THE WHITE HOUSE
WASHINGTON

Chron

April 13, 1989

Researcher for Aerospace

TO: Dave Demarest

FROM: **STEPHEN M. STUDDERT**

- [x] FYI
- [ ] Appropriate Action
- [ ] Let's Discuss
- [ ] Per Our Conversation
- [ ] Per Your Request
- [ ] Please Return

COMMENTS:

The Ford Aerospace Facility was chosen because it combines the competitiveness/ high tech/modernization themes.

It also involves sales to Japan.

Ford Aerospace Reports . . .

FOR MORE INFORMATION CONTACT:
S. M. PEARCE (703) 685-5585

IMMEDIATE RELEASE

FORD AEROSPACE SHIPS JAPANESE SATELLITE FOR LAUNCH

PALO ALTO, CALIF., --Ford Aerospace's Space Systems Division has shipped for launch the first of two advanced SUPERBIRD satellites built for the Space Communications Corporation (SCC) of Japan. SUPERBIRD, the largest and most powerful commercial communications satellite yet developed, was built in record time at the corporation's Palo Alto facilities and will be launched on April 28, just 35 months after initiation of the project.

Chris Hoeber, Commercial Space Programs Operations Director at Ford Aerospace said, "This satellite will open a whole new world of applications for Japan, including video distribution, satellite news gathering, private business networks and the potential introduction of high definition television."

SUPERBIRD will be launched on a European Ariane 4 rocket and placed in a 22,300 mile stationary orbit at approximately 158 degrees East longitude overlooking Japan. After a series of on-orbit tests of the satellite's systems, SCC will assume control of the satellite from the dual control centers in Japan provided jointly by Ford Aerospace and Mitsubishi Electric Corporation.

Ford Aerospace & Communications Corporation

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Suite 1300
Arlington, VA 22202-3262

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SUPERBIRD is a body-stabilized satellite designed for a 10 year mission life to provide communications services simultaneously in both KU and KA frequency bands. The satellite can handle thousands of telephone calls and several television signals at the same time. The satellites antennas have been optimized to ensure coverage to all points in the Japanese Islands.

Based on the successful 15-satellite INTELSAT-V series, also built by Ford Aerospace, SUPERBIRD measures 70 feet from tip to tip of the 4,400 watt solar panel wings and weighs 5,500 pounds at launch. SUPERBIRD I was shipped on March 9 from the San Jose Airport aboard a special heavy-lift aircraft bound for Kourou, French Guiana.

Space Communication Corporation was formed in Mach 1985 by the Mitsubishi Corporation (MC) and Mitsubishi Electric Corporation (MELCO) after Japan enacted a new law deregulating communications and allowing private firms to compete for domestic communications services for the first time. Previously, all Japanese telecommunications services were under the auspices of the government-held Nipon Telegraph and Telephone Public Corporation.

"We take pride in providing this high quality, high technology product for Japan in record," Hoeber said. "This program demonstrated Ford Aerospace's commitment to its customers and the mutual benefits of cooperation between Japanese and U.S. companies."

Ford Aerospace, a wholly owned subsidiary of Ford Motor Company, is a leader in command, control, communications and intelligence systems; tactical weapons systems; space systems; and professional and technical services. The corporation is headquartered in Newport Beach, California, with major operations in northern and southern California, Colorado, New Mexico, Ohio, Pennsylvania, Texas, and the Washington, D.C., metropolitan area.

# # #

SPBD-SHIP.P.R.

THE WHITE HOUSE

WASHINGTON

April 12, 1989

MEMORANDUM FOR JUDD SWIFT

FROM: BRAD MITCHELL AND AUSTEN FURSE

SUBJECT: Ford Aerospace Event

Although we were not able to gather complete information on the proposed Ford Aerospace event, given the short turnaround, we have been able to determine a few points that may be useful:

- Sources at NASA tell us that the U.S. aerospace industry is the world leader and the technology used in the Superbird satellite is American technology.

- The launch of the satellite by the European Ariane 4 rocket is not unusual, the Europeans have a large share of this market.

- A downside to consider are the applications the satellite will open for Japan including video distribution, satellite news gathering, private business networks and the potential introduction of high definition television.

- Personal vignettes
People who worked
on Superbird
Pre-Advance

THE WHITE HOUSE

WASHINGTON

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In 1988, Ford Aerospace further expanded its capabilities with the acquisition of BDM International, Inc. BDM -- which provides diversified professional and technical services in national defense and security, communications, systems integration, energy, logistics, space, information systems, manufacturing technology and certain other areas -- has 14 technology centers and 36 other offices in the U.S. and abroad. The company's physicists, engineers, social scientists, accountants, mathematicians, and other specialists typically break new ground in technologies and concepts that are the front-end of engineering development and production in which Ford Aerospace has established its credentials.

Over the years, Ford Aerospace has firmly established its expertise and technological leadership in several important segments of defense and space:

Ford Aerospace Tactical Weapons Systems

Since 1951, first as Philco, later as Ford Aerospace, the corporation has been a member of the U.S. Armed Forces/Industrial Sidewinder air-to-air missile development and production team for configurations of the infrared seekers. Ford Aerospace also used a derivative of the Sidewinder missile in developing the Chaparral ground-to-air air defense system, which has been a mainstay of U.S. and allied arsenals for more than thirty years.

In the mid-1950s, Aeronutronic was prime contractor to the U.S. Air Force for Project Far Side, the first U.S. program to launch small payloads into space. Within the next two years, Aeronutronic won additional prime contracts, including the Shillelagh surface-to-surface guided missile system. By 1960, with more than 20 Department of Defense (DoD) and National Aeronautics and Space Administration (NASA) contracts, Aeronutronic completed its move to permanent facilities in Newport Beach, where it has continued to develop and produce advanced Sidewinder, Chaparral and electro-optical systems. Over the years, Ford Aerospace scientists and engineers have developed the world's most advanced stabilized-sight technology for defense systems.

In 1969, the corporation introduced the Pave Knife laser target designator system, revolutionizing air-to-ground combat and laser-guided munitions. Advanced electro-optical systems, such as Pave Tack and FLIR (Forward Looking InfraRed), permit precision target acquisition, designation and tracking in adverse weather, day or night. Ford Aerospace has also developed and produced high-temperature missile control valves for all U.S. solid-propulsion ICBMs, including Trident.

Ford Aerospace Command, Control, Communications and Intelligence (C^3)

In 1957, Ford Aerospace's predecessor, Philco, established the Western Development Laboratories Division (WDL) in northern California. Over the years, WDL has become an industry leader in high-speed information systems for C^3I, a vital element of both military and civilian programs.

WDL's initial major effort was to provide systems engineering and operations support to the U.S. Air Force Satellite Control Facility and the Satellite Control Network of tracking stations around the world. To this day, Ford Aerospace serves as prime contractor for both elements of this important U.S. space program, as well as the new generation Automated Remote Tracking Stations (ARTS) and Survivable Satellite Support Systems, which are major upgrades and improvements to the network.

In 1963, NASA selected Ford Aerospace's WDL to help design and build the Mission Control Center (MCC) at the Johnson Space Center, Houston, Texas. For more than twenty years, the corporation helped develop, build, update and operate the MCC for every manned space mission from Gemini 4 through the Apollo moon flights, Skylab, and the Space Shuttle. Ford Aerospace continues to support NASA's requirements for major programs such as Shuttle, Space Telescope and Space Station with systems engineering, development and integration.

Since the mid-1960s, Ford Aerospace has supported the North American Air Defense Command (NORAD) for major segments of the communications, display and computational systems in the Cheyenne Mountain Complex. Ford Aerospace also provides operations and maintenance support for related Air Force programs and serves as prime contractor for the off-site Air Force Test Facility that supports NORAD.

In 1983, the Air Force selected Ford Aerospace as prime contractor to develop a centralized C^3I capability for the Space Defense Operations Center (SPADOC) within the NORAD complex. SPADOC plays a strategic warning role for space defense, identifying and monitoring all space objects.

Ford Aerospace has also built more than 200 large satellite ground terminals around the world. In the late 1970s, the corporation began a program to provide NATO terminals in 21 countries; and in 1982, Ford Aerospace was selected to build the next generation State-of-the-Art Medium Terminals (SAMT) to augment the worldwide Defense Satellite Communications System network.

For the Strategic Defense Initiative, Ford Aerospace's principal activities are focused on ground-based Battle Management C^3, which includes computer-based, satellite-transmitted information systems that collect, process and display operational data, for military commanders to make decisions. It is the enabling technology which will tie the key elements of the SDI system together.

