

**Remarks Prepared for
Linda Hall Daschle, Deputy Administrator
Federal Aviation Administration
National Black Coalition
Federal Aviation Employees
June 6, 1996**

- I am delighted to be here this morning, and to have the opportunity to participate in this celebration of leadership, intelligence, and commitment to excellence.
- As we move toward the next century, I applaud the National Black Coalition of Federal Aviation Employees -- Washington Headquarters Region -- for embracing our future generation of leaders.

- It is a distinct pleasure to meet the dedicated parents, siblings, educators relatives and friends who are preparing them for that critical role.
- It is always a great occasion when we can get together to celebrate the achievements of our young people. We all know that our greatest strength for the future is the succeeding generations of young Americans.
- We must all work together and do all we can to provide our students with the knowledge and skills necessary for life in the 21st century global economy.

- The main power of America is people empowered by education, people who learn a skill, polish a talent, see a tomorrow that is better, more fulfilling than yesterday -- or even today.
- The more students we can get involved in our cooperative efforts means the better our nation's pool of future workers will be.
- For over 400 years, African Americans have struggled to help America fulfill its promise to all of its people. It hasn't been easy, and the work is far from finished, but it's important to celebrate and learn from the victories.

- Today we celebrate eight such victories. I hope today's award recipients will have the opportunity meet some of the FAA professionals -- like Ralph Kearns -- whose work is unsurpassed in its success in operating a safe and efficient air traffic system, around the clock and across the continent.
- I encourage you to meet the younger generation of FAA managers -- the ones leading FAA into new fields. Areas such as environmental protection, satellite communications, mathematical modeling and telecommunications. This is our future.

- And if the FAA tomorrow is to maintain the same high level of excellence it has today, we will have to look to our colleges and universities for a steady source of new ideas and skilled technical talent.
- Maybe this is wishful thinking, but I hope that some of you already have your eye on a job which you'd like to have here at the FAA. Study hard. With any luck at all, we may just see you back here, once you graduate.
- At the FAA we have a work environment where all employees can fully develop their potential and fully contribute to FAA's mission -- with equal chances for promotions and greater responsibility regardless of their race or gender.

- We know that achieving the excellence we seek in a diverse work force depends on excluding no one who is qualified and able to serve. We have too much work to do for the American people to waste anyone's talent because of prejudice.
- Today, we celebrate and acknowledge your achievements, and we look forward to your future victories and accomplishments.
- So, let me thank you for the opportunity to speak before you today. And, I wish each of today's awardees continued success. Congratulations. We can all be proud of what you have accomplished, and wish you the best in your endeavor to achieve your goals in life.

582 words/117 WPM = 5 minutes

"THE MISSING LEG OF FAA REFORM"

Why FAA Finance Reform is Important

THE HONORABLE LINDA HALL DASCHLE, DEPUTY ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
NATIVE AMERICAN/ALASKA NATIVE COALITION OF FEDERAL AVIATION EMPLOYEES
LUNCHEON ADDRESS
FORT WORTH, TEXAS JUNE 20, 1996

INTRODUCTION

Thank you, Nanette, for that warm introduction. Let me take this opportunity to congratulate you on your recent election as National President of Native American/Alaska Native Coalition of Federal Aviation Employees.

I'd also like to thank Mark Blazy for extending the invitation to join you today. I always enjoy having the opportunity to speak to FAA employees. And I want to acknowledge the contributions NA/AN makes in promoting Native Americans and Alaska Natives in transportation. You have made a difference.

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There is much news coverage of FAA these days. Yet little is written about one of our most significant challenges. ^{— how can we adequately} ~~And that is about the~~ ^{finance the FAA in this fiscal year} financial changes facing the agency in this fiscal year and ^{or} years to come.

I believe strongly that if we do not address ^{this financial} ~~these~~ challenges, we will have a dramatically changed FAA in the future -- and not for the better.

