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**OA/ID Number:** 13824  
**Folder ID Number:** 13824-005

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**Folder Title:**  
Odetics Associates Defense Conversion--Anaheim, California 7/30/92 [OA 7577]

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THE WHITE HOUSE

Office of the Press Secretary  
(Los Angeles, California)

For Immediate Release

July 30, 1992

REMARKS BY THE PRESIDENT  
TO ODETICS ASSOCIATES

Odetics, Inc.  
Anaheim, California

1:53 P.M. PDT

THE PRESIDENT: Thank you very much for that wonderfully warm Odetics welcome. (Applause.) Joel, let me tell you why Odetics was selected: it's innovation, achievement and attitude. (Applause.)

And may I thank your fellow founders, Mr. Gudmundson, Mr. Muensch, Daly, Schulz and Jim Welch, for the hospitality; and all of you most of all for this hospitality.

On board every American space shuttle is Odetics. You're everywhere -- (applause) -- I'm told in the security camera in the convenience and the corner ATM machine. (Applause.) I've always wondered where all this stuff came from. I think you've done for robotics what the guy at that Olympics ceremony has done for the under fire archery, if you remember that fellow. (Laughter.)

And as Joel pointed out to me early on, the credit goes to the people behind the technology -- the Odetics Associates, the workers here who have done such a great job. (Applause.)

Barbara was especially thrilled when she heard I was coming out here. And she said, if everything you tell me about Odetics is true -- (applause) -- then maybe you can find someone out there who can teach you how to set the time on our VCR. (Laughter and applause.) We need help. I don't know how you all handle it, we just leave ours flashing -- (laughter) -- 12:00, 12:00 -- that way you're right two times every 24 hours. (Laughter and applause.)

And I think you all have played a significant part in what I believe is the central triumph of our time, the free world's great victory in the Cold War. But as you know, that triumph means changes in the very industry that helped us carry the day. Many defense-related firms are grappling with the new realities. And not all are doing it with the success that you're having right here.

We know we can reduce defense spending, cut it substantially and responsibly. The victory in the Cold War makes it mandatory for a President to do just that. And I have proposed a sensible defense build-down, a blueprint that recognizes -- boasts post-Cold War realities but still gives this country the muscle that we need to meet whatever danger comes our way.

And we also -- we also know that we need to help defense firms and defense workers make the adjustment to help technology-intensive companies like yours compete and win in the economic Olympics, where the prizes aren't medals, but they're good jobs and are bigger paychecks.

And I happen to believe that the best defense conversion program is a strong national economy. And that is my

MORE

first and overriding priority. And this morning there were some economic numbers out showing that you can probably pick up -- you can probably pick this up from conversations with your neighbors -- the American economy is growing nationally, but not fast enough. And most economists predict the economy's going to get stronger the rest of the year -- nationally. That's true, I believe. But your friends and neighbors do not want to wait for new jobs to be created, they want them now.

And on January 29th, I put forward a specific program to spur the economic economy -- would not have increased this deficit -- but to spur the economic economy with incentives to encourage businesses to hire new workers and help Americans who want to buy a home. And if that plan was in place, it would have created 15,000 jobs a day, over half a million jobs since February. And for 183 days, the Congress has dillydallied with this plan while we could be creating new jobs for Americans.

And so do me a favor -- help me send the United States Congress a message, the one institution that hasn't changed control for 38 years. Don't hold the American economy hostage to politics, tell them to vote for a recovery program and get this country back to work right now. (Applause.)

A stronger economy -- a stronger economy is going to help a lot of your associates in related companies who might be looking for work these days. But we also need to help the defense firms and the workers make the adjustment and transfer your technological expertise to other parts of our economy.

And that's the idea behind what we call a national technology initiative, to help bring new technologies, those that have been developed at taxpayers' expense in our labs, out of the federal labs and into the marketplace. And that's why we're pioneering a new program to help members of the defense community -- civilian and military -- to find new careers in America's classrooms.

And it's why we're doing away with something called -- this is technical -- but called the recoupment fee. This is a tax charged against military and commercial products sold to customers other than the U.S. government. And these fees hurt American companies -- American workers by making it more difficult for them to compete for business here and abroad.

And I've told the Secretary of Defense to eliminate these fees. And if the government unties the hands of businesses, I know that we can beat the pants off foreign competition. (Applause.) And that's -- I think we can help through this transition.

