulthood. Well, Jim did and deserves the accolades that are coming his way.

Moreover, it's a great comfort to me to know that -- in case this speech should falter at any point -- Jim is standing by, ready to show slides of his trip.

I feel at home here, too, because FAA and the State of Oklahoma have had a long association. As you know, the agency operates a major facility -- the Mike Monroney Aeronautical Center -- at Oklahoma City. It's the site of our logistics base, training academy, airmen and aircraft records center, and medical research facility, among other things.

So no FAA employee can spend anytime at all with the agency without becoming at least a part-time citizen of Oklahoma. I can't tell you how many times I've tried to get someone on the phone at FAA headquarters only to be told, "He (or she) is in Oklahoma City."

In fact, I was sworn in as FAA Administrator by Transportation Secretary Sam Skinner in Oklahoma City right after we got the word that the Senate had confirmed my nomination. That was two years ago, June 30, 1989. It seems longer.

Not that I haven't enjoyed the experience. I most decidedly have. Being FAA Administrator is one of the best jobs in government. I am involved on a day-to-day basis with one of America's most dynamic and important industries. And I get to associate and work with some of the country's brightest and most dedicated people. On top of all that, they pay me a salary.

The subject of this conference -- procurement and marketing -- is a very timely one. I just returned from Europe where I had an opportunity to attend the Paris Air Show and to talk shop with many of my foreign counterparts as well as some of the top people in the aerospace industry. It was a good experience. Although public attention tends to focus on the flight demonstrations and hardware displays, the really important work gets done in the exhibit areas.

One of the points that was driven home rather forcefully was the changing nature of the aviation industry. It's transitioning at near Mach speed to a truly international operation. There really are no domestic aviation markets anymore -- only an expanding international one. National boundaries have become obsolete where aviation is concerned. We have to think globally if we want our industry to continue to grow and prosper.

I can't say I was surprised by anything I heard in Europe. I've been preaching the doctrine of "globalism" in speeches around the country almost from the day I took over as FAA Administrator. Still, it's always reassuring for a politician or -- in my case -- a presidential appointee to discover what he's been saying in his speeches is actually true. It's not all that common an occurrence.

This trend toward globalization is evident every where you look in the aerospace industry today. For example, just last month I had an opportunity to speak to the Gulfstream Aerospace Corporation's annual workshop in Savannah and took note of the company's proposal to build a supersonic business jet in partnership with the Soviet Union. Of course, this is a long way from being a done deal. There are quite a few hurdles to be cleared -- some technical, some environmental and some political.

By the way, there were Gulfstream users from 48 different countries there. That's globalization!

But the fact that U.S. and Soviet interests are actually talking about a joint business venture of this magnitude is an achievement in itself. I think it bodes well for the future of international cooperation.

Speaking of cooperation -- a team from the FAA left for the Soviet Union just last Saturday. The purpose of their trip is to help the Soviets rewrite their version of the FARs for air traffic control. Things must be serious because two lawyers went along. That's only one example. Multinational joint ventures are becoming the rule rather than the exception among aerospace manufacturers. You've probably heard the old saying that an airplane is a collection of spare parts flying in close formation. Well, today you would be much more correct to say that an airplane is a collection of internationally-produced spare parts flying in close formation. It's not quite as funny when you say it that way but it is more accurate.

Similar trends are evident on the operational side of the air transportation industry. The world's airlines are showing increased interest in partnerships and cooperative efforts in order to meet the steadily increasing demand for international air travel.

We've also seen dramatic growth in international aircraft leasing in recent years and this trend is expected to continue. The world's airlines already lease half their airplanes and Aviation Week magazine has projected that this figure will increase to 70 percent by the mid-1990s.

Against this background, the United States has been pushing hard to restructure and simplify the matrix of agreements that cover international air travel. The current structure was defined in the late 1940s by the Chicago Convention, when the DC-4 was the queen of the airways. Virtually every issue involving the introduction of one nation's airline into another nation's airspace has to be hammered out in the context of bilateral agreements.

As Secretary Skinner said last month, in a speech to the British-American Chamber of Commerce in London, "that simply doesn't make sense in the global economy of the 1990s." The Secretary suggested we need to "pursue international aviation issues on a multilateral basis, bringing many nations together and providing a forum to address issues in a more comprehensive and global manner."

So there is a movement underway in this area and I think we can anticipate some major changes in the years ahead. Eventually, we may see a genuine globalization of airline companies, just as we have seen in so many other industries.

All of these trends are of tremendous significance to FAA as the U.S. government agency responsible for air safety. It underscores the need to achieve greater harmony among nations with respect to the rules and regulations governing the manufacture, operation and maintenance of aircraft.

To illustrate the problem, let me pose a question. It relates to the figures I cited a few moments ago regarding the projected increases in international leasing. Who will be responsible for safety oversight and maintenance of a plane that is owned by, say, the Irish firm of GPA, registered in the United States, leased to an American carrier and then subleased to a Third World airline?

Now you see why we have been working closely for a number of years with the European Joint Airworthiness Authorities to achieve greater commonality in our regulations and why we're excited that our counterparts in the Soviet Union are showing great interest in bringing their standards in line with those of the West. Similar interest has been expressed by other emerging aviation powers such as Australia, Brazil, Singapore, and Indonesia. It's all very encouraging and illustrates rather dramatically the need for harmonikous regulatory schemes to ensure the highest levels of safety.

The goal of a global aviation system can not be achieved without greater commonality in air traffic control and air navigation techniques, procedures, and equipment. We need a system that will allow aircraft to fly safely anywhere in the world, using the most expeditious and cost-efficient routes, without any unnecessary restrictions. Equally important, we must have the capacity -- in the air and on the ground -- to serve the continuously increasing volumes of passengers and traffic.

Fortunately, there already has been a high level of international cooperation in this area so we have a pretty clear vision of what the future system will look like. That vision is based on the work done by the Future Air Navigation Committee, or FANS, which operates under the auspices of the International Civil Aviation Organizations .

Simply stated, the FANS committee concluded that satellite technology offers the best way to achieve worldwide improvements in aviation communications, navigation and aircraft surveillance. Satellites are the future of aviation.

In a way, it sounds like aviation is behind the power curve on this one. Satellites already play a prominent role in our lives. We turn on the six o'clock news every night to get a satellite weather update. We use satellite communications to call overseas. And every international traveler knows you can pick up CNN just about anyplace you go nowadays.

