The General Aviation Manufacturers Association (GAMA) is a national trade association representing 50 manufacturers of fixed-wing aircraft, engines, avionics, and components. In addition to building nearly all the general aviation aircraft flying in the United States today, GAMA member companies also operate aircraft fleets, airport fixed-based operations, pilot training and maintenance technician training facilities across the nation.

- General aviation aircraft range from two-seat training aircraft to intercontinental business jets.
- General aviation is estimated to be a $17 billion industry, generating more than $51 billion annually in economic activity.
- General aviation exports nearly one-quarter of its production and leads the world in development of new technology aircraft.
- General aviation aircraft fly over 27 million hours (nearly two times the airline flight hours), and carry 145 million passengers annually.
- Approximately 70 percent of all the hours flown by general aviation aircraft are for business and commercial purposes.
- More than 5,400 communities rely exclusively on general aviation for their air transportation needs (scheduled airlines serve about 600).
- Most people learn to fly in a general aviation aircraft.

Headquartered in Washington, DC, GAMA represents the interests of its members before the United States Congress, the Department of Transportation, the Federal Aviation Administration, and other federal and state government agencies directly concerned with the air transportation system. It also maintains close working relationships with other associations representing various facets of the aviation community.

Through its public information and education programs, GAMA promotes better understanding of the air transportation environment and the important role general aviation plays in the national economy and in serving America’s transportation needs.

GAMA Executive Committee

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President and CEO, The New Piper Aircraft, Inc.

VICE CHAIRMAN OF THE BOARD
Michael A. Smith
President, Aerospace Electronic Systems, Honeywell, Inc.

FLIGHT OPERATIONS POLICY COMMITTEE
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Michael D. Schanck

AVIATION EDUCATION AND MEMBER SERVICES
Elizabeth P. Davis

COMMUNICATIONS SPECIALIST
Eliza E. Schackelford

ACCOUNTANT
Jahan Ahmad
GAMA Agenda for 2000

FAA LEGISLATION
Congress is currently considering comprehensive aviation bills that include provisions related to FAA funding and management. A top priority for GAMA in 2000 will be facilitating passage of federal legislation that requires aviation revenues to be used for aviation purposes and ensures reinstatement of the General Fund contribution.

NAS MODERNIZATION
For the United States to remain the world leader in aviation in the 21st century, it must have a modern and efficient National Airspace System (NAS). Through its Flight Operations Policy Committee, GAMA will continue to assist the FAA as it refines and implements its plan for modernizing the NAS.

SAFETY
Since GAMA's inception in 1970, safety has always been a top priority. Through its Safety Affairs Committee and its participation in the FAA's Safer Skies Initiative, GAMA will continue to apply its energies and resources to the promotion of general aviation safety.

CERTIFICATION
The FAA certification process should be comprehensive and exacting, not Byzantine and inefficient. Through its Technical Policy Committee and its position on industry/government working groups, GAMA will work to improve the process through which aviation products are certified.

ADVOCACY
General aviation plays a vital role in our nation's economy and air transportation system. Still, the industry is not well understood by the general public. Through the efforts of its Public Affairs Committee, GAMA will work to spread the positive message of general aviation.

EDUCATION
Through its education programs, GAMA will work to use aviation as an educational tool that will stimulate the minds and stir the hearts of young people.

BE A PILOT PROGRAM
New pilots are key to the future of general aviation. For that reason, GAMA will continue its strong support of the BE A PILOT program, an industry-wide effort designed to educate the public about flying and increase the number of persons learning how to fly.

INTERNATIONAL MARKETPLACE
International aviation regulations should be designed to promote safety and uniformity, not influence market decisions. Through its International Affairs Committee, GAMA will work to harmonize international aviation standards and operating rules, and to ensure our members have the opportunity to compete on a level playing field.

NEW TECHNOLOGIES
GAMA will continue to work in partnership with NASA and the FAA on programs designed to lead to revolutionary breakthroughs in general aviation technologies.

