

STATEMENT
OF
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PRESIDENT
and
CHIEF EXECUTIVE OFFICER
JETBLUE AIRWAYS CORPORATION

Before the

Committee on Transportation and Infrastructure
Subcommittee on Aviation

Wednesday, September 12, 2012

Introduction

Chairman Petri, Ranking Member Costello and distinguished members of the Subcommittee, on behalf of the more than 14,000 Crewmembers of JetBlue Airways, thank you for the opportunity to be here this morning to discuss NextGen.

This morning, I'd like to begin by taking a moment to thank you Mr. Chairman for your genuine passion on the topic of educating Americans about the importance of NextGen.

While your home-state, proud home of the badgers, has a robust general aviation community, indeed the world's busiest for one spectacular week each summer at Oshkosh, and a healthy commercial aviation sector, the issues plaguing commercial aviation, the focus of today's hearing, finding solutions to chronic delays and congestion, are something far more associated with a few large airports in the northeast than with airports in Wisconsin. Here, I think of JFK, LaGuardia, Newark, Philadelphia and the airports here in the Washington region.

Yet, Mr. Chairman, in all of my meetings with you over the years, you have been as passionate about pursuing real, meaningful fixes to these problems as if they all emanated in your own Congressional District, in your own backyard. You have held hearings and conducted informational sessions and have always had an open door as you sought not to assign blame, but rather to find shorter paths to progress.

As the Chief Executive Officer of a large airline based in the northeast, with its two largest bases of operations in New York City and Boston, right in the bulls-eye of where NextGen is needed most, I thank you for this leadership.

As a member of the Board of the A4A, a trade group here in Washington representing more than 90 percent of the airline seats flying in America today, I also thank you and this subcommittee.

And perhaps most poignantly for this morning, having served for the past two years as Chairman of the RTCA's NextGen Advisory Committee, a group of aviation sector leaders who volunteer their time to reach common ground recommendations for the FAA to pursue in implementing NextGen, I thank you and members of this committee for holding today's hearing.

Briefly, this morning I will share with you two perspectives on NextGen: that of NAC Chairman and that of CEO of a northeast based airline.

On the NextGen Advisory Committee, where I will soon conclude my two-year role as Chairman, we are a diverse group of twenty-eight aviation leaders¹ that is Volunteer Driven, Volunteer Lead and we provide consensus-based recommendations on complex policy issues to the FAA in response to specific questions they present to us in the form of official Taskings.

Seated by then-Administrator Randy Babbitt nearly two years ago to the day, the NAC has reported back to the FAA's Taskings, with recommendations or initial reports, on seventeen different items critical to the implementation of NextGen. These are listed as an attachment² to my statement and range from Metroplex airport deployment priorities, and an approach to DataComm deployment, to Equipage Incentives and Performance Metrics.

As I have undertaken the equivalent of a graduate level studies course on all things NextGen over the past two years, in my "spare time", I am delighted to report that I could not be

¹ Attachment 1, List of NAC Members.

² Attachment 2, NextGen Advisory Committee Taskings.

more pleased with the group I have chaired, including my fellow panelists here with me this morning, or our partners at the FAA with whom we work so closely.

My fellow NAC members are participating in our meetings, voting with their feet, at each and every meeting. These are held over two days at disparate locations from here in the Nation's capitol to Boeing's facility in Seattle to Embry Riddle Aeronautical University in Florida to Gracie Mansion with Mayor Bloomberg in New York. In fact, in a few weeks, we will be holding our next Committee meeting at Wright Patterson Air Force Base in Dayton, Ohio, which will be my final meeting as Chairman. They show up at these various locations and contribute through active and robust discussions reflecting the government-industry partnership that is the hallmark of the NAC.

The NAC is engaged. The NAC is addressing relevant issues affecting NextGen from diverse viewpoints, including operators, commercial and general aviation and the military; suppliers and providers of equipment, pilots, controllers, airports and the international community as well. This reflects the important role of an RTCA Federal Advisory Committee in providing consensus recommendations, in a public process, reflecting the broad aviation community.