Ford Aerospace Space Systems

Satellite communications engineers, at what is now Ford Aerospace's Space Systems Division, developed and built in the 1960s, Courier, the world's first active repeater satellite for the U.S. Army (1960); the Mariner IV antenna that transmitted the first "fly-by" pictures of Mars (1965); IDCSP, the world's first military communications satellite network with multiple launch capabilities (1966-68); and Skynet, a military satellite system for Great Britain, with the first mechanically despun antenna (1969).

In 1976, Ford Aerospace won the largest single contract ever awarded for a commercial satellite system, which evolved into the INTELSAT V/VA series of 15 satellites for the 115-nation International Telecommunications Satellite Organization (INTELSAT). The largest and most advanced civil communications satellites in operation, each INTELSAT VA provides up to 15,000 two-way voice circuits and two color TV channels. Five INTELSAT V/VA spacecraft also provide maritime communications services; and three provide international business services. The INTELSAT network transmits some two-thirds of all overseas telecommunications and almost all intercontinental television, plus domestic lease services for numerous nations.

On October 4, 1988, INTELSAT awarded Ford Aerospace and its international team of contractors $394 million to design and build five INTELSAT VII's, the next generation global communications satellites, with options for additional satellites. The first I-VII is scheduled for launch in 1992. INTELSAT plans to deploy the first two I-VII satellites to enhance telecommunications services in the Pacific region.

Ford Aerospace's other satellite programs include GOES, NASA's next-generation Geostationary Operational Environmental Satellites, for more accurate U.S. weather forecasting into the 21st century; INSAT-I, multipurpose satellites for India that provide simultaneous telecommunications, direct broadcast TV, and meteorological observation and data relay; NATO III, the alliance's military communications satellites; SUPERBIRD communications satellites for Space Communications Corporation of Japan; major subsystems for ARABSAT, communications satellites for a 22-member-state Arab consortium; and subsystems for the U.S. Department of Defense (MILSTAR) and various European and Japanese communications satellites.

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March 1989

Ford Aerospace, a wholly owned subsidiary of Ford Motor Company, is a world leader in command, control, communications and intelligence systems; tactical weapons systems; space systems; and professional and technical services. The corporation is committed to continuous improvement toward providing our customers with the highest quality products and services at a competitive cost that represents best value.

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SUNNYVALE DIVISION
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Sunnyvale, California
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SPACE SYSTEMS ENGINEERING OPERATION
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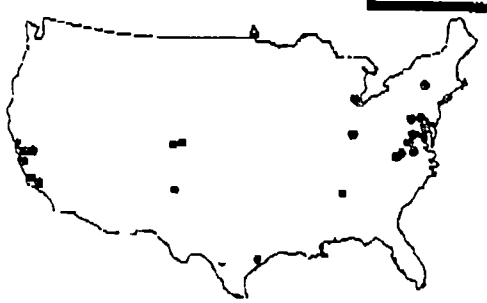
301-805-0300

SPACE STATION SUPPORT OPERATION
1760 Business Center Drive
Reston, Virginia 22090
703-438-5874

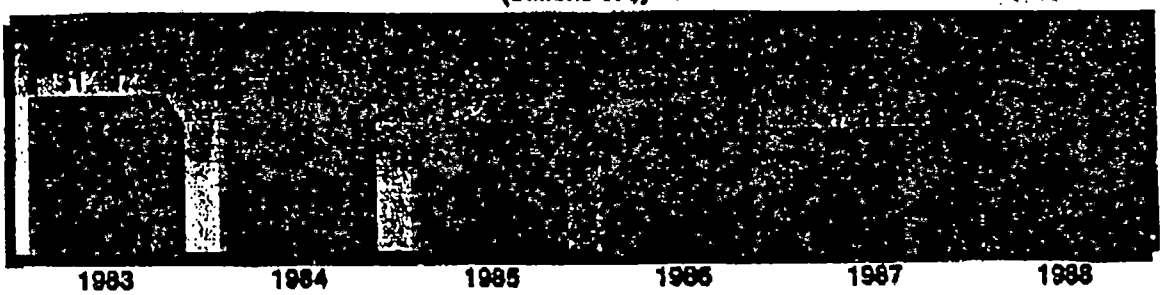


TECHNICAL EXPERTISE

- Alternative Energy Sources
- Artificial Intelligence/Expert Systems
- Command, Control, Communications and Intelligence
- Computer Aided Design
- Digital Processing
- Distributed Command and Control Systems
- Hardware Design and Development
- Information Sciences
- Information Systems
- Microelectronics
- Missile Guidance and Control
- Modeling and Simulation
- Precision Electro-optical Sightline Stabilization
- Satellite Control and Communications
- Satellite Solar and Battery Power
- Satellite Survivability Techniques
- Signal Processing
- Software Development
- Systems Engineering and Integration
- Three-Axis Satellite Stabilization
- Telemetry Processing
- Test and Evaluation

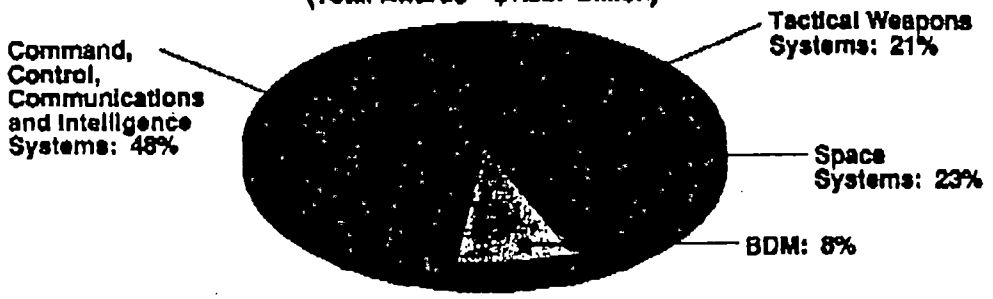
CONTRACT AWARDS 1983-1988

(Billions of $)



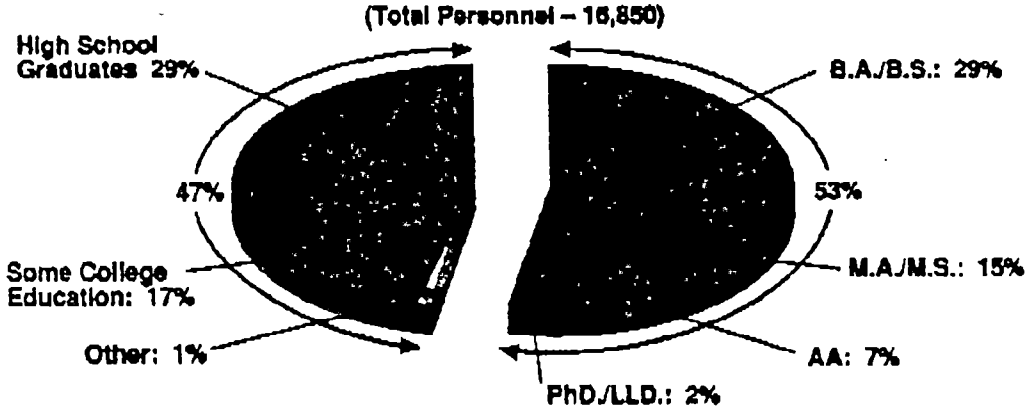
1988 AWARDS BY BUSINESS AREA

(Total Awards -- $1.937 Billion)



EMPLOYEE EDUCATION PROFILE

(Total Personnel – 16,850)



HISTORICAL MILESTONES

1956	Aeronutronic becomes Ford Motor Company Division
1957	Western Development Laboratories Division formed
1960	Courier "Repeater" satellite launched
1961	Ford Motor Company acquires Philco Corporation
1962	Contract to design/build Mission Control Center, JSC; Aeronutronic becomes Division of Philco
1963	Space Information Systems Operation established
1964	Shillelagh contract award
1965	Chaparral contract award First NORAD award Mariner IV transmits first fly-by shots of Mars
1969	Satellite Control Facility Operation Established
1971	12-year Shillelagh program completed
1972	Trident missile control award
1974	Contract to design/build SMS meteorological satellite
1976	Name Changed to FORD AEROSPACE & COMMUNICATIONS CORPORATION INTELSAT V contract award
1977	Pave Tack award Agreement with Mitsubishi for Japanese satellites Voyager 2 launched
1978	First Goddard Space Flight Center award
1980	PORTS contract award First INTELSAT V launched Nellis Range contract award
1981	Sidewinder GCUs hit 100,000 mark
1982	SAMT contract award F/A-18 FLIR Pod award Maneuver Control System award
1983	SPADOC award INSAT 1B launched
1984	ARTS Program award
1985	ARABSAT 1 and 2 launched GOES award
1986	Ford Aerospace celectrates 25 years with Ford Motor Company
1987	Name changed to FORD AEROSPACE Space Station awards
1988	HARM Low Cost Seeker Award Corporate Headquarters relocation to Newport Beach, CA. Acquisition of BDM International, Inc. INTELSAT VII award
1989	INTELSAT V, Flight Model 15 launched