But there is quite a bit going on. The U.S. is investing more than $10 billion in the Global Position System -- called GPS -- which will be a constellation of navigational satellites.

Although GPS primarily is a Department of Defense system with national security as its number one priority, it also will be a boon to civil aviation. For the first time in history, it will be possible for a pilot to know where he or she is anywhere on earth, any hour of the day or night, regardless of weather. I used a portable GPS receiver on the flight to Europe last month to check the aircraft's inertial navigation system and was amazed at its accuracy. GPS is scheduled to be fully operational in the mid-1990s.

I should mention also -- because it's important -- that the Soviet Union is putting a similar system in orbit. It's called the Global Navigation Satellite System, or GLONASS, and is targeted for operational use in the mid-1990s, as well.

We are working closely with the Soviets to see how these two systems can be used most effectively to serve civil aviation. We've exchanged satellite receivers and are developing standards for an integrated receiver that will work with both systems.

Northwest Airlines currently is using a Boeing 747 cargo jet in an operational test of the two systems on northern Pacific routes that cross Soviet airspace. Results have been very encouraging and have led to some very optimistic projections about future cost savings that can result from more direct routings.

Although satellites represent the future of aviation, I don't want to create the impression that the future is right around the corner and we are going to junk everything we have once we get there. Rather, the transition to the future system will be a deliberate, evolutionary process that builds on the current automation efforts underway in the National Airspace System.

As most of you know, FAA has been involved for the past decade in a $15.8 billion modernization and upgrade of the ATC system. The plan calls for a virtual replacement of the entire ATC infrastructure together with the addition of significant new capabilities.

Included were new computer systems, communications equipment, navigation aids, advance approach and landing systems, weather and surveillance radars, secondary radar systems and much, much more. In all, some 100 projects were in the original National Airspace System Plan. That now has been replaced by an even more comprehensive document called the Capital Investment Plan.

More than 25 percent of the original NAS Plan projects have been completed and most of the remainder are in the production/implementation phase. And although we've suffered some setbacks and delays in the program, I think the overall record is a good one.

Still, its imperative that we in aviation remain future oriented. To that end, the agency recently completed a description of the FAA's vision of the future air traffic management system that builds on the report of the international FANS committee. We're talking about satellite technology, additional advances in ATC automation, data link communications, enhanced weather sensing and forecasting equipment, and new technology landing systems, among other things. We also see continued advances in aircraft on-board systems.

However, capitalizing upon the opportunities inherent in this vision of the future does presents major challenges. Some are technical in nature; others might be called political; and still others fall squarely in the area of procurement.

Let's face it: the Federal government procurement policies and practices can present a rather daunting challenge, especially to the small businessperson. That's one reason I have made procurement one of my top priorities as FAA Administrator. Given the magnitude of our capital investment programs, it's imperative that we have an efficient, well-managed procurement system.

One of first things I did after signing on at FAA was to order a comprehensive review of the agency's procurement system to find out how we could improve the process. Quite frankly, some of the comments I had heard about the agency in this area were far from flattering.

And in many respects, I found the critics were right. We did have problems and we did need to make changes to sharpen the focus of our procurement efforts and install a higher level of discipline in the process.

I think we've made some significant progress in turning the situation around. Some of the changes have included creating a new position of Executive Director for Acquisition, who reports directly to me; strengthening the hand of our individual program managers to remove all doubts about who is in charge and who is ultimately responsible and accountable; and installing the structured A-109 for managing major programs in a more effective manner. We also were able to acquire additional authority in the source selection area from the Office of the Secretary and that's been a big plus.

Of course, the proof is in the pudding, as they say, and I think we've achieved some significant successes. For example, we've rebaselined the Advanced Automation System procurement -- the centerpiece of the National Airspace System Plan -- and gotten that program back on track. We've also resuscitated the Mode S radar beacon system contract, which was considered a basket case only a short time ago, and installed the first Mode S system at the FAA Technical Center in Atlantic City ahead of the revised schedule.

I know the taxpayer has benefitted from these moves and I think the same can be said for the FAA's contractors and potential contractors. But dealing with the U.S. government isn't a one-way street. In many cases the performance of the contracting community also leaves much to be desired. That's why I'm so pleased to see so many of you here today. It indicates to me that you want to do the right thing.

What can I tell you about the procurement process? Well, let me repeat a couple of the pointers I have offered to other industry groups.

I think potential contractors can do a better job, first, of assessing business opportunities; secondly, in writing proposals; thirdly, in conducting their side of contract competitions, and, finally and most importantly, executing the contract if they are the fortunate winners.

It's amazing to me how often the contractor and the government end up in an adversarial relationship. That should't be. Our needs and goals should be completely compatible. You want to enhance your reputation and make a fair profit for your shareholders. We want to field affordable, effective systems on a timely manner. That demands aggressive, professional teams on both sides.

Finally, a word to the small contractors in the audience: You may think FAA has forgotten about you as a result of all my talk about big-ticket items like satellites, Mode S, and the Advanced Automation System. That's not true. The agency remains committed to the 8A and other programs designed to help the small businessperson. We have an excellent record in this area and we are determined to maintain and enhance our commitment.

These are exciting times for American business. The nation is emerging from a downturn in the business cycle,--and the prospects for the future are bright. That's especially true in the aerospace field.

We all take great pride in the fact that we are number one in aerospace but it's not a birth right just because the Wright brothers invented the airplane. We will have to work hard to stay number one in a global economy and that's why it's so important that we all work together.

We at FAA want to see American business remain competitive -- it's imperative to the national interest -- and we will do every thing we can to promote that goal.

Thank you!

ADMINISTRATOR'S OPENING REMARKS
DESERT STORM AWARDS PRESENTATION
JULY 25, 1991

* As we all know, Operation Desert Shield was a resounding success. And we can take special pride in its success because FAA had a key role to play in this international effort.

* The activation of the Civil Reserve Air Fleet, which was never done before, was nothing less than remarkable, and that was largely due to the professionalism and hard work of hundreds of men and women in the FAA.

* American civil air carriers, as part of the Civil Reserve Air Fleet, safely transported over 600,000 personnel and more than 115,000 tons of equipment and supplies during the deployment and redeployment.