GENERAL AVIATION REVITALIZATION ACT
The General Aviation Revitalization Act has played a key role in the recent growth of the general aviation industry. Making sure that courts continue to interpret and apply this important federal law as Congress intended will be the primary focus of GAMA's Product Liability Committee.

AIRPORTS
In coordination with the other major general aviation trade associations, GAMA will continue its long history of working to preserve and enhance our nation's system of airports.
by Edward M. Bolen, GAMA President  
February 9, 2000

For the fifth year in a row, GAMA is announcing that both industry billings and shipments of general aviation aircraft increased.

To put it in historical context, GAMA’s tracking of industry billings and shipments dates back to 1946. In the entire 54-year period over which we have tracked these statistics, the industry has never before enjoyed five straight years of growth in both billings and shipments.

Make no mistake about it, the general aviation industry is entering a new century in very good shape.

TOTAL BILLINGS

In 1999 we once again set a new all-time record for billings.

Total billings for the year reached $7.9 billion. That is up 35.1 percent from 1998.

Here again, let me put this number in historical perspective. It was just three years ago when GAMA announced with great fanfare that for the first time in its history the industry had annual billings of just over $3 billion. We really thought that was great.

Now, here we are three years later, and our billings are up to $7.9 billion.

TOTAL SHIPMENTS

Once again, we have recorded a double-digit increase in shipments of general aviation aircraft. Last year, we shipped 2,525 total units. That is up 13.7 percent from 2,220 units in 1998.

PISTON-ENGINE AIRCRAFT

Breaking down the shipment numbers, we see that a total of 1,747 piston-engine aircraft were shipped last year. That is a 13.9 percent increase over 1998. Single-engine piston aircraft shipments increased 13.9 percent from 1,436 units in 1998 to 1,635 units in 1999. Multi-engine piston aircraft shipments rose 14.3 percent, from 98 units in 1998 to 112 units in 1999.
TURBINE-ENGINE AIRCRAFT

Turbine-engine shipments also grew in 1999. Total turbine shipments were up 13.4 percent to 778 units. Turboprop units were actually down 2.6 percent from 271 units in 1998 to 264 units in 1999. But turbofan shipments increased 23.9 percent from 415 units in 1998 to 514 units in 1999.

EXPORTS

The number of aircraft that were shipped to overseas destinations increased 5.0 percent from 535 units in 1998 to 562 units in 1999. The dollar value of those exports reached $2.5 billion, up 52.7 percent from the previous year. Overall, exports accounted for 22.3 percent of total shipments last year and 31.6 percent of total industry billings.

Exports have been going up consistently for a number of years now. That is particularly interesting when you consider the environment in which that growth has been occurring.

In the past few years, Mexico has gone through a very painful devaluation of the peso, Asia caught the flu, Brazil experienced a financial crisis, and significant military actions have occurred in and around the Balkans.

Still, despite all of the instability in the world economy, we continue to see a growing demand for general aviation aircraft. Clearly, there is a growing worldwide acceptance of general aviation as both an important business tool and a necessary element of economic development. There is still a huge amount of untapped potential in the international arena, but these export numbers show we are making progress.

NEW DELIVERIES

Helping to drive general aviation’s impressive billing, shipment and export numbers are a number of new aircraft models. 1999 was the first full year of production for a number of new aircraft including the Cessna Citation Excel and the 206 Stationair, the Learjet Model 45 and the Boeing Business Jet.

It was also the year in which deliveries began for the Cirrus SR20 and the Mooney Ovation II.

Given the impact new aircraft models traditionally have on billings, shipments and exports it is easy to understand why GAMA is optimistic about what 2000 holds in store.

This year Raytheon will begin delivering its Premier I, an entry-level business jet that features an all composite fuselage. The New Piper Aircraft, Inc. will begin delivering its new Malibu Meridian, an exciting new single-engine turboprop. And Cessna will start making deliveries on three new additions to its highly successful Citation line: the C11, the CJ2 and the Encore.