FOCUS
(Ford Aerospace Magazine)
Summer 1988

SATELLITES

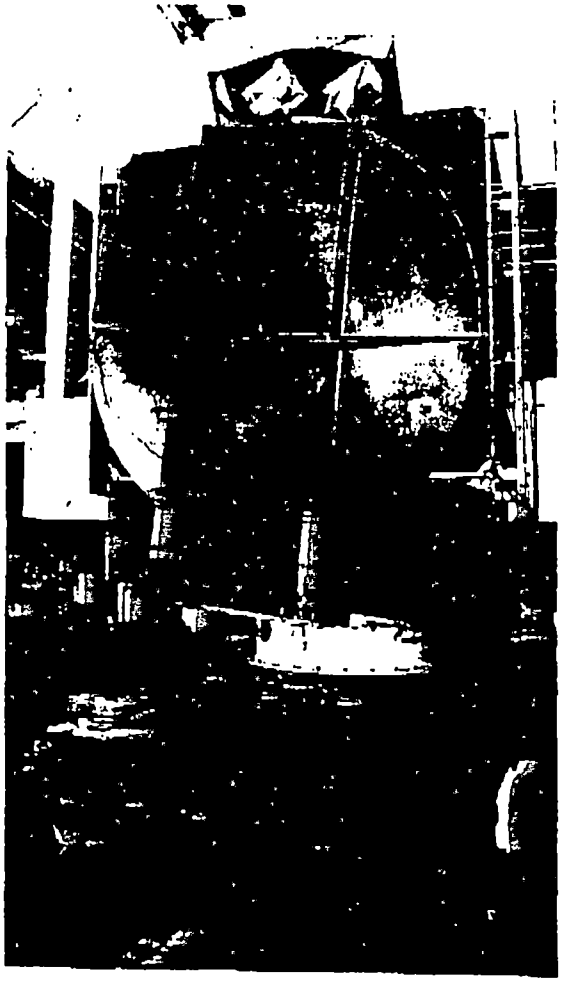
SUPERBIRD

Ford Aerospace Delivers Top Quality in Record Time

"Ford Aerospace's SUPERBIRD is now among the most competitive spacecraft in the world for customers who want affordable, high-powered communications satellites, delivered on schedule, and capable of supporting tens of thousands of ground stations."

That's how Robert E. Berry, vice president and general manager, Command & Control Group (CCG)/Space Systems Division (SSD), describes the aptly named "SUPERBIRD" for Japan's private Space Communications Corporation (SCC).

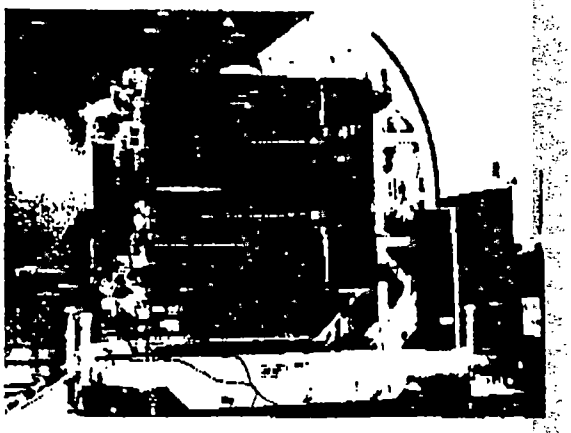
In 1989, SCC will launch the first of two SUPERBIRD satellites purchased from Ford Aerospace as part of a package signed just two years ago.



SUPERBIRD structural model undergoes vibration testing.

The launch will crown an impressive achievement for SSD and will open a new era in communications for Japan.

At the time SCC awarded its contract to Ford Aerospace, SCC's competitor was roughly a year ahead in developing spacecraft for Japan's first satellite communications network. Consequently, SCC stipulated an accelerated 31-month delivery timetable—more than a year less than the "normal" time it takes to complete such a project, says SUPERBIRD Program Manager Chris Hoeber, CCG/SSD.



SUPERBIRD-A rests on a handling dolly for integration activity.

"Faced with this challenge, we finely tuned our procedures and processes and demonstrated that we could meet the production goal—*without* slacking off the company's now legendary commitment to quality," Hoeber states.

"We've shown that *today* a state-of-the-art satellite like this can be built more quickly and less expensively in the United States," he explains.

The new satellite "bus"—the satellite's basic structure, including everything but mission-specific hardware—was the cornerstone of the company's successful bid for the next generation of the International Telecommunications Satellite Organization (INTELSAT) satellites. On June 15, INTELSAT selected Ford Aerospace to negotiate a contract to provide the next-generation INTELSAT-VII. Later in 1988, it will also be the basis of an anticipated bid to replace aging AT&T TELSTAR satellites, according to SSD Marketing Manager Fred Stang.

"We think SUPERBIRD is an excellent match for all these programs," he adds.

Power Advantage

Among its advantages, the SUPERBIRD bus delivers the highest power-to-weight ratio of any satellite now in use. SUPERBIRD's power output is what enables it to support a large number of economical ground stations, Hoeber says.

Because SUPERBIRD can transmit a stronger signal than other satellites, significantly smaller and less costly terrestrial dishes—as small as three feet in diameter—can receive those signals.

"Ford Aerospace's success in cutting production time also cut costs dramatically," Hoeber adds, "which results in a highly economical satellite for very sophisticated applications."

Major uses of SUPERBIRD in Japan and, perhaps later, in the United States, include television newscasting, computer-to-computer links, and other business communications, says Berry. He notes that the next decade could see sales of up to 30 SUPERBIRD satellites to some 10 customers.

Ford Aerospace's Japanese customer is certainly pleased with the satellite it chose to inaugurate space-age communications services in Japan. Says SCC spokesman Hitoshi Horihata, "SUPERBIRD is truly a super telecommunications satellite, and it will be a super benefit to all those who come in contact with it."

San Jose
Business Journal
3/6/89

Ford Aero signed a $200 million contract to build the 2,640-pound satellite in a record 35 months.

Ford Aero bids farewell to Superbird

By THERESE POLETTI

Ford Aerospace and a Japanese partner are about to launch the largest and most powerful telecommunications satellite Ford has ever built—and in record time.

When the 2,640-pound satellite is launched from French Guiana next month, it will mark the beginning of a new commercial market in Japan. "SUPERBIRD," as the satellite is fondly referred to, is the second commercial satellite to serve Japan.

The Palo Alto-based space systems division of the Ford Motor Co. built the satellite in a record 35 months for its demanding customer, the Space Communication Corp., a joint venture of Mitsubishi Corp. and Mitsubishi Electric Corp. in Japan.

"They pushed us to expand from 48 months to 35 months," said Chris Hoeber, director of commercial space programs at Ford Aerospace & Communications Corp.

He said that 48 months, or four years, is the normal time period to build a satellite of this size. But after the deregulation in 1985 of the telecommunications industry in Japan, Space Communication wanted to be the first company with a commercial satellite in the market.

Prior to deregulation, Japan's satellites were about 70 percent owned by the Nippon Telegraph and Telephone Public Corp. These satellites are used primarily by local governments and the Japanese Defense Agency, who pay the NTT to lease the transponders, which receive and transmit signals on the satellite.

In 1986, Ford Aerospace signed a $200 million contract with Space Communication Corp. to build the Superbird and a backup satellite with an ambitious delivery schedule of one month shy of three years.

Ford also signed up several sub-contractors on the project, including Electrofusion Corp. in Fremont, which made the central cylinder, and Lockheed Missiles & Space Co. in Sunnyvale for the earth sensors.

One of Ford's competitors, a company called JCSat—a joint venture between Hughes Aircraft Co. (now owned by General Motors Corp. in Detroit) and Mitsui Bussan and C. Itoh Trading Co. in Japan—was already working on the first satellite.

As an incentive to build a team focused on a single goal, Space Communication included a clause in the Ford contract that allowed for money to be spent on employee events to bring the team closer together. During the almost three year period that Ford worked on the satellite, the company threw Friday beer busts that featured a suggestion box, picnics and two anniversary parties.

"The spirit was Japanese," said Hoeber. "We were adapting concepts of team work and team spirit to an American workplace. We put individual goals aside and worked toward that common goal."

Yet even with the speed that Ford completed Superbird, Space Communications was not first with a satellite to the Japanese market, but it came close. This month JCSat will launch the first commercial satellite for Japan, which was in development a year longer than the Superbird. At the end of April, Ford's satellite will be launched.

"This year we call Satellite Year in Japan," said Takeshi Hashimoto, director and general manager of Space Communication Corp. "Our satellite will open the market for a new business in Japan."

Hashimoto said Space Communications has spent between $700 million and $800 million on the satellite.