* Let me cite some specific examples of the FAA's contributions:

* Our emergency Operations Staff expertly guided the overall FAA coordination and interdepartmental interface with other civil and military departments and agencies.

* The Air Traffic Service did an absolutely outstanding job of supporting literally thousands of civil and military airlift flights, as well as tactical aircraft deployments.

* Our Office of Aviation Policy and Plans worked 24 hours a day to make sure every mission was properly insured.

* Our airport personnel certificated essential military airfields and monitored critical fuel levels at key airports.

* Our Office of Security did a superb job of enhancing air carrier and airport security. I might add that their intelligence reports were extremely helpful to me and our Crisis Response Working Group. Security was also instrumental in the hazardous materials coordination to enable carriers to safely carry Class A and B explosives.

* Flight Standards did such things as lengthen crew flight time limitations. Yet, at the same time, they did this in such a way as to ensure safe flight operations. Flight Standards also developed claimancy procedures that enabled carriers to receive priorities for obtaining parts via the Defense Priorities and Allocation System.

* Our AVN folks were instrumental in insuring a successful and safe operation. They spent weeks actually in the Gulf performing their vital flight inspection mission for new navigation aids and approaches that were being set up almost overnight by DOD.

* Our legal staff did an outstanding job of reviewing various emergency authorities and providing expert guidance and assistance.

* Finally, our Office of International Aviation was central to the coordination of repatriation operations with the Department of State and the issuance of Notices to Airmen (NOTAMS) which gave civil air traffic explicit procedures for safe passage through the Persian Gulf.

* I recognize there is much more that was done, and we are only hitting a few of the highlights. Again, it was truly a team effort and the FAA now has justifiable reason to be proud of its contributions.

* The unselfish commitment and professionalism of FAAers was evident throughout, up and down the line. Many of you almost lived here in the building during the initial hectic period. There's no question that Operation Desert Shield would not have been the internationally recognized success it was without your sacrifice and plain old hard work.

* I assure you that the FAA's contributions have been duly noted by the President, the Secretary of Transportation and other national leaders, and I want to extend my personal thanks to you for a job well done.

REMARKS BY ADMIRAL JAMES B. BUSEY
ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
ANNUAL FLY-IN
EXPERIMENTAL AIRCRAFT ASSOCIATION
OSHKOSH, WISCONSIN
JULY 28, 1991

THANK YOU.

SEEING ALL THESE FINE FAA FOLKS REMINDS ME JUST HOW IMPORTANT I AM. THE ADMINISTRATOR OF THE FAA IS LIKE THE MANAGER OF A BASEBALL TEAM. SPARKY ANDERSON SAYS, "BASEBALL IS A SIMPLE GAME. IF YOU HAVE GOOD PLAYERS, AND IF YOU KEEP THEM IN THE RIGHT FRAME OF MIND, THEN THE MANAGER IS A SUCCESS. THE PLAYERS MAKE THE MANAGER: IT'S NEVER THE OTHER WAY."

BELIEVE ME, THAT'S THE WAY IT IS WITH THE FAA. I DEPEND ON THOUSANDS OF WONDERFUL PROFESSIONALS, LIKE THESE FOLKS HERE TONIGHT, AND I CAN TELL YOU THAT I'M RARELY DISAPPOINTED.

I COME TO OSHKOSH EVERY YEAR FOR A COUPLE OF REASONS. ONE IS THAT I WANT TO KEEP OUR LINES OF COMMUNICATION OPEN. YOU NEED TO KNOW WHAT WE'RE DOING -- AND WHY. AND I NEED TO KNOW HOW THINGS ARE GOING WITH ALL OF YOU. SO I HOPE YOU -- AND YOUR FRIENDS -- WILL GET TOGETHER WITH ME AND SOME OF MY SENIOR STAFF TOMORROW MORNING OVER IN THE FAA BUILDING.

WE CALL IT OUR "MEET THE BOSS" SESSION, AND WE DO IT EVERY YEAR BECAUSE WE THINK IT'S THE BEST WAY TO GIVE YOU A CHANCE TO TELL US, PERSON TO PERSON, WHAT'S ON YOUR MINDS. WE WANT TO GIVE YOU AN OPPORTUNITY TO ASK THE TOUGH QUESTIONS YOU'VE ALWAYS WANTED TO ASK.

THIS IS MY THIRD VISIT TO OSHKOSH AND, SOMEHOW, IT JUST KEEPS GETTING BETTER, YEAR AFTER YEAR. AND THAT'S THE <u>OTHER</u> REASON WHY I'M HERE: IT'S SO DARN MUCH

I GO TO A LOT OF AIRSHOWS -- BIG INTERNATIONAL ONES LIKE PARIS THIS YEAR AND SMALLER ONES LIKE THE ILLINOIS 99S FLY-IN LAST YEAR. THEY'RE ALL GREAT. BUT THIS IS THE GREATEST.

RIGHT HERE ON THIS AIRPORT, WE'VE GOT THE WORLD'S BIGGEST COLLECTION OF HOMEBUILTS, ANTIQUES, WARBIRDS, AEROBATIC PLANES, EXPERIMENTALS, AND ON AND ON, YOU NAME IT. THERE'S ENOUGH TO KEEP ANY PLANE LOVER GOGGLE-EYED FOR DAYS.

THERE'S NOTHING LIKE IT ANYWHERE IN THE WORLD, AND I DON'T THINK THERE COULD BE. IT COULD ONLY HAPPEN IN AMERICA.

NO OTHER NATION HAS A GENERAL AVIATION SECTOR AS BIG, AS VITAL, AND AS IMPORTANT AS OURS. YOU MIGHT SAY THAT IN AMERICA GENERAL AVIATION IS REALLY ALL-PURPOSE AVIATION:

> IT'S AIRSHOWS AND BUSINESS TRANSPORTATION. IT'S WEEKEND PLEASURE FLYING AND PRIMARY TRAINING. IT'S FIRE SPOTTERS AND PIPELINE PATROL, RESCUE MISSIONS AND MERCY FLIGHTS. IT'S OUT IN THE ALASKAN BUSH AND RIGHT HERE IN OUR TCAS. IT'S EVERYWHERE, PROVIDING ALL KINDS OF FLYING FOR ALL KINDS OF PEOPLE. <u>AND WE JUST CAN'T DO WITHOUT IT</u>.

