

**FAA ADMINISTRATOR DAVID R. HINSON**  
**STATEMENT ON NORTH AMERICAN FREE TRADE AGREEMENT**

I appreciate you coming down here this morning. As you know, there is a critical House vote on NAFTA coming up in about two weeks, and I wanted to discuss this issue and its potential impact on aviation. I'll make just brief opening remarks, then throw it open for questions.

Based on my experience in the airline and aircraft manufacturing business, I believe NAFTA will serve the long-term interests of U.S. aviation. Already, as you know, the United States sells billions of dollars of aircraft and other aviation products and service to Canada and Mexico. Last year, for example, the United States exported 2.25 billion dollars in aerospace products to Canada and another 1.0 billion to Mexico. We are their largest supplier by far, and NAFTA can only bolster exports to these two countries.

The reason for this is simple. Lifting trade barriers will lead to increased commerce in North America. This will be accompanied by a natural increase in air travel between the U.S., Mexico and Canada and, as a result, create improved business opportunities for U.S. airlines and aviation manufacturers.

Boeing has estimated, for example, that NAFTA will likely make it possible to sell up to \$2.5 billion in additional jetliners to Mexican airlines. And these are jetliners that will be built by U.S. workers in the Pacific Northwest, not Mexican workers across the border who are willing to work for less.

New markets will open up as well for other U.S. suppliers of radars, avionics, navigational aids, and air traffic control facilities because as members of a free trading bloc, Mexico and Canada will likely look to its U.S. partner rather than elsewhere.

There are many other potential advantages for aviation resulting from NAFTA. For example, we can expect that increased harmonization and standardization of operating and airworthiness regulations will allow aviation companies within the NAFTA free-trade zone to operate with greater efficiency and profitability.

But, the bottom line is that NAFTA will be good for U.S. aviation. That's what we have to keep in mind as the rhetoric heats up in the days ahead.

11/03/93

AEROSPACE EDUCATION CENTER  
Little Rock, Arkansas  
HALL OF FAME BANQUET REMARKS  
November 4, 1993

TALKING POINTS

Thank you, Mr. Rutherford.

Ground breakings are always a lot of fun -- a chance to take pride in what we've managed to do so far...and to energize ourselves for all the hard work that's still ahead.

But this event is not just another exercise in local boosterism. You're not getting ready to build a new football stadium or a convention center -- the kinds of high profile projects that usually get the most enthusiastic support in a community...the projects that appeal to major contributors.

It says a lot about the people of Little Rock...and of the state of Arkansas...that the Aerospace Education Center has won such enthusiastic and generous backing. And all without offering Skybox suites or VIP parking privileges or a private club open only to major donors.

It says a lot about the vision of Little Rock that you've all joined together to build a school...and a museum ...and a library. These are the institutions which once were vital to our communities, but which now too often languish, neglected and underfunded. Little Rock is proclaiming that these institutions still have the power to transform our cities and spark our economic growth.

The start of construction of the Aerospace Education Center tells the world that you have placed your faith in education and your bets on a high tech future in aviation. I suspect that President Clinton was thinking of this Education Center when -- earlier this year -- he made the point that our nation's economy will be "substantially undermined" without a healthy aerospace industry."

He was meeting for the first time with the Commission he had established to study the problems of American aviation. And he emphasized to its members that a thriving aerospace sector is "critical to building a high-wage future."

The creation of this Center demonstrates a clear understanding of the fact that thriving high tech industry and high wage jobs are critically dependent on a dynamic and effective system of education. At a time when there is so much pessimism about our nation's educational system, it is heartening to see that one of the innovations introduced more than twenty years ago -- the magnet school concept -- has long since proven its worth. It has been shown to be a difference which makes a difference, and the idea has spread to public schools all across the nation. Many now have their own versions, and the FAA has kept in close touch with several of these over the years.

This is the reason we all have such high expectations for Little Rock's bold elaboration of the basic magnet schools concept. Your experiment to create a unique learning environment could be a breakthrough in our nation's search for better ways to teach math and science.

For at this critical period in our nation's history, we desperately need new thinking about how to educate our young people...how to instill a respect for academic achievement...how to convince them that without a solid background in math and science they will face a lifetime of waiting in unemployment lines.