USED AIRCRAFT MARKET

Of course new model aircraft are not the only ones in the market. In 1999, demand continued to be strong for used general aviation aircraft. According to statistics from the Aircraft Bluebook, prices for used aircraft increased last year. Prices for single and multi-engine pistons jumped the most, up about 10 percent from 1998.
PILOT POPULATION

Pilots are the lifeblood of general aviation, so for our community to grow we need a healthy and expanding base of pilots. 1999 was the third straight year in which student starts increased. Since the BE A PILOT program was launched in 1996, we have stopped what had been a precipitous decline in the number of people learning how to fly, and we have increased student starts by 14 percent.

The number of persons with their private pilot licenses was also up in 1999, approximately 5.0 percent according to the FAA. There was a 3.0 percent increase in the number of persons with their instrument rating.

The final statistic with regard to individual pilots relates to the total active pilot population in the United States. Here again the news is good. According to the FAA the active pilot population was up 3.0 percent. This is the second consecutive year we have seen growth in this important category.

When I began my comments on pilot statistics I mentioned the BE A PILOT program. Many of you know that this is the largest learn-to-fly program in the history of civil aviation. Earlier today the Board of Directors of the BE A PILOT program met here in Washington and we are fortunate to have many of the board members with us tonight. These people really deserve a great deal of credit for their efforts on behalf of this important program.

CORPORATE FLIGHT DEPARTMENTS

In addition to having a growing pilot population, it is important for general aviation to have a growing number of corporations establishing flight departments and utilizing general aviation aircraft as a business tool.

According to statistics provided by AvData, that is happening. Last year, the number of corporate flight departments in the United States grew by 6.6 percent, from 8,236 flight departments to 8,778 flight departments.

FRACTIONAL OWNERSHIP PROGRAMS

At the same time the number of corporate flight departments was going up, fractional ownership programs continued their rapid expansion.

According to AvData, the number of individuals and companies in the United States that own a fractional share of an aircraft increased 50 percent last year, from 1,125 to 1,693 in 1999.

The number of aircraft in fractional programs grew 46 percent in 1999, from 253 to 370. GAMA member companies are reporting that approximately 15 percent of their turbine deliveries last year were to fractional programs.
On the subject of fractional ownership, most of you know that questions were raised a couple of years ago as to the appropriate operating regulations for aircraft in fractional programs. Since 1985, fractional operations have been regulated under FAR Part 91, which governs business aircraft operations.

Last November, the FAA Administrator formed a Fractional Ownership Aviation Rulemaking Committee to consider the regulations for fractional ownership programs and make recommendations for preserving the outstanding safety record of fractional owners as the industry continues to evolve.

The committee represented a broad cross-section of the aviation community, including corporate flight departments and charter operators. GAMA participated on the committee, as did some of its member companies.

For ten full days the committee examined, among other things, the best safety practices of the major fractional companies. The Committee codified these safety practices, along with some additional requirements, in a draft regulation which has been submitted to the FAA for publication as a new subsection to FAR Part 91.

I would like to take this opportunity to publicly thank Jim Christensen of TAG Aviation, who chaired the committee, as well as Kathy Perfetti and David Catey from the FAA, and Dayton Lehman and Patricia Thomas from the Department of Transportation.

These people deserve a lot of credit for taking a large and diverse group and hammering out a consensus opinion on what had been a very controversial issue.

CHARTER ACTIVITY

Getting back to the statistics, while corporate flight departments and fractional programs have been growing, so too have charter operations. According to the National Air Transportation Association, charter activity was up by over 20 percent in 1999.

I think the across-the-board growth in corporate flight departments, fractional programs, and charter activity indicates that more businesses than ever are utilizing general aviation to do more in less time. And they are using general aviation in a manner that is most appropriate for fulfilling their transportation needs.