Steve Sazegari, a satellite industry analyst at Dataquest Inc. in San Jose, said companies can usually garner revenue of three to four times the cost of the satellite within four to six years after the satellite is in orbit.

Superbird will be launched from Kourou in French Guiana, which is located close to the equator, to save on the cost of fuel. It will be crated and flown from the San Jose International Airport in an oversized commercial aircraft called the Belfast Heavy Lifter to handle the satellite's size. Superbird is 70 feet wide from the tips of its solar array wings. The wings are attached to the main body, an eight-foot cube, which houses all the electronic components, and is covered by a gold mylar material and reflective solar panels.

The satellite will be launched on an Ariane rocket. It will remain in orbit 22,000 miles above the earth. After an initial six-week testing period in orbit, the satellite will provide regular and cable television access, telephone lines, newspaper transmission and other telecommunications services to the Japanese for a lifetime of about 10 years.

Recently, Ford had a going away party for Superbird, where some of the hundreds of employees who worked on the project took group photos with the satellite and signed their names to the border of a 30-by-40-inch photo of their beloved project.

March 16, 1989
SF Chronicle

San Francisco Chronicle 3/16/89

EH

A New Way to Play Television Sports and Games

A young Menlo Park company may be the first to let watchers of TV baseball play along with their favorite stars.

Interactive Game Network today will announce an exclusive agreement with Major League Baseball Properties Inc. to develop an interactive electronic game based on IGN's technology and making use of the league's TV game broadcasts.

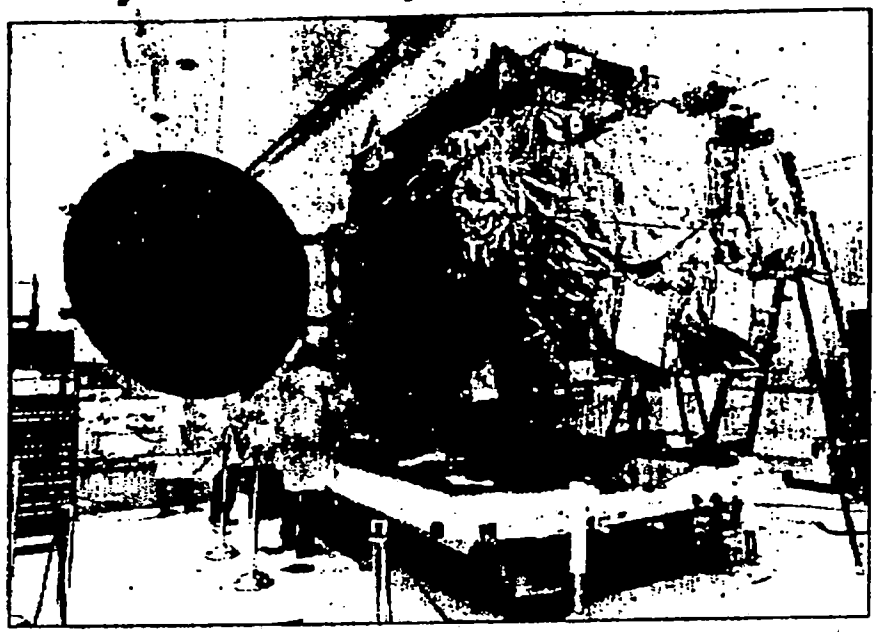
Players of IGN's games will buy a control device the company developed — a small pad with buttons and a display screen — to punch in commands in response to a televised game. Players might, for example, be asked to guess whether Jose Canseco will strike out or hit a home run — and have the cumulative score of their right and wrong answers compared with other home-TV players around the country.

The technology is wireless, and is based on instructions that are synchronized with the televised game and beamed to the home via FM radio or public-television stations. IGN has an arrangement with the Public Broadcasting System to use its satellite-broadcast facilities. Users will send in their scores to be tabulated, using a built-in modem that should require just 10 seconds for transmission over telephone lines.

The list of IGN's backers is at least as intriguing as the technology. They include the National Broadcasting Co., United Artists, United Cable and Le Groupe Videotron, Canada's largest cable company, which together put $1.8 million into founding the company in January 1988. Second-round financing of $6 million to $10 million is being negotiated.

Technical advisers include Alan Kay, a guru who holds the title of "Fellow" at Apple Computer, and Nicholas Negroponte, director of the well-known media laboratory at Massachusetts Institute of Technology.

The baseball game, planned for early this fall, is just a beginning. IGN expects to enable home viewers to electronically play along with game shows such as "The Wheel of Fortune," and thinks the concept will spread to a huge range of interactive home advertising and shopping services.



The Superbird satellite built for a Japanese agency by Ford Aerospace of Palo Alto

Many details — like how much it will cost to play games — remain to be settled. Anne Doremus, IGN's product-marketing manager, thinks there will be a subscription charge for regular players, plus a charge of $300 to $400 for the control device.

MacJoke

Many people can't take a joke. Ask Steven Levy.

A columnist for MacWorld magazine, Levy wrote an entertaining spoof about a sneak peek at an amazing clone of Apple's Macintosh computer. The secret Apple-killer was developed by giant IBM and Microsoft Corp., Levy suggested, and costs just $800 to $1,000 — compared with $7,000 or so for anything comparable from the Cupertino-based company.

The mention of an April 1 shipment date was the only real clue that there is no such machine. Hundreds of calls came into San Francisco-based MacWorld, which yesterday put out a news release stressing that the column was a joke.

"We were not amused," a spokeswoman for Microsoft said.

A contrite MacWorld editor, Deborah Branscum, said that she and her colleagues incorrectly assumed that readers would immediately recognize that the Mac clone was too good to be true. Levy wrote the column three months ago; it just happened to appear the same week that a rival publication, MacWeek, reported that companies in Utah and the Republic of China on Taiwan were quietly showing their own clones.

"We learned our lesson," Branscum said. On the other hand, she noted, "it shows how many people want access to Macintosh technology at a lower price."

Bye-Bye Bird

Most Silicon Valley companies that work as long as three years developing a product proceed to build lots of them. The other tack is to build one or two things that cost a lot.

This latter approach is favored by the Ford Aerospace Space Systems Division in Palo Alto. The company just said good-bye to Superbird, one of two huge satellites built under a $500 million contract with Japan's Space Communications Corp.

Superbird is the largest and most powerful commercial communications satellite ever developed. It flew a week ago on a special aircraft from San Jose to Kourou, French Guiana, where it is scheduled to be launched on April 20.

Though 35 months may seem like a long time, Ford says it is record time for building such a bird.

Seybold Sign

In early April, Sun Microsystems Inc. is expected to introduce up to five significant new computers — including a long-awaited system costing less than $10,000 that uses its so-called Sparc microprocessor technology.

Scott McNealy, the company's chief executive, made it clear at the Seybold desktop publishing conference yesterday that Sparc PCs are coming soon. But he sounded less certain than in the past that retail sales of Sparc hardware and software will be a major element of Sun's new sales strategy.

Rumor has it that Sun failed to reach a resale agreement with Businessland Inc., the most prestigious PC retailer. So says Robert Herwick, an analyst at Hambrecht & Quist.

Also at Seybold, Aldus Corp., the desktop-publishing software company, proposed an important new technical standard that could pave the way for PCs to conveniently share images with high-end systems needed for magazine-quality color reproduction

Palo Alto, CA
(Santa Clara Co.)
Peninsula Times
Tribune
(Cir. D. 60,288)
(Cir. S. 60,011)

MAR 9 - 1989

'Superbird' leaves Palo Alto to orbit above Japan

By Mary T. Fortney
Times Tribune staff

E-11

Superbird takes to the air today, en route to serve the people of Japan.

This "Superbird" is a multimillion-dollar communications satellite manufactured by Ford Aerospace's Space Systems Division in Palo Alto for the Space Communications Corporation (SCC) of Japan.

The Ford Aerospace team responsible for the design and development of Superbird bid "sayonara" to the satellite last week at a picnic held in the parking lot of the Ford plant. Employees signed a 3-foot-by-4-foot farewell card wishing the satellite and launch team good luck.

"Superbird will open a whole new world of applications for Japan, including video distribution, satellite news gathering, a private business network and the potential introduction of high definition television," said Chris Hoeber, commercial space programs operation director at Ford Aerospace.

It will be the nation's first commercial satellite, he said. Japan has had government satellite programs for the past 15 years under the auspices of the government-held Nippon Telegraph and Telephone Public Corp. A new law deregulating communications and allowing private firms to compete for domestic communication services was passed in 1985.

The Superbird is the first of two satellites to be built by Ford Aerospace for Japan under a $300 million contract. It was constructed in record time and will be launched April 28, just 35 months after initiation of the project.