IF I HAD MY WAY, I'D REQUIRE EVERY PESSIMIST -- YOU KNOW, THE PEOPLE WHO SAY GENERAL AVIATION IS DYING -- TO COME HERE. THIS SHOW WOULD SURELY CURE ANY GENERAL AVIATION PESSIMIST.

NO, GENERAL AVIATION ISN'T TERMINAL, BY ANY MEANS; BUT WE ALL KNOW IT ISN'T AS HEALTHY AS WE'D LIKE IT TO BE, EITHER. IT'S NOT GROWING FAST ENOUGH. IN FACT, EXCEPT FOR BUSINESS FLYING, IT'S NOT GROWING AT ALL. THE NUMBER OF PRIVATE PILOTS INCREASED JUST SLIGHTLY FROM 1989 TO 199O, BUT IT IS STILL WELL DOWN FROM THE LEVEL 10 YEARS AGO. AND SALES OF NEW SINGLE-ENGINE AIRCRAFT ARE MUCH TOO LOW.

WE ALL KNOW THE REASONS WHY: COSTS ARE TOO HIGH. THEY'VE GROUNDED THOUSANDS OF PILOTS. AND THEY'VE KEPT FAR TOO MANY YOUNG PEOPLE FROM LEARNING TO FLY.

ONE OF THE PRINCIPAL CULPRITS IS THE HIGH COST OF LIABILITY PROTECTION FOR AIRCRAFT MANUFACTURERS. IT'S A MAJOR CAUSE OF THE DECLINE IN LIGHT-PLANE MANUFACTURING. THE TOP PEOPLE AT PIPER, FOR EXAMPLE, SAY THE THREAT OF PRODUCT LIABILITY SUITS IS THE PRIME REASON FOR THAT COMPANY'S POOR SALES PERFORMANCE.

I COULD TALK ALL DAY ABOUT THIS. SECRETARY SKINNER HAS LENT STRONG SUPPORT IN WASHINGTON FOR A BILL THAT WOULD LIMIT THE COST OF LIABILITY INSURANCE FOR GENERAL AVIATION MANUFACTURERS -- BUT SO FAR THERE'S BEEN NO ACTION.

WE'LL KEEP TRYING. I PROMISE YOU.

AND WE'RE TRYING OTHER THINGS TOO. WHEN I WAS HERE LAST YEAR, I MENTIONED MY FRUSTRATION OVER THE POOR RECEPTION OF THE RECREATIONAL PILOT'S CERTIFICATE THAT WE HOPED WOULD LOWER THE COST OF LEARNING TO FLY. I'M STILL FRUSTRATED. SO FAR, WE'VE ISSUED ONLY 106 SUCH LICENSES.

MAYBE WE HAVEN'T MARKETED THE IDEA WELL ENOUGH. MAYBE, WHEN SOMEONE ASKS ABOUT LEARNING TO FLY, OUR FBO PEOPLE AND INSTRUCTORS FORGET TO MENTION THIS NEW TICKET. I DON'T KNOW. BUT, OBVIOUSLY, WE'VE GOT SOME MISSIONARY WORK TO DO.

WE'D ALSO LIKE TO MAKE IT EASIER TO BUY AND OWN AN AIRPLANE. SO A COUPLE OF YEARS AGO, WE RESPONDED TO A REQUEST FROM THE EAA AND AOPA TO SET UP A NEW CATEGORY OF PRIMARY AIRCRAFT THAT WOULD BE EASIER TO CERTIFY AND THAT WOULD ALLOW OWNERS TO DO MORE OF THEIR OWN MAINTENANCE.

WE GOT A LOT OF COMMENTS ON THE PROPOSAL, AND WE'VE COME UP WITH A REVISED RULE BASED IN LARGE PART ON EAA'S COMMENTS, WHICH WE HOPE TO ISSUE SOON. SINCE IT'S CURRENTLY UNDER EXECUTIVE BRANCH VIEW, I HOPE YOU'LL UNDERSTAND I CAN'T DISCUSS IT.

I WOULD LIKE TO SPEED THIS ALONG, BECAUSE I KNOW THAT WE NEED A PRIMARY AIRCRAFT THAT WOULD BE LESS EXPENSIVE AND EASIER TO MAINTAIN. IT MIGHT JUST HELP REVIVE THE LIGHT PLANE MARKET.

IN FACT, IF WE CAN GET A PRIMARY AIRCRAFT RULE AND IF THE RECREATIONAL PILOT'S LICENSE CATCHES ON, WE MIGHT BE WRITING A NEW CHAPTER IN GENERAL AVIATION HISTORY. IT'S WORTH THE EFFORT.

I'M SURE YOU'VE HEARD OF THE POSSIBLE PROBLEM WE MIGHT HAVE IF THE ENVIRONMENTAL PROTECTION AGENCY OUTLAWS THE USE OF LEAD IN MOTOR FUEL IN AIRCRAFT.

THAT'S A VERY REMOTE POSSIBILITY, BUT, STILL, WE'RE TAKING IT SERIOUSLY. WE'VE MET WITH THE EPA SEVERAL TIMES TO MAKE SURE THEY HEAR THE GENERAL AVIATION SIDE. I THINK THEY KNOW NOW, WITHOUT ANY DOUBT, THAT THE FAA IS FIRMLY AGAINST OUTLAWING LEADED AVIATION FUEL.

AFTER ALL, THE ATMOSPHERIC POLLUTION FROM THE GENERAL AVIATION FLEET IS MINIMAL. LEADED AVIATION FUEL ACCOUNTS FOR LESS THAN EIGHT HUNDREDTHS OF A PERCENT (.O8%) OF THE FUEL BURNED IN THE U.S. EACH YEAR.

BUT JUST IN CASE THINGS DON'T GO OUR WAY, WE'RE HOPING TO START SOME RESEARCH ON ALTERNATIVE FUELS. IT NOW LOOKS AS IF THE CONGRESS WILL GIVE US SOME ADDITIONAL R&D MONEY IN NEXT YEAR'S BUDGET TO GET THIS EFFORT STARTED.

NOW THAT'S ENOUGH ON THE NEGATIVES. LET'S MOVE TO THE POSITIVES.