FLIGHT ACTIVITY

As you would expect, flight activity appears to have been strong in 1999. According to the Federal Aviation Administration, the number of general aviation aircraft operations at towered airports rose 4 percent from the previous year. General aviation instrument operations at all FAA facilities increased by 3 percent.
EMPLOYMENT

Employment at general aviation manufacturing companies rose again last year. It was up by 7.6 percent at GAMA member companies, so clearly our industry is doing its part for our nation’s manufacturing base.

SAFETY

As we have done for the past couple of years, we have saved the best industry statistic for last.

Once again, the industry set a new all-time record for safety as the general aviation accident rate reached the lowest level since we began keeping records in 1938.

As I talk about the general aviation safety record, I am certainly cognizant of the fact that last year high-profile accidents brought a great deal of attention to our community.

I believe these events show why it is so important for us in the general aviation community to continue to make safety our highest priority.

At the present time, the entire GA community is working with the FAA on the Safer Skies Initiative—an effort designed to significantly reduce GA accidents despite the projected growth in the industry. Two of the six Safer Skies working groups have now completed their initial reports and we are beginning the implementation process for their recommendations.

The dedication of industry time and resources to this important initiative has been enormous. It speaks volumes about the community’s commitment to safety.

GAMA AGENDA FOR 2000

Moving from the results of a spectacular 1999 to GAMA’s agenda for 2000, it quickly becomes apparent that this is no time for the industry to be complacent.

FAA REAUTHORIZATION

First and foremost on GAMA’s agenda for 2000 is the prompt passage of a multi-year FAA Reauthorization Bill.

For far too long, the FAA’s operating authority has come from a series of short-term reauthorization bills and continuing resolutions. The failure of Congress to pass a long-term reauthorization bill has hindered airport improvement programs, delayed modernization and caused uncertainty at the FAA.

Progress was made last year when both the House of Representatives and the Senate passed multi-year FAA reauthorization bills. However, objections from the Chairman of the Senate Budget Committee and from certain members of the Appropriations Committees have so far prevented House and Senate negotiators from agreeing on a final version of the legislation.
Because of the importance of a multi-year reauthorization to our nation’s air transportation system, a broad-based coalition including passenger airlines, cargo carriers, airports, pilot unions, and the entire general aviation community has joined together to collectively work for prompt passage of a bill.

The message of our coalition is simple. We want prompt passage of a multi-year bill that requires aviation revenues to be used for aviation purposes and guarantees the use of general taxpayer revenues to fund a portion of the FAA’s operating costs.

The degree of unanimity within the aviation community on this issue is unprecedented in recent times. We hope that by working together we can achieve our goal of enacting a long-term FAA bill.

INTERNATIONAL

For the past several years, GAMA has become increasingly active in challenging international regulations that appear to have more to do with altering the economic playing field than with promoting sound aviation policy.

Because of GAMA’s concern about what we perceive to be an increase in foreign regulations affecting the competitive marketplace, we recently asked Barry Valentine, former head of the FAA’s International Office and former Acting FAA Administrator, to join our senior staff and lead our international efforts. We are pleased to have Barry as GAMA’s new Senior Vice President for International Affairs. Barry will work closely with the Chairman of GAMA’s International Committee, Ray Siegfried, the Chairman and CEO of The Nordam Group. We know this leadership team will do a good job of making sure that GAMA member companies have an opportunity to compete on a level international playing field.

CERTIFICATION

Certification will also be a GAMA priority this year. The certification process has always been comprehensive and exacting—and that is as it should be. But just because the process is comprehensive and exacting does not mean it has to be inefficient, Byzantine or delay-prone.

For several years GAMA has been working with the FAA to refine the certification process so as to improve efficiency while promoting safety. Last year, that effort culminated in the publication of the Certification Process Improvement handbook.

But writing a plan for improving a process—and actually changing established cultures within industry and government so that the plan can be implemented—can often be two different things. This year, a top priority of GAMA will be working with the FAA’s Office of Regulation and Certification to make sure that changes are occurring—both in industry and in government—so that safe new products will be allowed to reach the marketplace in a timely manner. Borge Boeskov, the President of Boeing Business Jets will head the GAMA committee that will work on this issue.
MODERNIZATION

The United States is well into the process of modernizing its air transportation system. Included in that effort is a transition from our current ground-based navigation system to a satellite-based navigation system.