As I see it, the real mission of the Center is not just to make aviation entertaining...but to make young people employable ...in an ever more competitive global economy.



This is the promise of the Aerospace Education Center.

Today we did more than just break the ground for a handsome ultra-modern complex. We also laid the cornerstone for a future concentration of high tech industries...which will someday extend all along Interstate 440. Just as so many start-up companies have moved into once abandoned warehouses and derelict factories all along the Charles River in the shadow of MIT...the new industries of tomorrow will someday crowd around Adams Field.

Ken Kesey, the visionary writer of the 60s, said that "you can count how many seeds are in the apple, but not how many apples are in the seed."

What rises here at Adams Field will be a much needed seedbed for a future center of technological leadership.

Thank you very much.

AEROSPACE EDUCATION CENTER  
Little Rock, Arkansas  
GROUND BREAKING CEREMONY & PRESS CONFERENCE  
November 4, 1993

#### TALKING POINTS

o Two years ago, the FAA presented the people of Little Rock with a "Championship" award for excellence in aviation education. We wanted to give recognition to your community for the bold, original thinking which produced the idea of the Aerospace Educational Center.

o Everyone was impressed at the time with the clarity of your vision, and with the eloquence with which you were able to explain this exciting concept.

You were able to make the idea come alive in our minds. Now we see that you are able to make that idea take tangible form here at Adams Field. It is clear to even the skeptics and pessimists that the intelligence and clear thinking which produced the idea can also produce the reality.

o Starting a new, untried venture of this magnitude is always hard...and it is especially difficult today when so many long-established institutions are struggling to survive.

o It is a tribute to the far-sightedness and determination of your community leadership that you were able to call upon local resources for the funds this project required.

o You've done it on your own. And all of us at the FAA congratulate you for this remarkable achievement.

**AEROSPACE EDUCATION CENTER  
Little Rock, Arkansas  
HALL OF FAME BANQUET REMARKS  
November 4, 1993**

**TALKING POINTS**

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**Acknowledge Congressmen Thornton and  
Hammerschmidt, Administrator Goldin, Mayor Dalley.**

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Revised 11/3/93

Remarks by David R. Hinson  
Administrator, Federal Aviation  
Administration  
AOPA EXPO-93  
November 4, 1993  
Orlando, Florida

### Preliminary Remarks

1. Thank Phil Boyer and acknowledge his leadership of AOPA

Key to AOPA's success is that it represents the concerns of individual pilots.

The growing number of pilots at this EXPO...most of whom pay their own way to get here...is clear evidence that general aviation still has a future in this country.

AOPA is a dynamic organization, with one of the hottest 800 numbers in the business. The FAA knows that when it proposes something affecting GA, the phones will start to ring in our offices and on Capitol Hill.

Under Phil's leadership, AOPA membership is at an all time high - I don't know if all because of Phil or some of our policies...DUATS comes to mind. But, whatever the reason, I'm told thousands of new members have joined your ranks.



**The greatest change has been the growing partnership between AOPA and the FAA.**

AOPA provided pilots and its Bonanza aircraft to flight test GPS approaches for the FAA.

This joint endeavor resulted in the approval of the supplemental use of the GPS for all phases of flight...including the authorization to GPS approaches at 2,500 U.S. airports.

AOPA Vice-President Steve Brown is a member of the FAA's R&D Advisory Committee which meets regularly to advise me on new technology initiatives.

**The biggest challenge is to get general aviation back on its feet.**

Meetings like this are important because they give us all a sense of the direction we are moving...a chance to join in the debate about the critical choices ahead.

I would like to speak briefly about two forces which are reshaping both the FAA and the aviation industry.

1. The proposal to establish an independent air traffic control corporation within the Department of Transportation.
2. The rapid acceleration of technology

Then I would like to speak about our mutual concern - the rebuilding and revitalizing of general aviation.

### An Independent Air Traffic Control Corporation:

The Airline Commission and the Vice-President both make a compelling argument in favor of an independent air traffic control corporation.

#### **They say:**

1. An ATC corporation would have more latitude to deal with budgetary, personnel, and acquisition problems.

Certainly that's something we need.