The satellite measures 70 feet from tip to tip of the 4,400-watt solar panel wings and weighs 2,849 pounds.

Although comparatively light, Superbird's unusually large size required a special aircraft for shipment, Hoeber said. Ford is using a Belfast heavy lift aircraft, owned by a company in Ireland. There are only two of the aircraft in the world, and the company flies them all over to pick up oversized cargo.

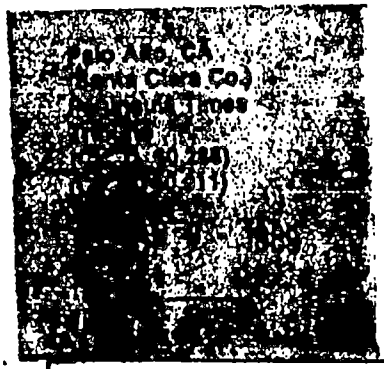
The satellite will be loaded on the aircraft today at the San Jose International Airport and flown to Kourou French Guyana, where it will be launched. Superbird will be launched on a European Arianespace 4 rocket and placed in an orbit 22,300 miles above the Earth's surface at about 158 degrees east longitude.

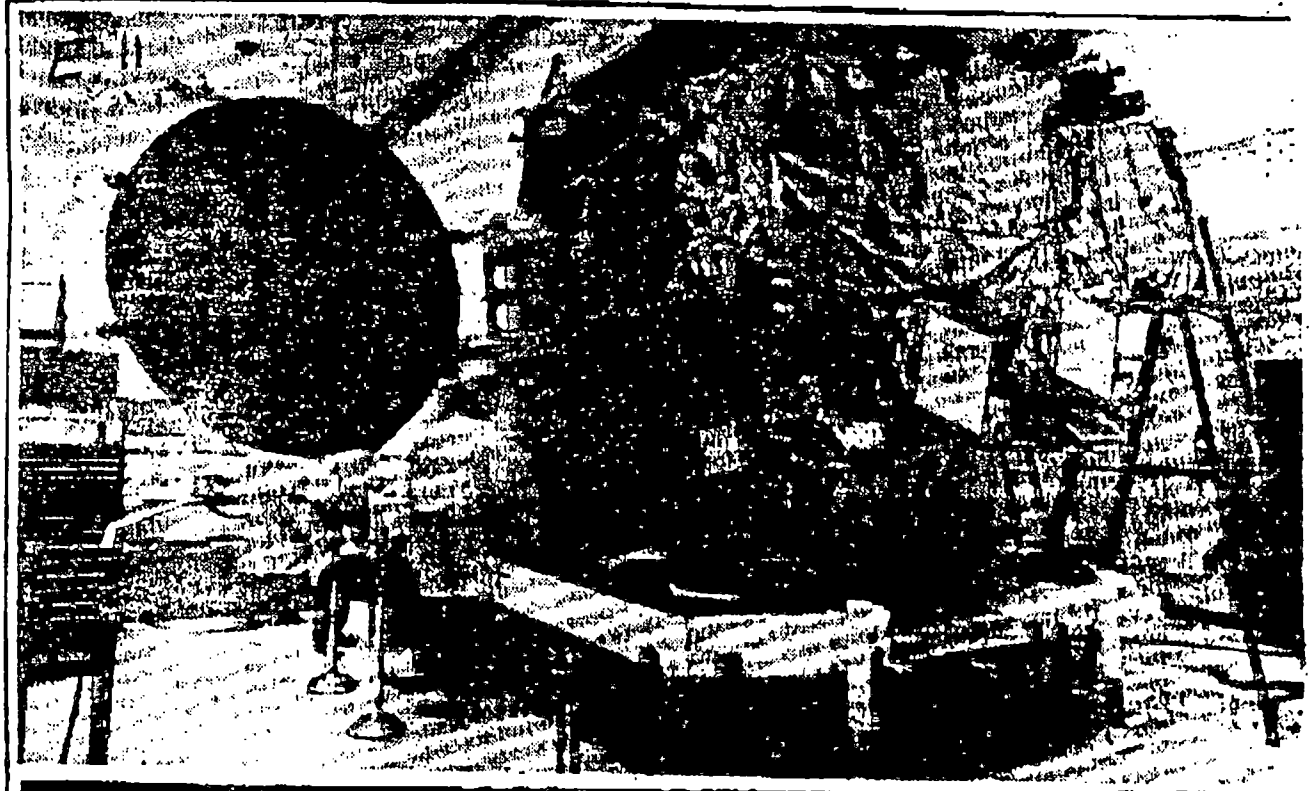
After a series of on-orbit tests of the satellite's systems, SCC will assume control of the satellite from the dual control centers in Japan provided jointly by Ford Aerospace and Mitsubishi Electric Corp.

The satellite is designed for a 10-year mission life. It can handle thousands of telephone calls and several television signals at the same time and will provide coverage to all points in the Japanese islands.

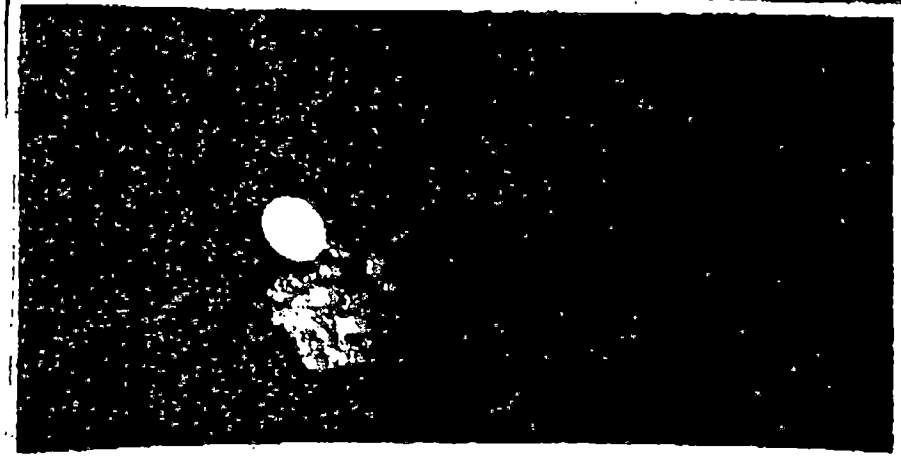
Hoeber said another commercial satellite was built for Japan by a group called JCSat, a joint venture of Mitsui, C. Itoh and Hughes Aircraft Co.

The two satellites are expected to go into service about the same time, but Hoeber expects the Ford Aerospace Superbird to have a slight edge because JCSat plans a longer check time for its satellite.





Times Tribune photo



It's Superbird

Workers at Ford Aerospace in Palo Alto (above) prepare to send Superbird to French Guyana, where it will be launched into orbit as Japan's first commericial communications satellite. At left is how Superbird will look in orbit. Details, A-4.

Suspended Key

BURRELLE'S

75 EAST NORTHFIELD ROAD / LIVINGSTON / NEW JERSEY 07039
(201) 992-6600 / (212) 227-5570 / (800) 631-1160

RADIO CLIPS

DATE March 9, 1989
TIME 12:05-1:00 PM
STATION KCBS 740 AM
LOCATION San Francisco
PROGRAM KCBS News

ACCOUNT NUMBER 42/4578

Lois Malkoni reporting:

The largest communications satellite ever built lifted off from San Jose International Airport this morning, bound for a launch site in French Guyana. News 74's Santa Clara County bureau chief, Ken Basteda, has more on the Superbird.

Ken Basteda reporting:

The two-and-a-half-ton satellite was crated and hoisted aboard a special British transport plane that will fly the one hundred million dollar Superbird to the European space agency launch site. The Superbird was built in Palo Alto for the Ford Aerospace Company, and it's only the second non-domestic satellite to be authorized by the Japanese government for service above that country.

Bud Darger: It will significantly expand the cable television industry over there, educational television, the broadcast of special events, religious distribution of, of programming.

Basteda: TV news organizations in Japan and the government's weather service will also share the special U.S.-built satellite. That according to Bud Darger, program manager for Ford Aerospace. He says the Palo Alto company is building a second Superbird for the Japanese, with delivery scheduled for this summer. In San Jose, Ken Basteda, News 74, KCBS.

194 Words
16 Clips

High tech
child care

Tues 18th
Ag Dept
Radio Show
Short statement + Q/A (1½ pg)

Thurs 20th
Space Council
Brief Remarks
Due Mon.
Bates / Student

Mon 24th
Detroit → Chicago
Bismarck ND
Cen.
Palo Alto

Tue 25th
DEA, Drugs, LA
Gangs
Afternoon
No remarks

Wed 26th
Drug event

Outside in Courtyard
Donald Mr. Peterson CEO of Ford
2 mock satelite
Welcome Pres. Bush
"Comp. through Quality"

(Smith/Martin)
April 19, 1989
Draft Four
PALO

PRESIDENTIAL REMARKS: FORD AEROSPACE
PALO ALTO, CALIFORNIA
APRIL 25, 1989

*Who is introducing him? → TIME ~~9:15~~ 9:30 AM

Thank you for that introduction, and for your generous welcome. It is good to be in California, and among friends.