Because GAMA member companies will manufacture the avionics that will be used to navigate and communicate within the national air transportation system and safety will be enhanced, it is essential that we continue to be deeply involved in the modernization effort. Clay Jones, the President of Rockwell Collins, heads the GAMA committee that handles this issue.

The modernization process has the potential to provide tremendous safety and capacity benefits to general aviation. Our goal will be to help turn that potential into a reality.

AIRPORT AND AIRSPACE

Airport and airspace issues are a constant priority for GAMA, as they are for the entire general aviation community.

Last month, I joined with my counterparts from AOPA, EAA, HAI, NATP, and NBAA in a meeting with FAA Administrator Jane Garvey. Not surprisingly, airports surfaced as a top issue for our community.

I am pleased to report that the FAA has indicated a real willingness to work with us to protect and enhance our nation's GA airports. We at GAMA are looking forward to working with the FAA and the other GA associations on this important issue.

CONCLUSION

1999 was a great year for general aviation. We posted positive numbers in every key statistical area. But 1999 is behind us now. We have begun a new year. The exciting thing for all of us at GAMA is that, as good as last year was, we believe this year will be even better.
TOTAL BILLINGS AND SHIPMENTS

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EXPORTS

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1999 INDUSTRY EXPORTS

- Percentage of Total Billings: 31.6%
- Percentage of Total Shipments: 22.3%

PISTON-ENGINE AIRCRAFT

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<tr>
<td>Multi-Engine</td>
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TURBINE-ENGINE AIRCRAFT

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<tr>
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<td>514</td>
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by Chuck Suma, GAMA Chairman
February 9, 2000

As we find ourselves in the earliest days of a brand new century, it seems appropriate for us to consider just how far the aviation industry has come in the last one hundred years, and the role the United States has played in its development.

Of course, as all of you know, powered flight was not even a reality the last time a new century rolled around. And the conventional wisdom back then was that powered flight would never be a reality—it was considered a physical impossibility.

At the turn of the last century the Commissioner of the U.S. Patent Office is reported to have said, "Everything that can be invented already has been invented." Implicit in that statement is the assumption that anything not invented by 1900 was simply not possible.

Fortunately for us, Orville and Wilbur Wright refused to accept conventional wisdom. Instead, these two Americans used determination and innovation to do the impossible. In 1903, they piloted their flying machine for a grand total of twelve seconds, and in doing so, they changed the world forever.

Since these early days of powered flight, Americans have largely embraced aviation and supported an infrastructure to facilitate its growth.

U.S. LEADERSHIP

The United States was the first country in the world to adopt a sophisticated, radar-based air traffic control system. And we are still the only country in the world to have deployed a satellite-based navigation system—GPS.

Because the U.S. has always been willing to develop and adopt new aviation technologies, we find ourselves entering the 21st century as the world leader in all aspects of aviation. For example, 19 of the 20 busiest airports in the world are located in the United States. By itself, the U.S. accounts for almost half of the world’s airline departures and passengers carried, while achieving an accident record that is the envy of the world.
In the area of general aviation the statistics are even more impressive. Nearly 90 percent of all of the general aviation aircraft in the world are manufactured in the United States. Half of all of the private pilots in the world live in the United States. We have general aviation airports in the United States that handle more operations per year than London’s Heathrow Airport, and there are more general aviation aircraft based in Iowa than in the entire country of New Zealand.

PREPARING FOR THE FUTURE

As many of you know, for the past several years, a debate has raged here in Washington about how the United States can best prepare its air transportation system for the challenges of the future. Some have argued that the U.S. should follow the example of certain foreign countries; that is, they believe we should take Air Traffic Control out of the hands of the federal government and place it in a private corporation, and we should fund that corporation with a system of user fees.