2. Other countries, New Zealand, Australia, and Germany have established ATC corporations successfully. The United Kingdom has a corporation called NATS--the National Air Traffic System...which is solely responsible for air traffic. This group has no regulatory or safety function.

(I spoke with representatives from Germany about how the corporation concept is working in that country last week at the Air Traffic Control Association meeting in Nashville.)



## **Other Points to Consider:**

### **Every Major Indicator Shows Safety is Improving**

- 1961 - 245 accidents (An accident on two out of every three days)
  - 1992 - 19 accidents (only one with fatalities.)
  - 1993 - No accidents with fatalities
- Near mid-air are down 75 percent from five years ago.
- Operational errors - down 50 percent.
- Pilot deviations - down 25 percent
- Runway incursions - down 25 percent from 1991 levels.

**General aviation safety has also improved steadily and dramatically.** (The last two years have been the best on record. The accident rate per 100 thousand hours of flying has fallen from 8.79 in 1986 to 7.21 in 1992.)

AOPA has made a substantial investment in promoting education and safety programs among its membership. Clearly, it's an investment that pays tremendous dividends.

When you have an safety record that's the envy of the world, you approach change carefully... deliberately...and with great caution.

We have initiated a six-month study to help us more fully understand the issues.

We don't know, for example, how an ATC corporation would function in an airspace as large and as dynamic as ours.

Or how we would separate safety from air traffic control.

And we don't know whether it would raise or lower the cost of flying for general aviation.

These are questions which we intend to address thoroughly and openly with all the stakeholders.

**Apart from the ATC corporation issue, we're taking another look at how we administer our regulatory responsibilities.**

AOPA has not been shy about letting us know when unneeded rules create an unnecessary economic burden on an industry already struggling to survive.

(Example is: At AOPA's urging, the FAA postponed the final rule requiring Mode-S transponders in GA.)

We will continue to regulate when necessary.



We will continue to have differences from time to time. But the process of rulemaking doesn't have to be arbitrary or contentious. We can...and want to be your advocate. These are not mutually exclusive objectives.

President Clinton will soon issue his Civil Aviation Initiative which will be a compilation of both the NPR and the Airline Commission. This initiative will, I'm confident, have a powerful effect on the FAA and the industry.

**Technology is another force with tremendous potential for change:**

Technology is accelerating at a rate that seems to increase exponentially every day.

The coming of advanced concepts in automation, the shift to digital communications, and the emergence of satellite-based navigation will produce advances in aviation and space technology that will surpass all that has been achieved so far.

All of us have been surprised by the rapid development of satellite navigation, once GPS was offered for civilian use.

We've already approved the use of GPS to fly existing VOR, NDB and RNAV approaches.

The GPS standards are in place. One manufacturer (there may be another by now) has been certified to produce the receivers.

The DOD has 24 satellites up and we're hopeful the system will become operational by the end of the year.

GPS-based special category I applications will be in place by next April.

We have demonstrations underway to determine whether or not GPS can provide approach capabilities beyond Category I. We hope it can, but as yet this is still unproven.

Progress on GPS is due, in large measure, to the cooperation and support received from the aviation community.

Achieving our next objective will require an even higher level of partnership and collaboration.

## **Rebuilding General Aviation**

I think it's clear to all of us that general aviation is at a critical juncture. You don't need to be reminded about what's happened over the past ten years. You know that, because you've been through it.



But now there are encouraging signs that the worst may be over for general aviation.

- The economy is improving.
- The luxury tax has been repealed.
- Four new standards are available for certifying small airplanes that weren't available to us a year ago: a step which should greatly stimulate product innovation...something we need.

### **General Aviation Action Plan--**

This past October, in a joint effort with trade and industry associations that represent your interests, the FAA published a General Aviation Action Plan.

It's the first plan ever to address the broad concerns of our general aviation community. It focuses on five key points:

- First, safety.
- Second, FAA services.
- Third, innovation and competitiveness.
- Fourth, system access and capacity.
- Finally, perhaps most importantly, cost.

## **General Aviation Policy Statement:**

One of my first actions as FAA Administrator was to approve a general aviation policy statement adopting the Action Plan's five point program as goals for the entire FAA. The policy recognizes the important role of GA in the national airspace system and in the economy.