But, you know, as another Californian used to say, "Peace through strength never goes out of style." And we cannot lose sight of the fact that for all the great gains that we've made for freedom and for all the peace of mind we've secured for our children because of the elimination or certainly the reduction -- significant reduction of the threat of nuclear war -- the world still is a dangerous place.

And I think back to the oath that I took on the Capitol steps there when I first became President -- "to preserve, to protect and to defend the Constitution of the United States," and of the trust placed in me, the trust I've done my best to repay to keep this nation safe and secure. And I am proud of these accomplishments here and thankful that we've been able to give the order that so many Presidents long to give: for many of our nuclear forces to stand down from alert.

And yet in many ways, I know that our world today is more uncertain, far more unpredictable than the world we left behind. And the Soviet bear, that unified international communist Soviet bear may be extinct, but there are still plenty

of wolves out there in the world -- renegade rulers, outlaw regimes, terrorist regimes, Baghdad bullies. And I won't allow them to get a finger on the nuclear trigger. (Applause.)

This President will never allow a lone wolf to endanger American security. And we owe that to these kids right here today. Yes, the world is a safer place, but we've got to keep it safe. (Applause.)

I've been told about a certain political speech not too many weeks ago. I missed it; I was fishing in Wyoming. (Laughter.) And it went on about the future of this country -- (laughter) -- it went on about the future of the country, I'm told, for about an hour. And out of all that time, that speech spent about one minute on the national security of this nation -- one minute, 141 words to be exact. And if you blinked or had to do something else or even heated up a ham and cheese sandwich in the microwave, you missed the entire part about the national security and world peace.

Well, I guess it's all part of the change thing. But when it comes to national defense, I am worried that the other side is for change -- they want to change the subject. And their silence speaks volumes. And I don't believe that foreign policy and national security is a footnote, a loose end we wrap up and then safely forget. And the defense budget is more than a piggy bank for folks who want to get busy beating swords into pork barrels. And we've got to fight to keep this country sufficiently strong. (Applause.)

And so someone has to set the record straight and has to speak up for the muscle -- not the waste, not that we can't cut -- but has to speak up for the needed muscle that gives meaning to American leadership. And someone has to say even now that we've won the Cold War -- America is safe -- but just so long as America stays strong.

And if we took the course that some recommend, we literally wouldn't know what we're missing until we found it out in the heat of battle. But the truth is that Odetics and other frontline firms around California, you'd feel it first. The other side proposes to cut nearly \$60 billion in defense cuts beyond and below the level we see as the minimum necessary for national security. And we cannot let that happen -- almost four times more cuts than we believe is responsible so that I can certify to these young people here that your future is going to be safe.

And cuts of that magnitude would jeopardize America's ability to defend our citizens, our interests and our ideals. And let me bring it very close to home. Cuts of that magnitude would cost workers in the defense industry as many as one million jobs. So we've got two reasons. The first and most important, we've got to do what my oath committed me to do: guarantee the national security of this country. And then we've got to also think about the American worker and not needlessly push him out of work. (Applause.)

I know that the California economy is struggling these days, and that some of it comes -- and I'll accept the blame for this -- from what I think are the responsible cuts that we've approved. As the Cold War ended, it was appropriate that we make some defense cuts.

But think of the shockwaves that reckless defense cuts would touch off in construction and electronics and aerospace. And think of what those layoffs will do to housing prices. And think of the workers. Think of the families -- from die cutters and welders to design teams and engineers thrown out of work and then over onto the welfare.

You know, when a ship is decommissioned it's said to be put in mothballs. Well, if we follow that plan, the

opposition's plan, the only industry hiring would be the mothball industry. We cannot let that happen to our country. (Applause.)

And as long as I am President, I make this pledge: I will not let our economy be wrecked and our security threatened by the politically-appealing idea of gutting our national defense. They want to gut the defense and we cannot let that happen. (Applause.)

And so in conclusion, let me just say this year you're going to hear a lot of talk about change. But to me this election, like every other one, is also about trust. Who do you trust to change America? Who do you trust, not to do what's easy or sounds good -- it might be responding to some poll out there -- but to do what is right for you and for your children and for the families of this country and for America?

And I make this pledge to you, not to do what is unwise or politically expedient, but I pledge to fulfill the trust that you have placed in me by doing what is right for this country. (Applause.)

I am very, very pleased to be here. And now I will end with the word that I know will get me a nice standing ovation: Odetics! Go for it! Thank you very much. (Applause.)