Throughout the debate GAMA, in coordination with the other major general aviation associations, has articulated its opposition to privatization and user fees in Congressional testimony and public statements. In the interest of time, I am not going to restate that opposition here; however, I will suggest that the best way to prepare our air transportation system for the challenges of the new century is not by following the policies of foreign countries that have only a fraction of the aviation activity we do. Instead, I believe the way to keep the United States the world leader in aviation in the 21st century is by using the determination and innovation that has been a hallmark of U.S. aviation since 1903.

The innovative spirit of the Wright brothers is alive and well in the general aviation industry. Today, GA manufacturers are utilizing new designs, new materials, and new propulsion systems to reduce costs and increase the performance of our aircraft. We are incorporating new avionics that reduce pilot workload and increase safety while making flying even more fun. We are adopting new manufacturing processes that enhance quality assurance and reduce production times.

In short, we are embracing a future that promises change at a pace never before experienced by mankind.

Over the past five years much has been said and written about the wonderful innovations in the business jet segment of the general aviation industry—and that is entirely appropriate. The new business jets are remarkable.

Ed already mentioned some of the great new models by companies like Boeing, Cessna, Learjet and Raytheon, and certainly no list of innovative new business jets would be complete without the ultra-long-range CV from Gulfstream.

These business jets incorporate the latest technologies, including new engine models like the FJ-44 from Williams International, the AS-900 from Honeywell, the AE-3007 from Rolls-Royce Allison, and the PW-306 from Pratt & Whitney. The business jets also include top of the line avionics suites like Rockwell Collins’ Pro Line 21, Honeywell’s Primus Epic and Universal’s “Super FMS”.
But as the President and CEO of a company that has traditionally focused on the non-jet segment of general aviation, I would like to take a few minutes tonight to talk about the revolution in technology that is taking place in this important part of the industry.

First, let me talk about some of the new engine technologies. As you know, historically it is new engines that have brought about the greatest changes in aircraft design and performance, and, at the entry level of general aviation, some very exciting new engines are on the verge of reaching the market.

The FJX-2 turbofan engine, developed by Williams International, is planned to weigh only one hundred pounds, but it will produce 700 pounds of thrust. With an extremely economical price, this could be a feasible choice for even the smallest airplane. The Williams engine is expected to fly this year at Oshkosh.

Teledyne Continental Motors and Textron Lycoming are developing a new generation of internal combustion engines, with distinct advantages over current piston-powered engine designs. First, the number of moving parts is greatly reduced, simplifying both engine production and maintenance. This also reduces weight and engine noise while improving reliability. Equally as important, these engines will be able to use jet fuel. The result will be an engine with better performance and high reliability, but much lower cost.

In addition to new engines, these manufacturers are also developing new electronic engine controls that will not only add to the performance of new engine designs, but could greatly improve performance of the existing piston-engine fleet.

Teledyne Continental Motors is developing a new Full Authority Digital Engine Control system, or FADEC, which incorporates an innovative microprocessor architecture designed to provide a high degree of redundancy.

Lycoming has joined with Unison Industries in the development of the Electronic Propulsion Integrated Control system, or EPIC program. EPIC is a completely integrated digital propulsion system for new certified piston powered aircraft that will provide exact engine propulsion management.

Likely to complement the new engines are new propeller designs by companies like Hartzell. These new propellers will not only improve efficiency, but they will also make smaller airplanes even quieter than they are today.

For several years now we have seen tremendous advances in the avionics available at the entry level of general aviation. As a result, even the smallest GA aircraft can now have navigation and communication capabilities that are equivalent to commercial airlines.