## **The Kansas City Forum:**

We called a special forum in Kansas City in early September to ask the GA community for ideas to help shape a new agency agenda to revitalize GA.

In all, the working groups came up with 59 separate recommendations. I believe there were only four that we couldn't accept.

**For example: Some of our inspectors may not qualify for "Mr. Personality", we can't just reassign them to Shemya, Alaska.**

With these few exceptions, I fully support the work of the Kansas City forum.



**As a result of the Kansas City meeting, I am announcing the following actions to be taken by the FAA:**

A special general aviation team will be formed under the leadership of Tony Broderick, the FAA's Associate Administrator for Regulation and Certification. I have asked this team to revise the General Aviation Action Plan to--

- 1) incorporate my policy statement; and
- 2) incorporate and develop strategic goals for implementing the recommendations developed by the Kansas City group.

I have asked Tony to begin this revision, in concert with the GA community, within the next two weeks. The revised plan is to be completed by March 1, 1994.

**I am also announcing that:**

1. In response to you expressed concerns about the lack of replacement parts for your aircraft, the FAA will continue to pursue the definition of a parts policy with you.

Moreover, FAA representatives will meet with members of the GA community by July 1, 1994, to better define the critical issues; and

2. In order to fully implement the new Primary Category rule, I have asked Tony Broderick to expedite the publication of a new policy expanding owner maintenance in over 20 areas for operators of primary category aircraft. Tony has agreed to implement this policy by no later than February 1, 1994, or the date the first production primary aircraft is available, whichever comes first.
3. Next month, we will implement a one-year program at the Denver Flight Standards District Office to test a new, proactive educational compliance approach to accident prevention and safety compliance. If the techniques are successful, we will implement the program nation-wide.
4. I am placing a high priority for the evaluation of AOPA's petition to extend the term for third-class medical certificates from two to four years. I also will seek this same high priority for the Experimental Aircraft Association's petition to replace the third-class medical for recreational pilots.

I mentioned DUATS in my earlier remarks. I'm sure most of you know by now that the funding for this program has been extended one year.

We're taking a look at the entire range of how we provide weather and flight planning information to GA pilots. Quite a few of you believe there is a better way than DUATS. We hope by this time next year that we'll be able to ~~offer you~~ an improved service.

*Suggest*



**Conclusion:**

During my Senate confirmation six weeks ago, fully half the questions directed to me concerned general aviation safety and prosperity. I assured the senators, as I now assure you, that general aviation will be a major focus of my tenure. The new FAA policy and the announcements that I have just made are the initial down payment on that promise.

I will be glad to answer your questions.

\* \* \*

Remarks by David R. Hinson  
Administrator, Federal Aviation  
Administration  
U.S. Department of Transportation  
29th Conference of Directors General,  
Asia and Pacific Regions  
November 7, 1993  
Los Angeles, CA

(Opening Ceremonies and Dinner, Hosted by AT&T)

Mr. President, Fellow Delegates, and Honored Guests:

Good Evening. The United States is deeply honored to host this meeting of the Directors General of the Asia Pacific Region. It is also a great personal pleasure for me to welcome this distinguished group to our country.

I would also like to offer my warmest thanks and sincere appreciation to our hosts from AT&T for this lovely dinner.

As we meet here this week, there are many pressing issues facing the world-wide aviation community. The United States, as I am sure you know, is currently negotiating new aviation agreements with a number of countries. We have in Transportation Secretary Pena, a vigorous advocate of our domestic carriers in the international arena. If you have read the accounts of those talks, you know that he is taking a firm stand with those countries who fail to honor the rights of U.S. airlines under bilateral agreements.



These concerns cannot be remedied by those of us who manage and operate our countries air traffic control systems. Nor can we allow them to detract from other compelling issues that are facing us.

Right now, virtually every air carrier in the world is going through a period of economic hardship. Many are looking beyond their borders for mergers and more profitable routes. And all of them are looking to their civil aviation authorities for help in lowering their operating costs and for the increased capacity they need to thrive in today's competitive market. Fortunately, the technology is at hand to achieve this.

Two years ago, on the advice of the ICAO Future Air Navigation System Committee, the worldwide aviation community endorsed the concept of a future air traffic management system which would take advantage of more powerful computers, advanced telecommunications, and satellite-based technology.