END

2:08 P.M. PDT

# OFFICE OF MANAGEMENT AND BUDGET

## FAX COVER SHEET

Number of pages  
(excluding cover sheet): 4 Date: 7/28

TO:

Dan McGroarty

Fax Number: 6218

Telephone: \_\_\_\_\_

FROM:

Barry Anderson

Fax Number: 395-8170

Telephone: 395-4630

Time: \_\_\_\_\_

SPECIAL INSTRUCTIONS:

## A CRITICAL ANALYSIS OF THE CLINTON BUDGET

House Budget Committee  
Republican Staff

A budget should lay out a coordinated plan of action, providing sufficient detail for readers to understand the choices and tradeoffs that led to its recreation. Where savings are claimed, they should be identified with specific program cuts or policy initiatives which the average reader can understand.

The Clinton budget fails this test. While promising to reduce the budget deficit by 50 percent, true reductions amount to only 10 percent. Even this is possible only because of wildly optimistic growth projections and vague budget "plugs". Ross Perot discovered that he could not reduce the deficit without breaking a sweat. The budget deficit cannot be eliminated without tough choices and pain. The Clinton proposal contains neither. Instead, its most noticeable feature is its contradictory promise of both less government and more spending.

In many respects the Clinton budget is laudatory in its aims. It adopts bipartisan goals such as better health care, increased investment, and greater education which no one disagrees with. Indeed, in some places the text could be mistaken for a statement of traditional Republican values:

- o "I believe in free enterprise and the power of market forces. I know economic growth will be the best jobs program we'll ever have." (page 2, emphasis added)
- o "Our political system has failed us, too. Washington is dominated by powerful interests and an entrenched bureaucracy." (page 2)
- o "To restore economic growth, we need to help free enterprise flourish, put our people back to work and learn again how to compete." (page 4, emphasis added)
- o "Those who can work will have to go to work, either by taking a job in the private sector or through community service." (page 9)
- o "To get rid of spending programs than no longer serve their purpose, I will eliminate taxpayer subsidies for narrow special interests, reform defense procurement and foreign aid, and slash boondoggle projects." (page 17, emphasis added)

The Clinton proposal contains many initiatives traditionally favored by Republicans. In some cases the traditional opposition to these proposals has come from Democratic special interest groups. These include:

- o 3 of his 4 proposals to encourage private investment in America:
  - o The targeted investment tax credit
  - o The income tax exclusion for those who make new long-term investments. (Similar to the capital gains reduction opposed by the Democratic leadership in Congress).

- o The extension of the research and development tax credit.
- o His support for a North American Free Trade Agreement with Mexico. Negotiating authority to conclude this Treaty narrowly passed the Democratic controlled Congress last year.
- o 3 of his 5 proposals to reward work and families:
  - o Expansion of the Earned Income Tax Credit
  - o Welfare reform aimed at encouraging people to find work. This has been opposed by the Democratic leaders in Congress.
  - o Tougher enforcement of child support laws.
- o Supporting parents' right to choose which public school their child attends. This proposal has been vigorously opposed by the National Education Association, a traditional Democratic ally.
- o 4 of his 8 proposals for quality, affordable health care:
  - o Universal coverage. The President's current proposal calls for a tax credit which would allow each citizen to afford insurance.
  - o Increased use of managed care networks. In the past, this proposal has been rejected by the Congressional leadership.
  - o Reform and streamlining of the insurance industry.
  - o Increased efforts to fight bureaucracy and billing fraud.

Most of the goals listed in this proposal are unobjectionable. We all agree with efforts to "inspire parents to take responsibility, and empower them with the knowledge they need to help their children enter school ready to learn (page 11)" or to ensure that "the cost of health care must not be allowed to rise faster than the average American's income" (page 14). Finding ways to do this is more difficult.

Yet when it gets to specifics, the Clinton budget fails to make the hard choices needed to match resources with wants. Instead, it relies on a variety of vague promises. Rather than propose easily identifiable policy changes, which readers could verify, the Clinton budget makes the following broad promises without explaining how these would be achieved (with four year savings):

- o "Reform Defense Department procurement management" \$5.7 billion
- o "RTC management reform" \$17.1 billion
- o "Reform debt financing" \$6 billion
- o "Administrative savings" \$22 billion
- o "Prevent tax fraud on unearned income for the wealthy" \$8.8 billion
- o "Prevent tax avoidance by foreign corporations" \$45 billion

These savings would be laudable if they could be achieved. However, without specifics, it is difficult to tell why Governor Clinton would have more success in these efforts than the present Administration or the Democratic Congress.