Finally, I am pleased to report that the NAC is committed. The members of the NAC desire to stay engaged, support the hard work of our subcommittee, chaired by Tom Hendricks and Steve Brown, its work groups and task groups. The NAC continues to be the most constructive and effective venue for FAA-industry partnership for the successful implementation of NextGen.

Just as the NAC members are engaged in their work, I have been quite pleased with the knowledge and level of engagement by Acting-Administrator Michael Huerta. First, as the Designated Federal Official to the NAC while serving as the FAA Deputy Administrator, Michael has become more, not less, active in our work since being elevated to the role of Acting Administrator.

With Michael at the helm and his interest in working closely with the aviation community; I am very confident of our collective ability to overcome some of the barriers to implementing NextGen.

As I plan my transition from the role of Chairman to that of non-Chair NAC member, I am excited to support the work of the NAC as it will be chaired by Bill Ayer, Chairman of the Alaska Air Group. Not only is Bill an experienced aviator and former CEO of Alaska Airlines over the past decade, now serving as its Chairman, he was intimately involved with the pioneering work of Alaska Airlines and the FAA in developing the multi-faceted Greener Skies initiative in Seattle.

The Greener Skies initiative over Seattle is a great example of partnership, not only between the FAA and Alaska Airlines, but all of the stakeholders necessary for success, from the controllers, flight procedures office, the military, airports, manufactures and others. I firmly believe that without this level of collaboration at the start of any new program, NextGen simply cannot succeed.

In Seattle, the Greener Skies initiative will allow carriers to move flight tracks over water, reducing miles flown, while optimizing descent profiles and altering Air Traffic Control procedures to enhance required navigational performance. As a result, Alaska Airlines, the

largest carrier in Seattle, along with others, will reduce fuel burn and emissions, reduced noise exposure for communities nearby to the airport, enhance capacity, increase safety and save more than 2 million gallons of fuel annually.

This great example of collaboration and success is precisely the motivation the NAC seeks to replicate with its work as we look to implement NextGen in more complex environments.

Mr. Chairman, the success taking place in Seattle was as much about technological improvements, much of it already in existence and simply needing a home to be applied in, as it is about surmounting the non-technical barriers to implementing NextGen. I am expecting that the final tasking from the FAA to the NAC during my Chairmanship will be to explore these non-technical barriers and recommend paths to effectively cut through them.

While the work of the NAC is ongoing and prospective into the short and medium term, the work we undertake at my particular airline, JetBlue, on behalf of our 30 million annual customers, is focused in the immediate and near-term.

JetBlue operates primarily in the congested Northeast airspace, with our two biggest focus cities being in New York, at JFK, and Boston, where we are the largest carrier.

While JetBlue believes in the promise of NextGen, candidly, in our airspace, we require solutions today.

Under the leadership of JetBlue's operational experts, such as Joe Bertapelle, Director Strategic Airspace Programs, and Bill Cranor, Director Air Traffic Services, we have not taken a

back seat to the work of the NAC, but rather we have actively engaged with FAA and are making progress on enhancing the efficiency and safety of the airspace.

At JetBlue, in the winter of 2011, we announced with the FAA and a private vendor, ACSS, an agreement to equip thirty-five JetBlue Airbus A320 jets with Automatic Dependent Surveillance Broadcast – Out technology. This agreement will have procedural, operational and infrastructure improvements put in place, that when coupled with the ADS-B-out equipment will measure and demonstrate the benefits of this technology in complex airspace such as New York.

This summer, we obtained our first supplemental Type Certificate for the equipment to be placed on our fleet and we are in the process of installing the equipment now, with completion by year's end. Simultaneously, the FAA is upgrading its en route work station platform in the New York region, which in early 2013, along with enhanced controller training and modified procedures, will allow our sub-fleet to fly new routes and actually capture the data and measure our success. Initial plans call for the testing to take place between the New York and Boston airspace and the Florida and northern Caribbean airspace, specifically Puerto Rico and the Dominican Republic – where JetBlue is the largest operator.