The FANS Committee, which included many of the world's top experts, spent seven years developing the overall concept for the future system. It was an outstanding collaboration.

The FANS concept envisions satellites as the primary means of navigation for en-route, trans-oceanic, and the terminal area.

The speed with which satellite navigation has gained acceptance in the United States has been truly remarkable. Financially hard-pressed air carriers tell us that even a partial implementation of satellite navigation will lower fuel costs and reduce delays. General aviation pilots see it as a means for obtaining high quality navigation services without investing in expensive avionics.

This past Spring, the FAA approved the supplemental use of the U. S. Global Positioning System, the GPS, for all phases of flight, including nonprecision approaches to airports. Even with our accelerated efforts, we can't seem to implement it fast enough.

On Wednesday, we plan to conduct a demonstration of GPS here in Los Angeles. I invite you to ride along with us to see this truly remarkable system, first hand.

Ultimately, of course, satellite navigation is a worldwide venture. We at the FAA recognize that the primary stand-alone navigation system in the 21st century will be provided by a Global Navigation Satellite System--the ICAO GNSS. But it is our sincere hope that the world will use GPS as a first step toward reaching that goal. I will be listening with great interest to your presentations on how implementation is progressing in your regions.



Air traffic control agencies in every country are experiencing many of the same pressures...to meet ever-increasing demands for expanded capacity...to keep pace with the latest technology. And at the same time, to reduce spending to stay within ever tighter budget limitations.

I, for one, am looking forward to the next four days of discussions. With all the global developments of the past few years...with all the challenges and opportunities facing aviation in literally every country of the world...the exchange of ideas is more important than ever before.

We have a full day ahead of us tomorrow. So I will close by saying, once again, how pleased we are to have you visit our country. I wish each of you a pleasant stay. And I wish for all of us, a very productive and successful conference.

Thank you.

REMARKS BY DAVID R. HINSON  
ADMINISTRATOR  
FEDERAL AVIATION ADMINISTRATION  
SECOND ANNUAL AXO AWARDS CEREMONY  
NOVEMBER 16, 1993  
FAA AUDITORIUM

**Teamwork is the best way to bring about enduring change.**

Reading through the files of today's award recipients, it's clear that in recognizing outstanding teamwork in the FAA this past year...we are really recognizing the best way to bring about change.

**Teamwork takes time to develop.**

If you've been following all the news stories about the current conflicts between the airline unions and management, you know that even though everyone in the industry agrees on the necessity to change...as they do...getting agreement on exactly what to change...or how...is far more difficult.

Everyone always say that they want to cooperate. But we can see that good intentions are not enough...even when economic survival is at stake. Teamwork, as we all know, takes practice. It takes time to develop and mature.

**The FAA is mastering the art of cooperative problem solving.**

With all the pressure on both government and the aviation industry today, it's heartening to see that the people of the FAA have come so far in mastering the art of cooperative problem solving.

We are learning that teams can be as decisive and clearly-focused as a strong-willed, single-minded manager. We are learning that teams can stay concentrated on the crucial concerns and not get sidetracked by even the most unsettling issues.



**Today's awards are proof of our continuing success.**

The judges say that every year the selection becomes more difficult. And this year was the most difficult of all.

The capacity to work effectively as team is a strength which runs throughout the FAA. It's becoming one of our core resources.

Our 1993 award winners demonstrate the extent to which we are able to collaborate in finding solutions not just to the big issues of safety and capacity...but also those small inside-the family matters which...while they don't concern the outside world...are nevertheless vital if we are to maintain our capability as an organization to coordinate effective action whenever major problems confront us.

**FAA teamwork is succeeding in solving high visibility problems.**

Some of those we honor this morning worked together on team efforts to handle high visibility issues:

- satellite navigation,
- anti-icing measures,
- the planning of facilities at the Denver airport,
- the opening of new international air routes,
- the improvement of safety at a trouble-plagued airport

These are the kinds of topics that often get talked about at Congressional hearings and reported by the media:

**FAA teamwork is succeeding in improving our day-to-day effectiveness and productivity.**

Others were part of teams which upgraded the quality and efficiency of our service to the industry:

- a faster way to distribute important safety documents;
- the slimming down of our managerial and supervisory layers to eliminate some organizational bulge around our middle;
- and the setting of new and higher performance standards for evaluating our own work.