A Treasury of Humorous Quotations #407 p. 227

You know, Oscar Wilde once remarked, "When you are young you imagine that everything, and ~~think~~ money is the ~~most important thing in life.~~ When ~~you are old you know~~ they grow older then it ~~is.~~"

Young people, nowadays,

Well, from my perspective, you couldn't put a price tag on my delight in being here. For we gather as Americans, and as champions of private enterprise. And we meet in an area which treasures tomorrow.

Now, I realize I'm taking a chance by quoting him in Northern California. But it was that noted gourmet, Dodgers manager Tommy Lasorda, who conceded, "I'm on a sea-food diet. I eat all the food I can see."

Tommy's not like most of us: He never met a meal he didn't like. And if you ask, he'll insist that food ranks among his most precious investments. It uplifts his performance, mentally

and physically. It enhances his ability to compete and, indirectly, to keep the Dodgers No. 1.

My friends, I want today to talk about a different kind of investments and competitiveness. Investments which prize the new horizons of America's technological future. Investments which can create new jobs, unlock new markets, and unleash new technologies. Investments, in short, which will make us more competitive and keep America No. 1.

In a sense, this is typically American. For we are, at heart, a competitive people. We measure life by today's Dow Jones average [LOOK AT WATCH] . . . 11 a.m., up ___ points. Or by how our ball club did last night . . . A's, 4-1 . . . Angels, 4-3 . . . Dodgers, beaten 8-5 . . . Sorry, Tommy.

What do we do about these scores?

As Americans, we expect short-term results. And, historically, we get them. Government's role is to harness America's ambition -- to make us more competitive -- by pointing toward the twenty-first-century, ensuring long-term results.

That is why our Administration is investing in the future by slashing the Federal deficit. For every dollar of interest debt we eliminate means more capital available for investment.

Recently, I unveiled a bipartisan budget agreement with Congress to reduce the deficit. Our accord will narrow it to

$99.4 billion in the fiscal year that begins October 1. That's far below the $165 billion estimated for the current fiscal year.

Now, this plan's an outline -- tough talks still lie ahead. And we will resume consultations soon on a plan aimed at balancing the budget by 1993.

Think of deficit reduction as exercise, like walking the dog every day . . . believe me, I know . . . ask the Silver Fox. Exercise keeps you at the top of your game. And so will a second investment to build a more competitive America. I refer to restoring the capital gains differential -- a step which, according to Treasury estimates, will raise $4.8 billion in new revenue.

Consider, on the one hand, those countries who cripple opportunity. They know, first-hand, the damage caused by excessive taxation on capital gains. Then consider that our second-largest trading partner, Japan, has taxed them little, if at all.

The lesson is self-evident: Restoring the capital gains differential will make America more competitive. Our plan supports reducing it to 15 per cent on long-held assets. So, let us act to lift revenue, help savings, and free American businesses, without distorting world markets.

Building A Better America

You know, ordinarily I take statistics with a grain of salt. I've seen too many political polls go up and down. Perhaps the late, great Woody Hayes put it best: "Statistics," he said, "always remind me of the fellow who drowned in a river whose average depth was only three feet."

But one statistic does bear reciting. Since December 1982, nearly 20 million new jobs have been created in this country. Through investments to increase competitiveness, we can do still better.

For instance, we've proposed a permanent extension of the Research and Experimentation tax credit. America must remain in the front lines of technological innovation. And we want to actively increase domestic research by multinationals, and end the uncertainty of expiring temporary rules.

These steps, and others, can help us walk the unexplored frontiers of high-technology. For high-tech is potent, precise, and in the end, unbeatable . . . Truth is, it sort of reminds a lot of people of the way I pitch horseshoes [PAUSE] . . . Would you believe some of the people? [PAUSE] . . . Would you believe Millie and her pups? [PAUSE] . . . Just asking.

My friends, I want to give the high-five to high-tech. And I want to do it by investing in competitiveness. That is why I

have asked Congress for an increase of $2.4 bilion for the Space Program. I want to elevate the status of the President's Science Advisor. And NASA is moving ahead with Space Station Freedom, planned for operation by the mid-1990s.

But we can't stop there -- our future won't allow it. So, let us invest in the Superconducting Super Collider -- a bold new experiment fusing science, technology, and education. Because science is so critical, let us double the National Science Foundation budget by 1993. And let us use America's technological prowess to expand free and fair trade. I'm talking about excellence in such fields as microcomputers, superconductivity, high-definition TV, and, yes, aerospace.

In aerospace, my friends, Ford does "have a better idea." It's called the Superbird satellite, and its technology is American. It is the largest -- 2,640 pounds -- and most powerful communications satellite yet developed . . . 2,640 pounds? That's even bigger than the 49ers' offensive line. And it was built in record time . . . right here. . . by you.

Superbird is among the most competitive spacecraft for customers who want affordable high-powered communications satellites. And it will provide regular and cable television access, telephone lines, newspaper transmission, and other telecommunications services. Best of all, Superbird is just a

preview of the next generation of INTELSTAT satellites. In the twenty-first-century, they will keep America No. 1.

You know, that-proclaimed philosopher, Satchel Paige, was once asked the secret of his competitiveness. "Don't look back," he replied. "Somebody might be gaining on you."

Satchel Paige, like Ford Aerospace, knew that as Americans we look ahead, not back. Always have. And must, now, more than ever. For the coming decade will see, and shape, a rapidly changing workforce. To invest its talents will be our challenge as a Nation.

According to the National Science Foundation, for instance, by the year 2000 the college-age population will have shrunk almost 20 per cent. Among college-age youth, minorities will comprise 1/3. And women, minorities, and immigrants will total almost 2/3 of new entrants to the labor force.

These facts demand a new investment to build a more competitive America. It's an investment different from, but important as, lower capital gains taxes, more funds for space, and other high-technology. I'm referring, of course, to child care.

At Ford Aerospace, officials are responding to changing demographics and the needs of its employees. By increasing

parental options, Ford's Employee Assistance Program is helping to keep us competitive. And it is involving community agencies as child-care resource referrals. Like the YMCA Child Care Center in Palo Alto, approved and supported by the United Way.

Any employee can take advantage

I salute your example. And I applaud its emphasis on choice. That is why, for parents with children under four, we've proposed a new tax credit to make child care more affordable. And we want to make the existing child care credits refundable to families who don't pay taxes. Our proposal puts money in the hands of low-income parents, limits Federal intervention, and increases options. A church can help, or grandparents, or professional nursery. When it comes to child care, we say: "Let the parents decide."

For in the end, my friends, it's decisions we come down to. Decisions to say "Yes" to child care, more funds for space, and other high-technology. Decisions which serve the entire community: Workers, investors, students, parents. Decisions to invest in America so that we can create a more competitive America.

As Californians, you know what I'm talking about. For you believe in daring, aspiring, and charting unexplored frontiers.

The writer Joan Didion once observed that "The future always look good in the golden land, because no one remembers the past."

My friends, here in this Golden State, your future has never been more golden. For you look ahead, not back. You know that nothing is impossible. And by giving of yourselves, and to your country, you give lift to the American Dream.

Thank you for that, and for your kindness and generosity. God bless you, and God bless America.

# # # #

Ford

Ford Aerospace

3825 Fabian Way
Palo Alto, CA 94303
Phone: 415/852-4000
Fax: 415/852-4788

6989

FACSIMILE COVER SHEET
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T2
Susan Pearce
Will call to talk
6:45 p.m.

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SUSAN PEARCE	%24442	G-01	MKTG
Sender's Signature	**Page** 1 of 3 Pages		**Date** 4/21/89

SPECIAL INSTRUCTIONS: All messages will be transmitted in order of receipt, requests for exceptions should be marked with "X" in the priority box. Messages received after 4:30 PM will not be transmitted until the following AM. Messages that are unable to reach us by 4:30 PM to go out need to be called ahead of time. Please complete the entire form in those areas specified so that no delays occur. If you have any questions call Ext 7662 or 4385. If you want verbal confirmation please provide phone number.

CCG 895A
5/88

April 21, 1989

SUPERBIRD Anecdotes

Designing and constructing **SUPERBIRD** has meant much more than delivering in record time the most powerful satellite ever built. It also involved a crash course in Japanese culture. In the two years since Space Communications Corporation awarded design and construction of SUPERBIRD to Ford Aerospace, our Japanese customer has taught us a thing or two about teamwork and group goals. We also have taught our customer a few things about U.S. perseverance and expertise.