In another example of JetBlue and the FAA partnering, this summer we became the first carrier to utilize a new satellite-based special required navigation performance (authorization required) approach to runways 13L and 13R at JFK with our Airbus A320 fleet. These unique performance-based navigation procedures utilize a constant vertical descent in conjunction with a precise curved flight path resulting, like with Greener Skies in Seattle, a stabilized approach path, shorter flight times as well reduced fuel burn, emissions and noise. This also helps de-

conflict precious airspace in the tight corridors separating JFK and LaGuardia airports in certain wind conditions, maximizing capacity by making JFK independent of other area airports.

In closing, NextGen is a vital and necessary evolution for the aviation industry and it is just as important for our nation's economy. NextGen will reduce aviation fuel burn, save energy and improve the environment.

Implementing NextGen will also improve the efficiency and safety of aviation while adding jobs and strengthening our economy.

The case for NextGen is compelling.

I would again like to thank you Chairman, Ranking Member Costello and the entire subcommittee for your continued interest in advancing NextGen and I would be delighted to answer any questions you may have.

Thank you.

Attachment 1: NextGen Advisory Committee Membership, September 2012

Domain	Member
Designated Federal Official	Michael Huerta, Acting Administrator, FAA
Chair	Dave Barger, President and Chief Executive Officer, JetBlue Airways
FAA	Vicki Cox, Assistant Administrator, NextGen Christa Fornarotto, Associate Administrator for Airports David Grizzle, Chief Operating Officer Air Traffic Organization John Hickey, Deputy Associate Administrator for Aviation Safety Julie Oettinger, Assistant Administrator of Aviation Policy, Planning & Environment
Operators	Bill Ayer, Chairman, President & CEO, Alaska Air Group Ed Bolen, President & CEO, National Business Aviation Association Craig Fuller, President & CEO, Aircraft Owners & Pilots Association Dave Barger, President and Chief Executive Officer, JetBlue Airways Jim Rankin, President & CEO, Air Wisconsin (Regional Airline Association Chairman) Bob Gray, VP of Flight Operations, ABX Air, (Cargo Airline Association Chairman)
International	Patrick Ky, Executive Director, SESAR Joint Undertaking David McMillan, Director General, Eurocontrol
Airports	Sue Baer, Director of Aviation Department, Port Authority NY&NJ Kim Day, Manager of Aviation, Denver International Airport
DOD	James Jones, Major General, United States Air Force
FFRDC	Agam Sinha, Sr. VP & General Manager, The MITRE Corporation
RTCA	Margaret Jenny, President, RTCA
Labor	Lee Moak, President, Air Line Pilots Association Paul Rinaldi, President, National Air Traffic Controllers Association Tom Brantley, President, Professional Aviation Safety Specialists
Aircraft Manufacturer	Sherry Carbary, VP of Flight Services, Boeing Commercial Airplanes, The Boeing Company

Domain	Member
	Eric Stefanello, CEO, Airbus Pro Sky SAS
ATC Automation	Stephanie Hill, President, Lockheed Martin IS&GS John Harris, President, Raytheon Technical Services Company
Avionics	Carl Esposito, Vice President, Honeywell Aerospace
Environment	Arlene Mulder, Mayor, Village of Arlington Heights