Where concrete proposals are adopted, Governor Clinton begins to sound more like a Republican than a Democrat. However, he fails to acknowledge that

the failure to implement these initiatives lies in the Democratic-controlled Congress, not in a failure of leadership by the Administration. Examples:

- o \$58.5 billion in unspecified defense cuts beyond those already called for by President Bush. These cuts are even larger than the most extreme projections by the House Armed Forces Committee. As members of Congress slowly realize the short term economic impact of these reductions in spending and personnel in their own districts and states, they will be increasingly reluctant to approve even the President's proposed cuts. Already this year Congress has forced the Administration to continue funding for expensive weapons systems, including the Seawolf submarine and the Osprey aircraft, that no longer serve a military purpose.
- o \$9.8 billion in savings from a line-item veto to eliminate wasteful spending. President Bush has repeatedly requested this authority and Congress has repeatedly refused to allow even a vote on the proposal.
- o \$4.4 billion from increased premiums on Medicare recipients with incomes over \$125,000. This repeats a proposal contained in each of the last two Bush budgets. This year the Chairman of the House Budget Committee refused to allow even a vote on the proposal.
- o \$400 million in savings from a 25 percent reduction in Congressional staff. Congress has steadily increased its staffing over the past decade. It is unlikely that Democrats would agree to such a cut since their committee staffs are proportionately larger than those of Republicans, and so would be hit harder.
- o \$40 million from the elimination of the honey program. The Administration unsuccessfully urged the cancellation of this program two years ago. The Democratic controlled Congress voted to keep it.

Even using its own numbers, the Clinton budget misleads the reader when it claims to reduce the deficit by 50 percent. CBO forecasts that the deficit will fall by 40 percent by 1996, even if no changes are made to current policy. Thus only 10 percent of the reduction claimed is due to additional policy changes. CBO also predicts that the deficit will again rise by \$75 billion between 1996 and 1998, but since the Clinton projections stop at 1996, they avoid showing this increase. There are other problems as well:

- o The Clinton budget claims to save \$305 billion over 4 years. However, only \$75 billion comes from specified cuts. The other \$230 billion is produced by assuming that the economy grows far more rapidly than conventional estimates. To achieve the required savings GNP would have to grow by 5.5 percent next year and average 3.5 percent over the next four years. This is roughly double the current CBO estimate.
- o The total claimed savings of \$75 billion over four years represents a minuscule percentage of the \$1.5 trillion the federal government will spend in each year and even this is only accomplished by relying on the vague labels mentioned above. The "savings" amount to less than 7 percent of the current budget deficit.

- o Although deficit reduction amounts to only \$75 billion, taxes go up by \$150 billion. Where does the additional \$75 billion go? New spending, of course, on a variety of new ideas. This reflects the Democrats' traditional assumption that the Government will spend this money much more wisely than its current earners would.
- o Finally, the proposal completely omits any estimate of the cost associated with the middle-income tax reduction. A recent Congressional proposal has been estimated at \$45 billion over four years.

However, even these new taxes do not expand government by enough to satisfy Governor Clinton. Since government cannot afford to pay for everything he wants done, he imposes new mandates on private employers:

- o Employers would have to devote 1.5 percent of their payroll to continued education and training. This training would have to be available to all workers, regardless of interest or payoff. This could impose an additional burden of up to \$10 billion on the private sector.
- o All employers would have to participate in a play-or-pay medical insurance plan. This mandate would significantly increase the cost to an employer of hiring additional employees. A similar proposal has been estimated to increase taxes over \$80 billion and federal spending by over \$200 billion over four years.

By making it more costly to employ additional people, these mandates would result in the loss of hundreds of thousands of jobs. Arguments about the fairness of these mandates seldom take into account the unfairness associated with the additional unemployment they cause.

Overall, the Clinton budget fails to make the hard, specific choices necessary to solve the nation's budget deficit. This is not surprising since it overlooks two of the most fundamental facts regarding our national government:

- o The first is that the federal government already spends 24 percent of our nation's income. In 1993 the federal government will spend over \$1.5 trillion. This should be more than enough both to meet the reasonable needs of those who deserve our help and to provide those social services which the private sector cannot. Instead, most of this money will be spent on programs that benefit neither the majority of our citizens nor the minority most in need of help. These programs no longer bear any relation to the problems that led to their creation.
- o These programs are maintained by powerful interest groups, the strongest of which is Congress itself. The last 35 years of Democratic control has produced powerful Chairmen who regard these programs as their personal fiefdoms, immune from questioning or change and always in need of expansion. It is unlikely Governor Clinton do better at bringing these programs under control than President Bush. It is far more likely that, in order to please special interest groups, he will acquiesce in Congressional attempts to increase them dramatically.