SOME OF YOU HAVE PROBABLY SPENT A LOT OF TIME HERE WALKING UP AND DOWN THE LINE LOOKING AT SOME REAL SLICK AIRCRAFT. AND YOU MAY HAVE WONDERED WHY YOU CAN'T JUST BUY ONE OF THEM READY-MADE. THE MANUFACTURERS PROBABLY TOLD YOU THAT IT'S TOO COSTLY AND DIFFICULT TO CERTIFY THESE PLANES UNDER THE CURRENT RULES.

WELL, I'M HAPPY TO SAY THAT A JOINT COMMITTEE SPONSORED BY THE EAA, WITH FAA MEMBERSHIP, IS LOOKING INTO REDUCING THE DIFFICULTIES MANUFACTURERS HAVE WITH CERTIFICATION SO THAT SIMPLE, SINGLE-ENGINE, TWO-SEAT AIRCRAFT COULD BE GIVEN A STANDARD AIRWORTHINESS TICKET UNDER PART 23. THAT WOULD MEAN THAT MANY OF THESE NEW DESIGNS COULD BE PRODUCED COMMERCIALLY.

ANOTHER STEP FORWARD FOR GENERAL AVIATION IS THE RECENT COMPLETION OF THE CONTINENTAL LORAN C SYSTEM. WE'RE NOW WORKING ON A NUMBER OF NEW LORAN INSTRUMENT APPROACHES, BUT BEFORE THEY CAN BE CERTIFIED WE HAVE TO GET THE SIGNAL MONITORING SYSTEM IN PLACE -- WHICH SHOULD BE DONE BY THE MIDDLE OF NEXT YEAR.

I SHOULD POINT OUT, HOWEVER, THAT RIGHT NOW WE DON'T HAVE ANY LORAN RECEIVERS THAT ARE APPROVED FOR INSTRUMENT APPROACHES. BUT THE INDUSTRY IS WORKING ON IT, AND I THINK WE'LL SEE SOME FAIRLY SOON.

WHEN I WAS HERE LAST YEAR, I TALKED A BIT ABOUT OUR NEW COMPLIANCE AND ENFORCEMENT POLICIES, BUT THE PROGRAM WAS STILL TOO NEW FOR ME TO GIVE YOU AN IDEA OF HOW WELL IT WAS GOING.

WELL, IT'S OVER A YEAR OLD NOW, AND I CAN TELL YOU IT'S GOING VERY WELL INDEED.

YOU'LL RECALL THAT THE MAIN THRUST OF THESE NEW POLICIES IS TO PUT FAR MORE EMPHASIS ON WORKING <u>WITH</u> PILOTS -- AND A LOT LESS UPON MANDATORY PUNISHMENT FOR JUST ABOUT EVERY INFRACTION.

REMEDIAL TRAINING IS THE NAME OF THE GAME. WHILE WE RESERVE THE RIGHT TO INITIATE ENFORCEMENT CASES, PARTICULARLY FOR DELIBERATE VIOLATIONS, FALSIFICATION AND SERIOUS INCIDENTS, WE'D RATHER HAVE PILOTS IN THE COCKPIT FLYING SAFELY THAN ON THE GROUND WHERE SKILLS CAN GET RUSTY. WE WANT TO HELP PILOTS FOLLOW THE RULES AND FLY BETTER. AND IT'S WORKING. MORE THAN 450 PILOTS HAVE BEEN THROUGH REMEDIAL TRAINING, AND MOST OF THEM ARE ENTHUSIASTIC ABOUT THE PROGRAM.

AS I MENTIONED AT SUN 'N FUN LAST APRIL, ONE PILOT WAS SO PLEASED WITH HIS REMEDIAL TRAINING THAT HE SENT US A $20 CHECK TO HELP KEEP THE PROGRAM GOING IN CASE THE BUDGET GOT CUT.

NOW THAT'S EXACTLY THE KIND OF REACTION I HAD HOPED WE'D GET -- ALTHOUGH WE DIDN'T NEED THE $20. IT SHOWS THE NEW POLICIES ARE WORKING. THE ATMOSPHERE IS BETTER. AND THIS SHOULD PAY OFF IN GREATER SAFETY IN THE YEARS AHEAD.

LAST YEAR WAS THE SAFEST YEAR FOR GENERAL AVIATION, WITH THE LOWEST ACCIDENT AND DEATH TOTALS SINCE THE NTSB STARTED KEEPING TRACK. THAT'S GREAT, BUT I THINK WE CAN DO EVEN BETTER.

WE OUGHT TO TRY TO HIT THE AOPA AIR SAFETY FOUNDATION'S TARGET OF LOWERING THE GENERAL AVIATION ACCIDENT RATE FROM APPROXIMATELY 7 FOR EACH 100,000 HOURS FLOWN TODAY TO 4.5 BY 1995. I THINK WE CAN DO IT. BUT IT WILL TAKE TOTAL COMMITMENT--BY EVERYONE WHO FLIES OR MAINTAINS AN AIRCRAFT.

WE'VE ALL GOT TO GET BACK TO BASICS. AND, HERE TOO, THE FAA IS TRYING TO HELP. YOU KNOW ABOUT OUR BACK TO BASICS PROGRAM FOR PILOTS. IN JUST OVER FOUR YEARS, WE'VE HAD MORE THAN 1,7OO,OOO PARTICIPANTS. WE'RE NOW EXPANDING BACK TO BASICS TO INCLUDE A SERIES OF MAINTENANCE PROGRAMS FOR AIRCRAFT MECHANICS AND TECHNICIANS AS WELL.

NOW LET'S TURN FOR A MOMENT TO THE FUTURE.

SOME OF YOU MAY BE WORRIED THAT OUR MULTIBILLION-DOLLAR MODERNIZATION OF THE AIR CONTROL SYSTEM IS GOING TO FORCE YOU TO SPEND A LOT MORE MONEY ON ADVANCED NEW AVIONICS.

YOU'VE HEARD A LOT ABOUT MLS, GPS, MODE S, TCAS, DATA LINK, AND ALL THE OTHER THINGS -- AND I IMAGINE THAT MANY OF YOU ARE THINKING WE'RE GOING TO REQUIRE YOU TO GET ALL THIS STUFF IN YOUR COCKPITS REAL SOON.

WELL, LET ME TELL YOU, I DON'T SEE IT THAT WAY. THE FUTURE AIR CONTROL SYSTEM WE'RE CREATING <u>WILL</u> BRING MAJOR BENEFITS TO EVERYONE WHO FLIES -- BUT IT'S <u>NOT</u> GOING TO ADD HEAVY NEW FINANCIAL BURDENS OVERNIGHT ON YOU GENERAL AVIATION FOLKS.