These were perhaps quieter achievements, but significant in preserving our worldwide reputation for excellence.



**FAA teamwork is making our Agency a better, more human place to work.**

Also among our award-winning teams are those who have worked to improve the quality of our work environment by promoting diversity, establishing child care centers...and by making our facilities comfortable, pleasant places where employees are proud to work.

These are the collective achievements of the AXO team members we're honoring here this morning...far-reaching accomplishments which we're confident will have enduring and tangible benefits for the Agency.

**Solutions imposed from the top rarely ever work...at least not for long. Solutions achieved through teamwork are more likely to endure.**

Changes which are the result of the free exchange of ideas, by coalition-building and consensus-molding...these are changes which will make a real and permanent difference. And these are the changes which we celebrate today.

I congratulate all our honorees. And I also congratulate each of you who every day help make the U.S. aviation system the envy of the world.

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To: Jerry Lavey  
APA-3

REMARKS BY DAVID R. HINSON  
ADMINISTRATOR  
FEDERAL AVIATION ADMINISTRATION  
NEW DENVER AIRPORT DEDICATION LUNCHEON  
NOVEMBER 19, 1993

Thank you, John (Lay):

It's a great pleasure to be among so many friends and colleagues from the aviation industry and the Denver community. On behalf of all of us at the Federal Aviation Administration, I'd like to congratulate you for the remarkable achievement that we're celebrating today. The new Denver International Airport is a tribute to this great city and to the courage and vision of the people of Denver and Adams counties. I believe all of us here share a sense of accomplishment and happiness over the completion of this historic project.

What has taken place here is all the more remarkable because, as we all know, the past few years have not been ordinary times. The nation is finally recovering from an economic slowdown that left many out of work. The usual reaction in these circumstances is to retrench...to cut back and hope you can ride out the hard times. In taking the extraordinary step to build this new airport, Denver has taken charge of its future...ensuring that its economy will not just recover...but grow and prosper.

The importance of this new airport would be difficult to overstate. It's important both as a catalyst for the economic development of this region and to those of us who manage the nation's air traffic control system. Following the deregulation of the airline industry, Denver emerged as a major air transportation hub. Last year, for example, Stapleton Airport enplaned more than 14 million passengers, making it the seventh busiest in the nation and the eighth busiest in the world. Busier even than Frankfurt or France's Orly and Charles De Gaulle.

The new airport will serve as the economic hub for the region's expanding retail, wholesale, and international trade...for its world renowned research laboratories and thriving manufacturing plants...for its concentration of major mutual fund families which play an increasingly important role in global investing. It will support a population that is growing at a rate three times greater than the national average. And it is the gateway to some of this continent's finest and most challenging ski slopes, and to scenic mountain resorts which attract visitors throughout the year to its summer festivals and winter sports.



But Denver also serves the national air transportation system as a major transfer point for east and west-bound travellers. Next year we expect passenger enplanements at the new airport to exceed 16 million. That's a seven and half percent increase...fully two points above what we forecast will be the national average. We predict that by the year 2005, the number of passenger enplanements at the new airport will reach nearly 28 million...surpassing San Francisco and JFK to become the fifth busiest airport in the nation.

Strategically centered...as Denver is...between the East and West coasts, between Canada and Mexico, and between Europe and the Pacific rim ...the airport is ideally situated to become a major international crossroads. At the present time, international passengers account for one percent or less of Stapleton's activity. And most of this activity is between Canada or Mexico. With the facilities available at the new airport, including a customs service center that can process up to six hundred passengers an hour, I know that Denver is looking to expand this service and to open up new routes to Europe and Asia.

We have in Secretary Pena, a vigorous advocate of fairness for our domestic carriers in the international arena. I'm sure you know that the United States is currently negotiating new aviation agreements with a number of countries. And if you've been reading the newspaper accounts of those talks, you know that our country is taking a firm stand. We're not offering unilateral concessions. But we're also willing to accommodate the interests of other nations, when we can do so without compromising our commitment to free and fair conditions for all carriers wanting to compete in the global market. I believe you can rely on Secretary Pena to negotiate what is best for Denver and for U.S. aviation.