And the best news is that there is still more to come from the avionics manufacturers. A new generation of GPS/WAAS receivers from companies like GARMIN, Honeywell and UPS Aviation Technologies will be even easier to operate than the current generation of GPS receivers. They will offer fast and easy access to basic navigation functions, and there will be standard function labels and abbreviations regardless of the equipment manufacturer.
As our industry continues to benefit from laptop computer-display research, we can expect cockpit displays in smaller aircraft to become even more sophisticated and less expensive than they are today. As a result, advanced multi-function displays (MFD) similar to the ones currently manufactured by Avidyne, Rockwell Collins, Honeywell and others will be ubiquitous. When coupled with a GPS/WAAS receiver, these new multi-function displays will not only depict a moving map, but also nearby terrain, engine operating parameters and other important information such as actual fuel burned versus the amount planned. The basic attitude and heading displays of the aircraft will be depicted in such a way that IFR flight can be easily accomplished.

BFGoodrich and Honeywell have both announced new low-cost Terrain Awareness and Warning Systems, or TAWS, for small GA aircraft. Companies like GARMIN and Honeywell are working on products that will allow near real-time weather and weather forecasts to be displayed in the cockpit via ground-to-air or satellite datalink. And in the Ohio Valley and Alaska the FAA is field testing ADS-B products by UPS Aviation Technologies that will allow traffic information to be automatically displayed via air-to-air datalink from nearby aircraft.

GA INFRASTRUCTURE

Looking at all of these exciting new technologies, it is easy for me to get very enthusiastic about the future of general aviation, and I haven’t even mentioned some of our great new training products, autopilots, or some of the advances being made by some of GAMA’s component manufacturers. Still, I think it would be naive for anyone to believe that great new products alone will ensure a bright future for our industry.

For general aviation to reach its full potential, I believe we need to develop a robust aviation infrastructure that allows general aviation to become a mainstream mode of transportation both in the United States and abroad.

When I use the term “robust aviation infrastructure,” I am using it in the broadest possible sense.

For me, the term includes a large population of well-trained pilots. Ed talked earlier about the success of the BE A PILOT program. It would be difficult to overstate the importance of this program to the future of general aviation. At New Piper, we are platinum sponsors of the program and we are committed to its success.

But a robust aviation infrastructure means more than pilots. It also includes a large population of well-trained mechanics and enough flight instructors to allow students the opportunity to work with one instructor throughout their training.

It means non-hardware suppliers to the industry such as insurance companies and financing companies developing new products that are responsive to a pilot’s needs and reasonable in cost. We have seen what fractional ownership has done for the business jet market so we know innovative ownership and financing arrangements can promote growth.
A robust aviation infrastructure means that we preserve, enhance and promote our system of
general aviation airports. At our last GAMA Board meeting, NASA Administrator Dan Goldin
spoke about NASA's commitment to developing a Small Aircraft Transportation System (SATS)
that will build both our industry's technology base and our air transportation infrastructure.
We are looking forward to working with NASA on this program.

A robust aviation infrastructure means a regulatory environment that simultaneously pro-
motest safety and growth. There is no reason one should ever have to come at the expense of
the other.

Finally, a robust infrastructure means a national attitude that recognizes
an individual's freedom to fly for business or for recreational purposes.
I think that attitude still largely prevails here in the United States but we
need to protect it. We also need to get foreign countries to adopt it.

Foreign markets are a key to future growth, so in addition to exporting
our general aviation products, we need to find ways to export our
attitude about general aviation.

I know that there are those who may question my enthusiasm about
the future of general aviation. They may argue that the challenges to growing our industry are
too great and our resources are too few.

But I would remind those people that, for nearly a hundred years, those of us in aviation have
delighted in proving naysayers wrong. Like the Wright brothers themselves, we know that with
determination and innovation, nothing is impossible.

**GAMA LEADERSHIP**

In closing tonight, I would like to shift gears and take just a moment in my capacity as GAMA
Chairman to recognize three of my predecessors who either have or are in the process of
turning over their CEO responsibilities to individuals they have identified as successors.