WHAT KIND OF A SYSTEM ARE WE BUILDING FOR THE 21ST CENTURY? WE'RE BUILDING A SYSTEM THAT WILL MEAN A NEW ERA IN AVIATION.

YOU KNOW ABOUT THE SATELLITE GLOBAL POSITIONING SYSTEM. IT PROVED ITS WORTH IN THE GULF WAR, AND NOW ITS GOING TO TRANSFORM THE WORLD OF AVIATION.

SATELLITES MAY WELL TURN OUT TO BE THE MOST IMPORTANT ADVANCE IN AVIATION SINCE THE INVENTION OF POWERED FLIGHT.

WITH SATELLITES, FOR THE FIRST TIME IN HISTORY, WE CAN CREATE A TRULY GLOBAL AIR TRAFFIC SYSTEM. WE CAN NOW HAVE ONE BASIC SYSTEM THAT CAN HANDLE ALL FACETS OF FLIGHT -- EN ROUTE, IN THE TERMINAL AREA, AND ON THE GROUND -- A SYSTEM THAT WILL USE THE SAME TECHNOLOGY, THE SAME AVIONICS, THE SAME SYSTEMS AND PROCEDURES EVERYWHERE IN THE WORLD.

SATELLITES WILL FREE US FROM THE LIMITATIONS OF GROUND-BASED NAVIGATION AIDS. THEY'LL GIVE US NEAR PRECISION APPROACH CAPABILITY THAT WILL MAKE EVERY RUNWAY IN THE WORLD AN INSTRUMENT RUNWAY.

WITH THE TECHNOLOGY THAT'S COMING IN THE NEXT FEW YEARS, FOR THE FIRST TIME IN HISTORY WE'LL BE ABLE TO REALIZE THE FULL POTENTIAL OF SAFE, EFFICIENT, WORLDWIDE AIR TRANSPORTATION.

NOW THAT MAY SOUND VISIONARY AND BLUE-SKY, BUT IT ISN'T. IT'S ON THE WAY, BELIEVE ME.

WHILE SATELLITE TECHNOLOGY WILL BE THE LINCHPIN OF THE NEW SYSTEM, THERE'LL BE OTHER ADVANCES AS WELL -- DIGITAL DATA LINK, MLS, TCAS, DOPPLER WEATHER RADAR, MODE S RADAR, ONBOARD FLIGHT MANAGEMENT SYSTEMS, AUTOMATED AIR TRAFFIC CONTROL SYSTEMS, AUTOMATED WEATHER PROCESSORS AND WEATHER OBSERVING STATIONS, AUTOMATIC DEPENDENT SURVEILLANCE, AND ON AND ON.

NOW YOU'RE PROBABLY ASKING: "WHAT'S IN IT FOR ME? I FLY SINGLE-ENGINE, TWO-SEAT AIRCRAFT AND THE ONLY AVIONICS ONBOARD IS A 10-YEAR-OLD NAVCOM. ALL THAT STUFF IS FOR THE HEAVY IRON."

SURE, A LOT OF THIS NEW TECHNOLOGY IS AIMED, INITIALLY AT LEAST, AT THE AIRLINES AND COMMERCIAL AVIATION. NOBODY EXPECTS YOU FOLKS TO PUT IN FLIGHT MANAGEMENT SYSTEMS OR TCAS.

BUT YOU'RE STILL GOING TO BENEFIT FROM THESE DEVELOPMENTS. IF WE CAN INCREASE THE CAPACITY OF THE SYSTEM, IF WE CAN EASE THE CONGESTION IN MAJOR TERMINALS, IF WE CAN SPEED UP OUR COMMUNICATIONS, IF WE CAN GET MORE TIMELY, MORE ACCURATE WEATHER INFORMATION -- IF WE CAN DO ALL THAT, AND A LOT MORE -- WE'LL BE HELPING EVERYONE, INCLUDING ALL OF YOU.

AND THAT'S EXACTLY WHY WE'RE INVESTING BILLIONS OF DOLLARS IN THESE NEW SYSTEMS. WE KNOW WE'LL GET TREMENDOUS PAYOFFS -- FOR EVERYONE.

YOU MAY FIND THAT YOU GET STUCK LESS FREQUENTLY WAITING TO TAKEOFF AT LARGER AIRPORTS.

YOU INSTRUMENT PILOTS SHOULD BE ABLE TO GET YOUR PREFERRED, REQUESTED ROUTES MORE OFTEN.

COMMUNICATIONS, FOR EVERYONE, WILL BE BETTER, WHETHER YOU HAVE DATA LINK OR A HAND-HELD MIKE. A LOT OF INFORMATION THAT WE COMMUNICATE BY VOICE TODAY WILL BE OFF THE VOICE CHANNELS AND ON DATA LINK -- AND THAT WILL GIVE US MORE OPEN CHANNELS AND MORE TIME FOR PILOTS WHO MUST TALK TO CONTROLLERS.

EVERYTHING WILL MOVE FASTER THROUGHOUT THE SYSTEM. TRAFFIC WILL MOVE THROUGH TERMINAL AREAS FASTER, AS I'VE SAID. YOU'LL GET YOUR WEATHER AND TRAFFIC AND CLEARANCE INFORMATION FASTER. FLIGHT ROUTES WILL BE MORE FLEXIBLE, RESPONDING FASTER TO CHANGES IN WEATHER AND TRAFFIC.

AND, BEST OF ALL, THE LEVEL OF SAFETY -- FOR EVERYONE WHO FLIES -- SHOULD BE BETTER.

NOT ONLY WILL THERE BE BENEFITS FOR EVERYONE, THERE'LL BE A PLACE FOR EVERYONE. THE SYSTEM IS BEING DESIGNED TO ACCOMMODATE ALL KINDS OF FLYING AND ALL KINDS OF AIRCRAFT. THAT'S ONE OF OUR DEFINED GOALS.

THERE'S A PLACE FOR THE SINGLE-ENGINE AIRCRAFT IN OUR SYSTEM TODAY, AND WE'RE GOING TO MAKE SURE THERE'LL BE A PLACE FOR THE SINGLE-ENGINE AIRCRAFT TOMORROW.