^{The Administrator and I have been} ~~you~~ ^{doing our best to focus this debate on} ~~it~~ ^{the agency's} if you've been following the battle royal ^{needs. But} surrounding FAA financing, you've probably learned very little about the actual funding needs of the agency, or its potential safety impacts.

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Instead, you've seen every group trying to ensure that they don't get the bill for the FAA services they and their customers use.

Hopefully, we are beginning to get beyond this and are starting to get in place

you You all know the larger context that the debate over FAA financing is taking place. For the past 17 months, Washington has been focused on reducing the size of the federal budget deficit.

President Clinton focused much of his State-of-the-Union address this year on the budget. When he said that "the era of big government is over," both political parties joined ranks to give him a standing ovation.

Hopefully, we will get this debate in the proper focus since

To some extent, the "bloated government" story is really "old news."

The Clinton administration began downsizing government the moment it took office.

Over the past three years, we've trimmed the federal payroll by 200,000 positions. Today's federal workforce is the smallest it's been in 30 years.

At the FAA, we're doing our part to support a smaller and leaner and more efficient government:

- We've cut our annual budget by \$600 million
- And we've reduced our workforce, I call it rightsizing, by more than 5,000 --almost entirely from management ranks -- while at the same time increasing our safety work force
- We've added hundreds of new inspectors, controllers, and maintenance technicians

AVIATION INDUSTRY IS "ON A ROLL"

And we've done this rightsizing while the Clinton Administration has been aggressively addressing the financial stability and health of the aviation industry.

When President Clinton took office, U.S. aviation was in an economic black hole:

- Eastern and Pan Am were out of business
- Three of the major remaining airlines were bankrupt
- And the costs of liability insurance had just about shut down general aviation manufacturing

From day one, our president's response was to make U.S. aviation a national priority:

Within 60 days of taking office, the President had paid a visit to the Boeing plant in Everett, Washington, to demonstrate his concern about jobs in aviation.

Within 6 months, he had appointed the National Airline Commission.

And, within one year, he had signed the General Aviation Revitalization Act.

- As a direct result of that new law, Cessna has a brand-new manufacturing plant under construction in Independence, Kansas

- and this plant will add some 7 thousand new jobs to the aviation economy

Our entire industry could be entering a golden Era of prosperity.

Interest rates are down, inflation is down, and -- during the third quarter of last year -- the major airlines made over \$2 billion dollars.

That's the best they've ever done in their entire history.

In 1995, the industry's operating profit was \$5.3 billion -- more than double the 1994 level.

Within 20 years, world airline passenger traffic is projected to double ... or perhaps even *triple*. _

That would bring us up to a total of *two and one-half billion* air travelers each year -- more than the entire population of the planet in 1903, when the Wright Brothers lifted off at Kitty Hawk.

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When you think about jobs and income, these trends are wonderful. But for the FAA, this good news about growth casts a troubling shadow:

¹ Asimov, Isaac, The March of the Millennia, Walker Publishing Co., 1991, p. 154

The projected growth in demand for FAA services may be on a direct collision course with shrinking FAA resources to meet these demands. Let me use a chart to better illustrate our concern:

- The number of people wanting to use America's airports will grow by 35 percent
- The number of planes needed to transport these passengers will grow by 18 percent.
- General aviation activity in the IFR environment will grow by 7 percent.

The white line on the top of this chart projects our estimated budget requirements over the next few years. The red line on the bottom tracks the spending assumptions agreed to by Congress last year, as part of their balanced budget blueprint.

As you can see for yourself, the gap between these two projections amounts to nearly \$12 billion dollars. Some have been critical of our analysis. What if we are off by half? That is still \$6 billion dollars.

Despite our efforts to do more with less, the question becomes "how much more can we do with how much less?"

FAA REFORM

Handling this projected growth will require a total transformation of the FAA in three critical and fundamental ways:

- How we employ people
- How we purchase goods
- And how we finance the agency

Late last year, the Congress finally agreed to the Administration's request to exempt the FAA from many of the government rules that regulate our personnel and procurement systems.