Ford Aerospace's SUPERBIRD team invested heavily in understanding their customer. The first program manager, Chris Hoeber, spent three years studying Japanese and immersed himself in the culture's value systems and decision-making processes.

The results are telling.

When, for example, the SUPERBIRD-A spacecraft was shipped to French Guiana for launch, the on-site Japanese manager insisted that Chris -- who is 6'4", blond and blue eyed -- join the SCC/Mitsubishi group picture, joshing: "It's OK, you're half Japanese."

At the beginning of the program, Carlos Renowitsky, a technical illustrator, drew a cartoon of Yoda (Luke Skywalker's mentor in Star Wars) with the slogan, "SUPERBIRD, Can Do." The spirit of commitment so impressed SCC that they adopted the slogan for a major advertising campaign in Japan.

Recognizing that achieving SUPERBIRD's demanding delivery schedule would require great dedication and sacrifice by employees and their families, officials with the Japanese Space Communications Corporation asked that Ford Aerospace institute an "Employee Recognition and Motivation Program" to encourage and emphasize team achievements over individual accomplishments.

On the first anniversary of the SUPERBIRD award, for example, SCC treated more than 600 employees and family members to a massive sit-down dinner/celebration -- Japanese-style --in the Space Systems Division parking lot. Festivities included a Taiko (martial arts) performance by the San Jose Taiko dojo.

Xmas day"
Xmas wk.

The employee program led to unusually strong team spirit, commitment, customer focus and achievement -- all the more remarkable considering the unprecedented sacrifices involved.

Examples abound:

- When Bob Owiesny (pronounced O-Whizzney) the Spacecraft Bus Manager, showed his brothers and sisters a series of videos featuring various SUPERBIRD work groups, they were incredulous. How could that enthusiasm be real--especially with all the long hours and worked weekends, they wanted to know. "Where did you get the actors," one brother asked.

- After watching that same series of SUPERBIRD videos, an office worker lamented the fact that she didn't have the technical background to work on the SUPERBIRD team. "I know they're working 80 hours a week, but they're all so committed. They really care."

- John McGowan and Pat Musil, Test Team leaders, volunteered to work through the Christmas Holidays to keep to the demanding schedule.

- Another team member, Betsy Morefield, taught a class on mission operations in Japan on Christmas Day.

- Chris Hoeber found a group of SUPERBIRD technicians working late on New Year's Eve; they were so intent on what they were doing that they had forgotten all about the holiday. "You won't be able to complete this test until tomorrow, and that's New Years Day," he told them. "So what," they answered.

  "That's what it's all been about," Hoeber says in retrospect. "Delivery of SUPERBIRD-A in 35 months was accomplished largely through hard work and keeping our eye constantly on the objective. We also kept improving the way we do things -- for example modification of traditional integration and test sequences to find and fix problems earlier and allow more time for critical hardware.

Perhaps more than any one comment, a scribbled message deposited anonymously in a suggestion box near the SUPERBIRD office sums up the commitment and enthusiasm brought to the program. The message was delivered during the height of the programs rush period, with weekends and late-night work a matter of routine. "Working on SUPERBIRD is hard work," the writer wrote, "but it sure is fun."

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release April 14, 1989

REMARKS BY THE PRESIDENT
AND CONGRESSIONAL LEADERS
ON THE BIPARTISAN BUDGET AGREEMENT

The Rose Garden

10:24 A.M. EDT

THE PRESIDENT: Well, I'm joined here by the Speaker, the majority leaders of the Senate and House, the Republican whips of the Senate and House, the chairmen, and ranking Republican members of the Appropriations, Finance and Budget Committees, and members of the bipartisan budget negotiating group. And we've come together in support of a bipartisan budget agreement for Fiscal Year 1990.

When I presented my budget to the Congress on February 9th, I said we could and should meet several tests. We should meet fundamental obligations for protection of national security and the support of the needy; we should provide sufficient funds to advance high priority initiatives; and we should, at the same time, restrain the overall growth of spending so that we can meet the Gramm-Rudman-Hollings targets on time without tax increases.

And this plan allows us to meet those tests. It would provide for the same revenue level as I requested in my February 9th budget; it would provide $299.2 billion in defense outlays, compared with the $300.6 billion that I requested -- very close, and $17 billion in outlays for international affairs, compared with my request of $17.3 billion -- again, very close. And it would save $7.3 billion through entitlement reforms. And it would firmly cap domestic discretionary program growth at an overall growth rate of 5.9 relative to the previous year.

In total, it would reduce the estimated Fiscal Year 1990 deficit by about $24 billion as OMB would estimate the savings, and $28 billion as the CBO would estimate, relative to the Gramm-Rudman-Hollings baseline. It would thus bring the deficit down to $99.4 billion and that, of course, would be a $64 billion reduction relative to the current estimate of the Fiscal Year 1989 deficit.

The budget agreement does not complete the whole deficit reduction job that is to be done by Fiscal Year 1993, not by a long shot. But I am convinced that we will only be able to complete that job if we tackle it in manageable steps, on an orderly basis, in a constructive, bipartisan spirit. And this is a first manageable step, and this budget agreement is the first such agreement reached ahead of schedule and not framed in the context of crisis. This is not an insignificant point; it shows that we can make the system work, even with the branches of government controlled by different parties, and if we approach our jobs responsibly and are willing to stay with it, to stick with the task.

On February 9th, I said that we were prepared to negotiate day and night, in good faith, in a true bipartisan spirit, recalling that the American people wanted us to rise above partisan bickering and to produce. And Mr. Speaker, and Mr. Majority Leader, you have joined us in good faith and in bipartisan spirit, for which we are grateful, and I believe the American people will be grateful. And I'm particularly grateful to the negotiators, the chairmen, the members, ranking members, who participated in these long, long negotiations, and I commend them for their spirit of bipartisanship,

which I think express a new mood of bipartisan determination to make this government -- a Republican administration, Democratic leadership in the House and the Senate, with their Republican colleagues -- prove that we can address serious problems of the country productively and well.

Thank you, sir.

SENATOR SIMPSON: Mr. President, I appreciate your not letting me slip completely into the tulip patch there. And sometimes in these kinds of things we forget the beauty of days like this. This is really an extraordinary day of beauty in the blossoms and the sun, but that's not why I'm here. (Laughter.) I'm just here on behalf of -- no, don't look at your watch, that's all right. It shouldn't take over 45 minutes. I'd like to talk about the fate of the domestic uranium industry in America. (Laughter.) No, it's all right.

Let me say on behalf of Senator Dole, who could not be present today, that this is a very significant thing. We take it seriously; it is the beginning. Senator Byrd described it as that this morning. It is a first step, and that is indeed what it is. So I'm very proud and pleased to be a part of it. The Republicans will be participating and doing everything they can to see it come to fruition.

It will take a great deal of pressure off of us who legislate. We are legislators, that's our job. And with this pressure off of us, we can go about our work, as we have done in recent days, with a bipartisan agreement on Central America, other things out there -- so many things need to be addressed. And every one of us here know exactly what we have to do with the budget and this is a start toward the honesty of doing it -- entitlements and things like that that must be dealt with.

So thank you, and on behalf of the Republican Leader, thanks to all of those who have worked so hard. It is a daunting and terrible job and a tremendous physical and mental drain that it takes on the Democrat and Republican chairmen of these committees. I thank them.

REPRESENTATIVE GINGRICH: Thank you, Mr. President. On behalf of Mr. Michel, the Republican Leader in the House who could not be here, I want to say that we are very strongly supportive of this agreement. We agree with the sentiments that have been expressed; it is a very important bipartisan step towards a balanced budget. And I just want to say for a moment for the more conservative viewpoint -- it is very solid on defense; those who care about defense should be supportive of this agreement.

It is a major step towards a balanced budget, recognizing that we're going to need bipartisan cooperation over the next several years to get there. It is a very prudent agreement, and I would hope that most Americans would be grateful for this kind of bipartisan teamwork which has, in fact, taken us one more step in the right direction towards a balanced budget. And we'll do all we can in the House to help pass it.

Thank you, Mr. President.

THE PRESIDENT: There's been one oversight and that is that I did not properly thank Dick Darman and Secretary Brady for their representing the administration so effectively in these negotiations.

Again, Mr. Speaker, and Mr. Leader, my thanks to you as leaders of the Congress, for their cooperation. And they will be available for questions in a bit. Many thanks.

END 10:35 A.M. EDT

4/25

April 18, 1989

MEMORANDUM FOR STEPHEN M. STUDDERT

FROM: JOHN G. KELLER, JR.

SUBJECT: PRE-ADVANCE FOR PALO ALTO, CALIFORNIA

The following is a Pre-Advance report which was conducted by Judd Swift on Tuesday, April 18, 1989 at Ford Areospace in Palo Alto, California.