Attachment 2: NextGen Advisory Committee Taskings

Date of FAA Tasking	Category of Tasking	Description	Date of NAC Approval	Associated NAC Recommendation	Work Complete?
October 22, 2010	NextGen Metroplex	Prioritizing and selecting Metroplex sites for implementing NextGen capabilities and identifying the steps needed to apply the criteria for improving aviation operations by defining <i>what</i> integrated capabilities should be deployed, <i>where</i> and <i>when</i> .	Preliminary recommendations addressed at several meetings, the final May 2012	<p>Metroplex Prioritization Criteria (May 2011)</p> <p>Integrated Capabilities Scoping & Requirements (May 2011)</p> <p>Findings and Recommendations: Metroplex Prioritization and Integrated Capabilities Scoping & Requirements (September 2011)</p> <p>Applying the Metroplex Prioritization Criteria & Mapping the Integrated Capabilities to Identified Metroplexes (February 2012)</p> <p>Refinement of Integrated Capabilities Definitions and Completion of Mapping Exercises (May 2012)</p>	Yes, May 2012
October 22, 2010	NextGen Metroplex	NextGen future operations – Trajectory Operations (Tops) mid-term (2011-2018) operational concepts and scenarios (follow-on work from the previous Air Traffic Management Advisory Committee).	September 2011	Recommendations for Implementing Trajectory Operations in the Mid-Term (2011-2018) (September 2011)	Yes, September 2011
October 22, 2010	NextGen Metroplex	Expanding the use of Special Activity Airspace – Making available real-time information on the status of Special Activity Airspace to maximize the use of this airspace and improve the efficiency of aircraft operations.	May 2011	Special Activity Airspace Concept of Operations – A Recommendation for Improving the Information Available for Special Activity Airspace (May 2011)	Yes, May 2011
October 22, 2010	NextGen Metroplex	Leveraging work between aircraft operators, air traffic controllers and the FAA in specific regions in the country to improve operations.	September 2011	Recommendations for Enhancing Operations in Specific Regional Airspace (September 2011)	Yes, September 2011 with on-going requirements
October 22, 2010	NextGen Metroplex	Near-term priorities for regional airspace analysis (OAPM1) – Support for the FAA-industry-controller collaborative initiative to optimize airspace and procedures in Metroplex areas. At the request of the FAA and in transition from the Air Traffic Management Advisory Committee, these were delivered at the September 2010 NAC meeting in advance of the broader Taskings.	September 2010	<p>Metroplex Airspace and Procedures Optimization Study Teams Recommendations for the NextGen Advisory Committee (NAC) from the NextGen Implementation Work Group (NGIWG), Requirements & Planning Work Group (R&P WG) and Airspace Work Group (AWG) of the Air Traffic Management Advisory Committee (September 2010)</p>	Yes, September 2010, OAPM1 process underway

Date of FAA Tasking	Category of Tasking	Description	Date of NAC Approval	Associated NAC Recommendation	Work Complete?
October 22, 2010	NextGen National Airspace System performance metrics	Commonly understood set of metrics for measuring both the implementation status of NextGen programs and the operational and financial impacts of NextGen capabilities as they are implemented.	Preliminary reports delivered September 2011, February and May 2012, final October 2012	Key NextGen Performance Indicators and NextGen Measurement Methodology (May 2011) Measuring NextGen Performance: Recommendations for Operational Metrics and Next Steps (September 2011) Measuring NextGen Performance (May 2012)	No, to be completed October 2012, with potential follow-on data sources development and refinement
January 28, 2011	NextGen operational and economic equipage incentives	User groups and capabilities as well as the equipage incentives needed to close the business case for NextGen capabilities.	May 2011 and September 2011	Phase One of the Equipage Incentives Tasking – Who (Which User Groups) Should be Incentivized to Equip for NextGen? (May 2011) Phase One of the FAA Equipage Incentives Tasking – What Capabilities? (May 2011) What Types of Incentives Should Be Used to Equip for NextGen? (September 2011) NextGen Equipage: User Business Case Gaps (September 2011)	Yes, September 2011
September 29, 2011	DataComm Roadmap	Recommendations for Tower and domestic En Route DataComm services and associated technologies.	February 2012	DataComm Roadmap (February 2012)	Yes, February 2012 potential future Tasking after DCIS award