Russ Meyer has been a director of GAMA since the early 1970s and has served as Chairman of
the association on three separate occasions, the most recent being in 1994—the year we passed
the General Aviation Revitalization Act. On January 1st of this year Russ turned over his CEO
title at Cessna Aircraft Company to Gary Hay. Gary has been at Cessna since 1966 and has
held a variety of senior management positions. Tomorrow he will be elected as Cessna's new
representative to the GAMA Board.

Art Wegner chaired GAMA for over 14 months during 1997 and 1998. It was under his
leadership that GAMA was able to secure relief for aviation manufacturers from the onerous
and redundant requirements of the Fastener Quality Act. I might also point out that Art is the
only industry figure ever to chair both GAMA and AIA. Last fall, Art announced Hansel Tookes
as the President and COO of Raytheon Aircraft Company. Art and Hansel had worked together
during Art's tenure at United Technologies. When Hansel joined Raytheon it was announced
that he would soon assume the title of CEO and then Chairman. Hansel was recently named
President and has assumed the CEO title of Raytheon Aircraft Company and is scheduled to
take over as Chairman in August. He attended GAMA's Board of Directors meeting in Novem-
ber and will be with us again for tomorrow's meeting.
Dave Caplan is GAMA's immediate past chairman. It was on his watch that the industry produced the remarkable results Ed shared with you tonight. In November, Dave announced that, on April 1st, he would be turning over his CEO title to Gilles Ouimet who currently serves as President and COO of Pratt & Whitney Canada. Gilles has attended numerous GAMA Board meetings over the years and he is very familiar with the association.

Obviously, GAMA will miss Russ, Art, and Dave. Individually, each has contributed significantly to the association's success. Collectively, they represent over 50 years of dedicated service to GAMA; however, like them, we know their successors are individuals of considerable ability, and we look forward to their involvement on our board.

This year marks the thirtieth anniversary of GAMA's founding, and I think this anniversary finds GAMA in particularly good shape. Our membership is composed of 50 respected manufacturers who are deeply committed not just to the success of their individual companies, but to the long-term success of our industry. GAMA's staff is experienced and professional, and our relationships with Capitol Hill, the various Executive Branch agencies, and other trade associations are strong.

The New Piper Aircraft, Inc. and I are pleased to have the opportunity to chair GAMA at this exciting point in our industry's history. It will no doubt be a great year for general aviation, and I am looking forward to working with all of you.
GAMA President Ed Bolen testifies before the House Aviation Subcommittee with AOPA President Phil Boyer, NATA President Jim Coyne, and Professor Ken Button. 2/99

Rockwell Collins President Clay Jones joins GAMA President Ed Bolen and Rep. Peter DeFazio (D-OR) at the GAMA Capitol Hill reception. 5/99

FAA Administrator Jane Garvey and GAMA President Ed Bolen discuss important industry issues. 10/99

Sen. John Ashcroft (R-MO), a general aviation pilot, addresses the GAMA Board of Directors. 5/99


GAMA Board Members (L to R) Ray Siegfried, Borgo Boeschov, and Art Wegner visit with Rep. Robin Hayes (R-NC) at the GAMA Capitol Hill reception. 5/99

DOT Secretary Rodney Slater and GAMA Board Member Russ Meyer share a laugh at the general aviation listening session GAMA hosted in Wichita. 2/99

NASA Administrator Dan Goldin speaks to the GAMA Board of Directors at its November meeting. 11/99

GAMA President Ed Bolen with Sen. Jay Rockefeller (D-WV) at a GAMA hosted luncheon for Japanese aviation manufacturers. 11/99

GAMA Board Member Jim Ziegler explains Learjet's manufacturing process to DOT Secretary Rodney Slater and FAA Administrator Jane Garvey. 2/99

GAMA President Ed Bolen, NATA President Jim Coyne, and DOT Secretary Rodney Slater listen to FAA Administrator Jane Garvey, as she talks to students about careers in aviation at the Wright Day event. 12/99

Former GAMA Vice Chairman Ed Stimpson and his wife, Dottie, during his swearing-in as U.S. Ambassador to ICAO. 10/99
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