IT'S GOING TO TAKE YEARS TO GET ALL THE NEW TECHNOLOGY. THE VOR SYSTEM, FOR INSTANCE, WILL BE IN USE FOR AT LEAST ANOTHER 20 YEARS. THERE'LL ALSO BE A LONG PHASEOUT OF OUR CURRENT ILS SYSTEMS.

SO YOU'LL HAVE PLENTY OF TIME. AND WHEN YOU FINALLY DECIDE TO EQUIP YOUR PLANE WITH SOME OF THE NEW STUFF, YOU'LL SURELY FIND PRICES A LOT LOWER THAN THEY ARE NOW. AS THE MARKET DEVELOPS, MOST OF THE NEW AVIONICS WILL GO DOWN IN PRICE.

THAT'S WHAT HAPPENED WITH LORAN. IT COST A LOT WHEN IT FIRST APPEARED, BUT NOW YOU CAN GET A GOOD MARINE LORAN FOR ABOUT $400. I THINK IT'S A GOOD BET THE SAME THING WILL HAPPEN WITH THE NEW AVIONICS IN AVIATION.

TAKE GPS RECEIVERS, FOR EXAMPLE. AS THE MARKET MATURES, AS DEMAND INCREASES, MANUFACTURERS WILL FIND WAYS TO LOWER THE PRICE. NO DOUBT ABOUT THAT. AND DEMAND <u>WILL</u> INCREASE. GPS IS GOING TO BE USED IN MANY APPLICATIONS -- DELIVERY TRUCKS, EMERGENCY VEHICLES, AIRPLANES, BOATS, AND EVENTUALLY MILLIONS AND MILLIONS OF

EVEN WHEN ALL THE NEW TECHNOLOGY IS IN PLACE, YOU STILL MAY NOT NEED A LOT OF NEW AVIONICS. THAT'LL DEPEND ON THE KIND OF PLANE YOU FLY AND THE KIND OF FLYING YOU DO. AS I SAID, THERE'S GOING TO BE A PLACE FOR EVERY KIND OF PLANE AND EVERY KIND OF FLYING.

FINALLY, I HOPE THAT WHAT I'VE SAID GIVES YOU THE UNMISTAKABLE MESSAGE THAT I WANT TO KEEP THE FUN IN FLYING, AS MUCH AS ANY OF YOU DO. IF WE EVER LOSE THE FUN, WE WILL HAVE LOST SOMETHING ABSOLUTELY IRREPLACEABLE.

AS I HAVE SAID, AVIATION IS GOING TO SEE A LOT OF INCREASINGLY SOPHISTICATED TECHNOLOGY IN THE FUTURE. WE NEED THAT TECHNOLOGY, OF COURSE. BUT WE MUST NOT BE BLINDED TO THE FACT THAT FLYING IS MORE THAN JUST SCIENCE AND TECHNOLOGY -- IT IS AN ART THAT IS EVER CHALLENGING AND ALWAYS REWARDING.

WE MUST MAKE SURE THAT THE AVIATION SYSTEM OF THE FUTURE STILL HAS A BIG PLACE IN IT WHERE MEN AND WOMEN WHO LOVE FLYING CAN STILL EXPERIENCE THOSE CHALLENGES AND REWARDS.

WE ALL STARTED AS SINGLE-ENGINE PILOTS, AND MANY SUPERB AIRMEN NEVER GO BEYOND THE SINGLE-ENGINE PLANE. AS I SEE IT, WE MUST MAKE SURE THAT THE YOUNG PEOPLE COMING AFTER US HAVE THE SAME OPPORTUNITY TO FLY THAT ALL OF US HAVE HAD.

FOR MANY OF US, MYSELF INCLUDED, FLYING IS THE BEST WAY TO PRESERVE ONE'S SANITY IN OUR HIGH-PRESSURE WORLD.

PILOTS ARE A SPECIAL BREED OF PEOPLE -- NOT NECESSARILY BETTER THAN OTHERS, BUT CERTAINLY UNIQUE. IF YOU LOVE THE SKY, IF THE SOUND OF AN AIRCRAFT ENGINE INCREASES YOUR PULSE, IF YOU JUST HAVE TO LOOK UP WHEN A PLANE IS OVERHEAD, THEN YOU'RE A VERY SPECIAL PERSON, IN MY VIEW.

AND IT'S GREAT TO BE HERE TONIGHT WITH SO MANY VERY SPECIAL PEOPLE.

THANK YOU.

OPENING STATEMENT
ADMIRAL JAMES B. BUSEY
ADMINISTRATOR
THE FEDERAL AVIATION ADMINISTRATION
MEET THE BOSS SESSION - EAA ANNUAL FLY-IN
OSHKOSH, WISCONSIN
JULY 29, 1991

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

BEFORE WE GET GOING, I WANT TO MAKE SURE THAT WE ALL KNOW WHY WE'RE HERE THIS MORNING. YOU FOLKS ARE HERE TO ASK QUESTIONS, AND I'M HERE TO ANSWER THEM. AND IF I CAN'T ANSWER ANY QUESTION, I'VE GOT THESE HELPFUL FELLOWS HERE ON THE PLATFORM WHO CAN -- I HOPE.

THIS IS THE TIME TO ASK THOSE QUESTIONS THAT YOU'VE BEEN WANTING TO ASK -- AND NEVER HAD A CHANCE. I WANT TO FIND OUT WHAT'S ON YOUR MINDS. I WANT TO KNOW IF WE'VE GOT PROBLEMS I HAVEN'T HEARD ABOUT. I WANT TO KNOW IF THERE'S SOMETHING WE SHOULD BE DOING THAT WE AREN'T DOING -- OR IF WE ARE DOING SOMETHING WE SHOULD NOT BE DOING. THIS IS YOUR CHANCE TO TELL US.

NOW, SOMETIMES, I MAY NOT LIKE THE QUESTIONS. AND, SOMETIMES, YOU MAY NOT LIKE THE ANSWERS. BUT I DON'T THINK THAT'LL HAPPEN VERY OFTEN.

BEFORE WE OPEN UP FOR YOUR QUESTIONS, HOWEVER, I'D LIKE TO COVER A FEW POINTS.