On March 28, Vice President Gore, Transportation Secretary Peña, Administrator Hinson and I announced the FAA's reform initiatives in two areas: personnel reform and acquisition reform.

And so I'd like to take a moment to talk about the progress we've made in the "people" end of our business.

Personnel Reform

Under the old personnel system, the FAA had some 1,069 pages of personnel statutes and regulations:

- As of April 1st, this has been cut to 41 pages

Under the old system, we had 155,000 job descriptions for 47 thousand employees:

- By 1998, we will have cut those 155,000 numbered descriptions to just 2,000

I know we all have difficult jobs, but do we really each need *three* position descriptions?

Under the old system, it took 7 months to hire from outside the FAA. We've cut that to 6 weeks.

We've eliminated artificial time-in-grade restrictions. If you can do the job, you'll get the pay. –

We will put the right people in the right jobs. We will reward high performers; we will remove poor ones. And we will make a substantial investment in the education and training of our people.

The message will be clear -- more will be expected of FAA's men and women, but in return they can expect fair compensation, and an employer willing to invest the time and money to make their career a meaningful and productive one.

Acquisition Reform

The common sense we've applied to our new personnel system also has been applied to our acquisition management system.

Many of the federal government's purchasing rules go all the way back to the days when the U.S. Cavalry was routinely cheated by horse traders. Once in place, these regulations seem to take permanent root.

Say you wanted to acquire a piece of new equipment. You would have to comply with rules contained in an 7-foot high stack of 233 acquisition documents.

- As of April 1st, that stack has been cut back to one-inch -- a 99 percent reduction

Overall, we expect the new acquisition management system to cut the time and cost of acquiring systems and services *in half*:

- And we expect to reduce the time from production award to field commissioning of equipment by *fifty percent*

The same high expectations we demand from our employees we also demand from our contractors.

It is unacceptable to have the cost overruns and schedule slips of the past. This administration has not been timid in making tough decisions when a contractor is not keeping their end of the deal.

With acquisition reform, our guarantee to the American taxpayer and traveling public will be even more iron-clad since we will have the tools to manage more effectively.

Finance Reform

Despite all this optimism and promise of success, acquisition and personnel reform will hinge on achieving the goal of our third and final reform initiative -- a new and better way to finance the FAA.

The members of our acquisition and personnel reform teams did their job brilliantly. But as the Blue Ribbon panel on acquisition noted, without financial reform all our brilliant recommendations and actions will fall far short of their full potential.

Unfortunately, last year's legislation stopped short of financial reform.

The Secretary and the Administrator are now up before the Congress, making our case that the FY 1997 FAA budget should not be cut.

We are hearing encouraging words, and the initial action taken by the House Transportation Appropriations Subcommittee is very encouraging, but members face some very difficult decisions and tradeoffs.

And even if we do well this year, without major financial reform, the demands of a balanced budget will almost surely impact the FAA in a major way.

That's not just my belief, but also the views of the General Accounting Office, the Senate and House Budget Committee Chairman, the Senate Appropriations Chairman and the Senate Aviation Chairman.

All agree that transportation programs will be dramatically reduced. And they all agree that we must figure out a constructive way to address this situation.

And not to make this a true "Perils of Pauline," but adding to all this financial uncertainty is the fact that the FAA is now losing \$16 million a day in revenue and has been since January 1.

That's the day that the Congress allowed a total suspension of tax collection for the aviation trust fund. As of April 30, the total loss is more than ~~\$2 billion~~.

\$2.5 billion.

I'm hopeful that the trust fund taxes will be temporarily extended some time soon -- but this is very uncertain. If not, the trust fund surplus will be gone by ~~December~~.

January.

What is most disturbing is that the most recent action on trust fund taxes was the Senate Finance Committee's action to reinstate the taxes until December 31, 1996, and then use them to pay for a tax cut instead of investing in aviation.

It is clear to me and I hope you that this current financing arrangement is unacceptable.