We're all working to assure the success of Denver International. For we will all prosper with the flourishing of this new airport.

As a federal agency, the FAA has always been aware of the link between airport capacity and economic development. And in recent years, we have become increasingly aware of the link between capacity, the financial health of the airline industry, and service to air travellers. All of these are interconnected. Because of our responsibility for air traffic management, the FAA is acutely aware of the central role of capacity. We're especially aware of how important it is for Denver to be operating at all times at full efficiency. For delays here create a ripple effect across the entire nation, causing missed connections and back-ups as far away as Philadelphia and New York, Los Angeles and Seattle.



Nationwide, in 1991, one and a half million hours of delay cost the airlines two and a half billion dollars in extra operating costs. Add in the value of passengers' lost time and the total cost escalates to more than eight billion dollars. This is nearly enough to offset all the airlines' losses over the past three years. We're told that delays in Denver alone cost the carriers over 100 million dollars each year.

Capacity is one of the reasons why the FAA and the U.S. Congress has been solidly behind this project, supporting it with airport grants which will eventually exceed 500 million dollars. We've invested an additional 170 million dollars to install our most sophisticated technology for air traffic control and to build the best-designed and well-equipped tower facility in North America. It's also the FAA's tallest and strongest tower. I'm told...by someone who's counted...that there are 548 steps from the bottom to the top, and walking all the way up is the equivalent of a twenty minute workout on the Stairmaster.

This highly advanced air traffic control complex is required to handle the vastly enlarged capacity of Denver International. Once the sixth runway is completed, it's 16 thousand feet length can handle anything that flies...the Boeing 747-400 and 777, the MD-11...even the 7X7 or anything else coming off the line between now and the year 2020.

I've heard told that whenever the temperature here in Denver tops 90 degrees...as often happens...it's like being at 12 thousand feet above sea level. And under those conditions, a fully loaded 747-400 requires all 16 thousand feet to take off. So the new runway is a necessity if Denver is to routinely handle the jumbo passenger jets and cargo carriers which fly the International routes.

In order to be competitive, Denver had to have more capacity. And Stapleton simply ran out of space. It can handle 80 planes per hour in fair weather, but 25 or less when the weather is bad. In contrast, Denver International can land 99 planes an hour in all kinds of weather. Its runways were planned far enough apart to permit controllers to execute triple approaches...which means that we can land three aircraft simultaneously, even under bad conditions. For added safety, the FAA installed a new system called a Final Monitor Aid Display. This technology lets the controller monitor the approaches more closely...it's the first of its kind anywhere.

The runway design at Denver International is not only more efficient, it also provides an extra margin of safety. Runways are staggered and don't intersect, for example. There's no crossing of active runways getting to or from the terminal, so there's less chance of incursions with other aircraft.



There's also less danger from snow and ice...which may appeal to winter sports fans but can be perilous to fliers. The sophisticated deicing procedures put in place here in Denver are among the best in the nation...new procedures which are the recent result of close collaboration between the FAA, the air carriers, airport managers, and our industry partners.

So it's a proud day for all of us to inaugurate this new airport...a showcase for Denver, a showpiece of American aviation technology. And a statement to the world that our nation is staking a major claim to the future.

Someone once said that "When you act, you can make many mistakes. But when you don't act...you are always mistaken." An undertaking as monumental as the building of Denver International no doubt had its share of error and miscalculation along the way. But I'm convinced that history will prove...and soon...that the gravest error would have been a failure of nerve...a frightened refusal to believe in the promise of tomorrow.

Almost all the arguments we heard raised against this project we know were heard earlier against the building of Stapleton. Skeptics scoffed at the idea that people would willingly drive miles into the countryside to get to an airport. They refused to believe that the future growth of aviation could ever justify such an investment. Looking back, it's easy to dismiss these doubters and skeptics for their lack of vision. But what is so surprising is that even the optimists were rarely optimistic enough. Very few foresaw the potential for growth which was released when Stapleton opened its first runway sixty years ago. And few of us today can fully imagine the possibilities for future growth which lie ahead. The opening of Denver International Airport will open a window of opportunity for us all.

Thank you.