FIRST OF ALL, I WANT TO GIVE YOU MY VIEW OF THE OFTEN-REPEATED CHARGE THAT THE FAA DOESN'T REALLY CARE ABOUT GENERAL AVIATION. I'VE BEEN IN THIS JOB MORE THAN TWO YEARS NOW, AND I CAN TELL YOU FROM PERSONAL EXPERIENCE THAT THE FAA DOES CARE ABOUT GENERAL AVIATION.

WE ARE DOING OUR LEVEL BEST TO UNDERSTAND YOUR PROBLEMS, TO LISTEN TO WHAT YOU HAVE TO SAY, AND TO RESPOND WITH ACTIONS AND NOT JUST WORDS.

I THINK THE IMPRESSION THAT THE FAA DOESN'T CARE ABOUT GENERAL AVIATION IS CREATED, IN PART, BY THE FACT THAT IT SOMETIMES TAKES A LONG TIME TO GET THINGS DONE. I'M AS FRUSTRATED BY THAT AS YOU ARE.

IT DOESN'T HAPPEN BECAUSE THE FAA IS FOOT-DRAGGING. EVERYTHING WE DO AFFECTS MANY PEOPLE AND ORGANIZATIONS, BOTH IN GOVERNMENT AND IN THE PRIVATE SECTOR -- AND WE MUST TAKE THE TIME TO CONSIDER THEIR INTERESTS AND GET THEIR VIEWS BEFORE WE CAN MAKE ANY IMPORTANT CHANGES. THAT OFTEN TAKES LONGER THAN WE EXPECT.

SO WHEN I HEAR PEOPLE SAY THAT THE PROPOSED RULE ON PRIMARY AIRCRAFT SHOULD HAVE BEEN OUT BY NOW, I AGREE. BUT I DON'T AGREE WHEN THEY SAY THIS SHOWS THE FAA DOESN'T CARE ABOUT GENERAL AVIATION. I'M DOING MY BEST TO GET THAT PROJECT MOVING, AND I'M JUST AS FRUSTRATED AS YOU ARE BY THE DELAY.

BACK IN MARCH, I SPOKE TO THE FAA'S FIRST ANNUAL GENERAL AVIATION FORECAST CONFERENCE, OUT IN DENVER. IN THAT TALK, I REPEATED MY OFTEN-STATED POSITION THAT THE FAA IS COMMITTED TO HELPING FIND A SOLUTION TO THE CURRENT SLUMP IN GENERAL AVIATION.

SURE, WE HAVEN'T MADE THE PROGRESS WE'D LIKE TO SEE YET. BUT THE FAA IS DOING A LOT:

* AS I SAID LAST NIGHT, WE'RE GOING TO BAT BEFORE THE EPA ON THE LEADED FUEL ISSUE.

* WE'VE ISSUED A RECREATIONAL PILOT'S LICENSE -- WHICH, REGRETTABLY HASN'T CAUGHT ON YET.

* WE'VE MOVED ON THE EAA'S PRIMARY AIRCRAFT PROPOSAL -- AND I'M CONFIDENT WE WILL SEE SOME ACTION THIS YEAR.

* WE'VE IMPROVED OUR GENERAL AVIATION BACK TO BASICS PROGRAM -- AND IT'S VERY WELL RECEIVED, I MIGHT ADD.

* WE'RE WORKING TO IMPROVE THE FLOW OF INFORMATION TO GENERAL AVIATION, BOTH THROUGH THE NEW DUATS SYSTEM AND OUR NEW PILOT INFORMATION CENTERS.

* WE'VE INSTILLED A NEW, MORE HUMANE AND FLEXIBLE FOCUS IN OUR COMPLIANCE AND ENFORCEMENT PROGRAMS.

* WE'VE SIMPLIFIED THE FEDERAL REGULATIONS PERTAINING TO GENERAL AVIATION.

* AND WE'VE GONE TO BAT ON THE HILL FOR LEGISLATION THAT WOULD REDUCE LIABILITY INSURANCE COSTS FOR LIGHT-PLANE MANUFACTURERS.

I THINK THAT'S AN EXCELLENT RECORD. SURE, WE DON'T HAVE 1OO PERCENT SUCCESS. WE NEVER WILL. BUT WE'VE DONE A LOT. AND WE'RE GOING TO DO MORE.

I'VE SAID IT BEFORE, AND I'LL SAY IT AGAIN: WE PILOTS ARE A SKEPTICAL LOT. YOU MIGHT SAY THAT WE'RE ALL FROM MISSOURI, THE "SHOW ME" STATE. WE LIKE ACTION. WE WANT RESULTS.

WELL, WE IN THE FAA ACCEPT THAT. AND WE'RE DETERMINED TO DO WHAT WE CAN TO HELP GENERAL AVIATION.

IN RETURN, I WOULD ASK TWO THINGS FROM ALL OF YOU.

FIRST, I WOULD ASK YOU TO REALIZE THAT THE FAA HAS WIDE-RANGING RESPONSIBILITIES THAT INCLUDE MANY AVIATION INTERESTS AND THE INTERESTS OF THE AMERICAN PUBLIC.

THE PUBLIC WANTS FLYING TO BE AS SAFE AS WE CAN POSSIBLY MAKE IT. AND THAT IS OUR FIRST ALLEGIANCE. SOMETIMES, IN THE INTERESTS OF SAFETY, WE MUST DO THINGS THAT SOME PILOTS IN SOME SITUATIONS CONSIDER TO BE AGAINST THEIR INTERESTS. BUT I WILL DEFER TO NO ONE IN FULFILLING MY RESPONSIBILITY FOR AVIATION SAFETY.

SECONDLY, I WOULD ASK YOU TO REALIZE THAT THE FAA SINGLE-HANDEDLY CANNOT STRENGTHEN GENERAL AVIATION. WE CAN HELP. BUT WE CAN'T DO THE WHOLE JOB. THE FAA IS A MAJOR PLAYER, BUT NOT THE ONLY PLAYER. EACH OF YOU IS A PLAYER. AND SO IS THE EAA, THE AOPA, THE GAMA, AND MANY, MANY OTHER GROUPS AND INDIVIDUALS.

GENERAL AVIATION WILL SURVIVE. I HAVE NO DOUBT ABOUT THAT. AND IT WILL GROW STRONGER. I HAVE NO DOUBT ABOUT THAT, EITHER -- IF WE ALL DO OUR PART.

WELL, I'VE SAID ENOUGH.

NOW, I'D LIKE TO HEAR WHAT'S ON YOUR MINDS.