And while we must put in place a short-term funding solution for the agency. In the long-run, we must take more dramatic action.

Fortunately, the Clinton administration, in cooperation with Senators John McCain and Wendall Ford, ^{Ernest Hollings, and Ted Stevens have} developed a bipartisan bill ^{reported recently by the Senate Commerce Committee -} that would greatly reduce our long-term dilemma with respect to financing.

The bill's goals are simple:

- The vast majority of FAA's budget would not ^{to provide a financial structure for the} be subject to the constraints of a balanced ^{FAA so it will be able} budget ^{to support the future growth in the aviation industry}
- As the demand for FAA services grows, our budget would also grow ^{is} to ensure funding ~~with the~~ dedicated solely for the use of the ^{FAA} ~~Administration~~ and not subject to the constraints of a ~~the~~ balanced budget

- A new industry management board would give companies and employee unions a greater say in how the FAA spends its dollars
- FAA's budget would be independently audited
- Users, who today don't pay, would

Let me expand on this point: Every year the FAA conducts, free of charge, several thousand airspace studies of proposed new real estate developments around airports.

The McCain/Ford bill would require these developers to pay for the studies.

to require users who today benefit from FAA services to ~~pay~~ but don't pay, to ^{now} pay their fair share

— to achieve a more efficient and effective FAA.

*Paul
is
soul
of
it*

D3

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This compromise is a variation on legislation originally developed by Senators McCain and Ford -- and supported by the Administration -- that required FAA to submit a cost-based user fee proposal for Congressional review. The ^{user fees} ~~proposal~~ would go into effect unless Congress ^{then down} explicitly voted down the ~~proposal~~.

This proposal proved to be highly controversial, especially since opponents of meaningful reform argued that we had not fully considered all other alternatives.

Therefore, the compromise bill -- reported by the Senate Commerce Committee -- requires an independent task force to submit a report and recommendations to the Secretary of Transportation as to the best financing alternative for the agency.

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The Secretary ~~can~~ ^{may} submit the task force's
proposal or ~~submit his own~~ ^{has another} legislative proposal
to Congress. This ~~proposal and report~~ ^{legislation} must be
submitted to Congress one year after enactment
of this bill.

Or
~~One~~ key Congressional committee must then
act upon this proposal within 45 days or the
proposal automatically goes to the Senate and
House floor for ~~consideration~~.
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In any case -- at the end of the day -- Congress must act to guarantee the future financial security of the agency, or explain to the American people why they have failed at this task.

This is not a perfect solution, but it recognizes that the usual way of financing the agency won't cut it. It is my hope that this process will help build a needed consensus within the aviation industry on how best to ^{fund} ~~proceed~~ with FAA's critical safety and operational activities.

We have some more twists in the legislative process to follow, but we've made real progress.

As you can tell, I have no reservations about defending the FAA's need for secure funding.

It's my job. I believe in this agency, and I believe in what it does for the aviation community.

And, if we have adequate resources, I believe we will meet our safety commitment to the traveling public and the American people.

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And at its heart, it has the same overriding goal as the original McCain-Ford legislation: no more budget shenanigans, but instead a steady, reliable, adequate source of funding for the FAA.

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~~I hope to see this bill in the next Congress~~

As you can tell, I have no reservations, ~~about~~ stat. defending the FAA's need for ~~secure~~ funding.

It's my job. I believe in this agency, and I believe in what it does for the aviation community.

You can be assured that ~~Administrator Hirschman~~ I will continue to fight for ~~FAA~~ adequate FAA funding.

*Speech never given
Had to cancel due
to Valujet*

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The bill's goals are simple:

- to provide a financial structure for the FAA so it will be able to support the future growth in the aviation industry

- to ensure funding is dedicated solely to the use of the FAA and not subject to the constraints of a balanced federal budget
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- to achieve a more efficient and effective FAA

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Our key Congressional committees must then act upon this proposal within 45 days or the proposal automatically goes to the Senate and House floor for a vote.

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