

review of organization structure, work methods, procedures, records, reports, and staffing criteria.

13. To your knowledge, does this program duplicate or parallel work being done by any other agency?

No.

14. Is your organizational structure such that the program is being carried out most efficiently and effectively?

The Bureau has just been reorganized. The reorganization resulted in significant decentralization of functions from the Bureau headquarters to the two airports. Although the new organization is still in the "shakedown" phase, it seems to be working well and has overcome a number of problems previously caused by overcentralization. It is probably as good an organization as can be achieved within the overall organizational framework of FAA. However, there is no question that the Bureau could operate much more effectively as a Government corporation. Legislation to establish the Bureau on this basis has been before the Congress for several years but has never been passed.

15. Are there any outstanding GAO reports on this program? If so, what is the status of the GAO recommendations the report contains?

No. Comments have been submitted on all GAO audit reports.

16. What significant problems, if any, are you facing in accomplishing the program objectives?

Aside from the need for incorporation mentioned above, perhaps the most significant problem faced by the Bureau today is community reaction against the use of Washington National Airport by jet aircraft. This reaction has been manifested in numerous complaints by the public concerning aircraft noise, possible air pollution, congestion at the airport, and allegations of safety hazards. It has culminated in the formation of a citizen's group devoted to closing the airport which threatens to jeopardize any attempt to improve or modernize the airport facilities even on a minimal basis.

An equally significant problem is the fact that Dulles International Airport, while growing at a steady pace, has not been as fully utilized as anticipated. This problem complicates the problems at Washington National Airport and, in turn, is complicated by inability to establish faster access to the airport by road, rapid rail, or helicopter. Most of these possibilities are out of our hands and under the control of other agencies.

17. Do you administer any grants, loans, or other disbursed funds related to this program? If so, is the size of your administrative staff commensurate with the magnitude of the outlays?

No.

18. If your appropriations were reduced, how would you absorb the cut—by an overall reduction or by cutting or curtailing certain activities?

We would hope that any reduction imposed by the Congress would recognize the fact that the costs of operating the airports are recovered through user charges and concession arrangements and that capital investments are also amortized in the same way.

If a cut were imposed, how we would absorb it would depend upon the severity of the reduction. Since the bulk of the Bureau's operating funds are for personnel costs, we would probably attempt to absorb any reduction in operating appropriations by an overall reduction in service levels, unless the cut were severe enough to make it necessary to curtail entire activities. Most of our activities render essential public services. It would, therefore, be difficult and probably unwise, to cut out any single activity entirely. In the case of a reduction in our construction appropriation, we would react by deleting the lowest priority improvement projects in our fiscal program. In our judgment, either of these actions would be unfortunate, from the public point of view, in the light of the fact that the airports are self-sustaining enterprises. Under the revolving fund concept that would be established if the Bureau were incorporated, this fact would be evident and requests for appropriations would become primarily requests to utilize funds earned by the airports.

19. If additional funds were available, what would you do with the new money?

Again, this question can only be answered in the light of the amount contemplated. Getting Dulles International Airport fully activated to accept larger jet aircraft and providing for its expansion when its present design capability is exceeded about 1973 are No. 1 priorities, as is the need for providing and protecting the fastest and easiest possible access to that airport.