THEME/CONCEPT

Ford Areospace Corporation has a long history of cooperation with Japan in space ventures involving communication satellites. Since the early 70's, Ford Areospace has actively participated in the Japanese space program, working with the Mitsubishi Corporation and the Mitsubishi Electric Corporation, a leading manufacturer of space systems. Ford Areospace has recently completed and delivered a "Superbird A" communications satellite and is presently building a "Superbird B" satellite which should be completed and delivered ahead of schedule. A visit to Ford Areospace by THE PRESIDENT would allow him to see the "Superbird" under construction and provide him an excellent venue to deliver a major address on competitiveness.

SCENARIO

THE PRESIDENT would arrive at Moffett Field Naval Air Station and proceed by Motorcade to Ford Areospace's Space Systems Division in Palo Alto, California. Once at the plant, THE PRESIDENT would proceed to a conference room where he would receive a short briefing by Ford Areospace Senior Management on the "Superbird" satellite, as well as, other projects which are being readied for export. Following the briefing, THE PRESIDENT would proceed on a short walking tour of the plant with stops to view the Space Vacuum Chamber which is used to test the satellite, the "Superbird" satellite and Mission Control. Upon conclusion of the tour THE PRESIDENT would proceed to the facility court yard where he would deliver an address on competitiveness to approximately 1,500 company employees, local elected officials and selected others. The backdrop for the remarks could be one or two prototype satellites, as well as, a banner saying:

CEO - Donald Peterson

(Smith/Martin)
April 19, 1989
Draft Four
PALO

Donald Rassver - Pres Ford Motor Co.

PRESIDENTIAL REMARKS: FORD AEROSPACE
PALO ALTO, CALIFORNIA
APRIL 25, 1989
9:30 AM

Thank you for that introduction, and for your generous welcome. It is a pleasure to be in the Bay Area, and among friends.

You know, I realize I'm taking a chance by quoting him in Northern California. But it was that noted gourmet, Dodgers manager Tommy Lasorda, who conceded, "I'm on a sea-food diet. I eat all the food I can see."

many people have said it, including Tommy Lasorda

Tommy's not like most of us: He never met a meal he didn't like. And if you ask, he'll insist that food ranks among his most precious investments. It uplifts his performance, mentally and physically. It enhances his ability to compete and, indirectly, to keep the Dodgers No. 1.

Humorous Quotations

I'm sure you've all heard the old saying, "Never invest your money in anything that eats or needs repainting."

Well, today, I want to talk about a different kind of investment. Investments which prize the new horizons of America's technological future. Investments which can create new jobs, unlock new markets, and unleash new technologies. Investments, in short, which will make us more competitive and keep America No. 1.

In a sense, this attitude is typically American. For we are, at heart, a competitive people. We measure life by today's Dow Jones average [LOOK AT WATCH] . . . 9:30 a.m., up ___ points. Or by how our ball club did last night . . . A's, 4-1 . . . Giants, 4-3 . . . Dodgers, beaten 8-5 . . . Sorry, Tommy.

How do we do this

As Americans, we expect short-term results. And, historically, we get them. Government's role is to unleash America's ambition -- to make us more competitive -- by pointing toward the 21st Century, ensuring long-term results.

That is why our Administration is investing in the future by slashing the Federal deficit. Every dollar the government does not borrow means more capital available for investment.

Recently, I unveiled a bipartisan budget agreement with Congress to reduce the deficit. Our accord will narrow it to $99.4 billion in the fiscal year that begins October 1. That's far below the $163 billion estimated for the current fiscal year.

Press Conf. 4-14

Now, this plan's an outline -- tough talks still lie ahead. And we will resume consultations soon on a plan aimed at balancing the budget by 1993.

Think of deficit reduction as exercise, like walking the dog every day . . . believe me, I know. Exercise keeps you at the top of your game. And so will another investment to build a more competitive America -- one of many I'll be asking the Congress to make. I refer to restoring the capital gains differential -- a step which, according to Treasury estimates, will raise $4.8 billion in new revenue.

OMB Bruce Baker x3667

Consider, on the one hand, those countries which cripple opportunity. They know, first-hand, the damage caused by excessive taxation on capital gains. Then consider that our second-largest trading partner, Japan, has taxed them little, if at all.

OK! CEA + OMB checked

The lesson is self-evident: Restoring the capital gains differential will make America more competitive. Our plan supports reducing it to 15 per cent on long-held assets. So, let us act to lift revenue, help savings, and free American businesses, without distorting world markets.

You know, ordinarily I take statistics with a grain of salt. I've seen too many political polls go up and down. Perhaps the late, great Woody Hayes put it best: "Statistics," he said, "always remind me of the fellow who drowned in a river whose average depth was only three feet."

But one statistic does bear reciting. Since November 1982, nearly 20 million new jobs have been created in this country. Many have been created right here in Silicon Valley. Well, through investments to increase competitiveness, we can do still better.

For instance, we've proposed a permanent extension of the Research and Experimentation tax credit. America must remain in the front lines of technological innovation. And we want to actively increase domestic research by multinationals, and end the uncertainty of expiring temporary rules.

These steps, and others, can help us walk the unexplored frontiers of high-technology. For high-tech is potent, precise, and in the end, unbeatable . . . Truth is, it sort of reminds a lot of people of the way I pitch horseshoes [PAUSE] . . . Would you believe some of the people? [PAUSE] . . . Would you believe Millie and her pups? [PAUSE] . . . Just asking.

My friends, I want to give the high-five to high-tech. And I want to do it by investing in competitiveness.

That is why I have asked Congress for an increase of $2.4 billion for NASA as it moves ahead with Space Station Freedom, planned for operation by the mid-1990s. And, I want to elevate the status of the President's Science Advisor. I have also just reestablished the National Space Council headed by Vice-President Quayle to coordinate our future space efforts.

But we can't stop there -- our future won't allow it. So, let us also invest in the Superconducting Super Collider -- a bold new experiment fusing science, technology, and education. Because science is so critical, let us double the National Science Foundation budget by 1993. And let us use America's technological prowess to expand free and fair trade. I'm talking about excellence in such fields as microcomputers, superconductivity, and, yes, aerospace.

In aerospace, my friends, we can point with pride to satellites whose technology is American. Satellites like the Superbird satellite -- among the largest -- 5,500 pounds -- and most powerful commercial communications satellite yet developed . . . 5,500 pounds? That's even bigger than the 49ers' offensive line.

Today, American satellites are among the most competitive spacecraft for customers who want affordable high-powered communications satellites. And they are providing regular and cable television access, telephone lines, newspaper transmission, and other telecommunications services. Best of all, they are just a preview of the next generation of satellites. In the 21st Century, they will keep America No. 1.

You know, that-proclaimed philosopher, Satchel Paige, was once asked the secret of his competitiveness. "Don't look back," he replied. "Somebody might be gaining on you."

Satchel Paige, like high-technology, knew that as Americans we look ahead, not back. Always have. And must, now, more than ever. For the coming decade will see, and shape, a rapidly changing workforce. To invest its talents will be our challenge as a Nation.

According to the National Science Foundation, for instance, by the year 2000 the college-age population will have shrunk almost 20 per cent. Among college-age youth, minorities will comprise 1/3. And women, minorities, and immigrants will total almost 2/3 of new entrants to the labor force.

These facts demand a new investment to build a more competitive America. It's an investment different from, but

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equally important as
space, and other hig
child care.

At Ford Aerospa
demographics and the needs of its employees. By increasing
parental options, Ford's Employee Assistance Program is helping
to keep us competitive. And it is involving community agencies
as child-care resource referrals. Like the YMCA Child Care
Center in Palo Alto, approved and supported by the United Way.

I salute your example. And I applaud its emphasis on
choice. Now, there are some Congressional child care initiatives
-- well-meaning initiatives -- but which don't reflect this
emphasis. Our new child care initiative does. Our proposal
urges a new tax credit to make child care more affordable. And
it puts money in the hands of low-income parents, limits Federal
intervention, and increases options. A church can help, or
grandparents, or professional nursery. When it comes to child
care, we say: "Let the parents decide."

For in the end, my friends, it's decisions we come down to.
Decisions to say "Yes" to child care, more funds for space, and
other high-technology. Decisions which serve the entire
community: Workers, investors, students, parents. Decisions to

invest in America so that we can create a more competitive America.

As Californians, you know what I'm talking about. And you understand what the writer Lincoln Steffens meant when he said, "I have seen the future and it works."

For you believe in daring, aspiring, and charting unexplored frontiers. You look ahead, not back. You know that nothing is impossible. And by giving of yourselves, and to your country, you give lift to the American Dream.

Thank you for that, and for your kindness and generosity. God bless you, and God bless America.

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