Think about that. Right now, \$1 dollar out of every \$5 dollars spent on defense is spent right here in California. Think of the shock waves that would touch off in the construction and electronics and aerospace industries -- and the after-shock for real estate markets. Think of the workers -- from die cutters and welders to design teams and engineers -- thrown out of work ... and onto welfare. // I won't let that happen.

call in to:

bill hoaglund -- 224-0769, Senate Budget Comm, Minority staff.

confirms 1 million jobs and

61 billion cuts, on page 5.

*Defense +  
Intelligence +  
Foreign Affairs =*

To Jeannie  
Date \_\_\_\_\_ Time 12:45

**WHILE YOU WERE OUT**

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CLINTON AND NATIONAL SECURITY AND SPEECH

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6TH STORY of Level 1 printed in FULL format.

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The Houston Chronicle

July 21, 1992, Tuesday, 2 STAR Edition

SECTION: A; Opinion; Pg. 16

LENGTH: 720 words

HEADLINE: Clinton mighty quiet on global issues

BYLINE: LESLIE H. GELB

KEYWORD: Elections Presidential

BODY:

OF the 4,250 words in Bill Clinton's acceptance speech last week, a grand total of 141 were devoted to international concerns.

Those who nodded off briefly at the 40-minute mark of the 54-minute oratorical stew might have gotten no taste at all of a potential commander in chief.

It is hard to avoid drawing two conclusions from this horrendous slighting of foreign affairs: The Democratic presidential nominee believes that the subject hardly matters to Americans. And he seems to be running away from this unfamiliar, international arena for fear of blundering.

He should re-examine both judgments.

First, Americans are now far more worried about domestic than foreign affairs, and should be. But they also have to be reassured that Clinton understands the world sufficiently to be entrusted with their security.

Americans have almost always treated foreign policy as a metaphor for leadership. President Bush knows this full well and will push his advantages with the voters. If Clinton does not take the time to define himself on world politics, Bush will do the job for him.

International issues were unimportant to the Democratic primaries. And this may have lulled Clinton and his advisers into thinking the general election will be no different. But neither the Arkansas governor nor any of his closest aides have ever worked at the center of a national campaign. They soon will discover that Bush and the press will not leave the world alone. Clinton's own antsiness about slipping on a foreign banana peel suggests that deep down he grasps this.

Second, Clinton's limited background on international issues ought to make him wary. But based on the little he has said thus far, he should have the confidence to say more.

The Houston Chronicle, July 21, 1992

Most of the 141 words he uttered in the New York speech showed good instincts. "I know well that the world needs a strong America," he said, "but we have learned that strength begins at home."

An excellent premise that seems to elude Bush.

"The end of the Cold War permits us to reduce defense spending while still maintaining the strongest defense in the world." Fine again. He also rightly stressed using force "when necessary," preserving the "common environment" and promoting global democracy and growth.

The two speeches where he elaborated on these themes were both of high quality. But they left a lot of tough questions to answer and holes to fill.

Clinton shamelessly dances around free-trade issues.

Sometimes he backs free trade; sometimes "fair trade," a code for protectionism.

In his acceptance speech, he spoke of "exporting products, not jobs." That code again. To Bush's great credit, he champions free trade to create jobs.

Clinton's ambivalence here is particularly distressing because of the centrality he attaches to economics in world politics. He even talks of money-mighty Japan as America's most important partner. If global economics is so crucial, and it is, he ought to give at least one speech saying what he has in mind.

Nor has he been much more specific about how he intends to cut military spending and remain the world's strongest power. He says he would reduce the \$ 300 billion defense budget by \$ 100 billion, but his proposed cuts do not add up to that total.

This is something Al Gore, the vice presidential candidate, might have tackled last week. He is an expert. But he, too, skirted national security in his acceptance speech. Of his 2,565 words, a mere 120 dealt directly with world politics.

Gore's main foreign offering was rather apocalyptic: "The task of saving the Earth's environment must and will become the central organizing principle of the post-Cold War world." What on earth does that mean, and how on earth would a Clinton-Gore administration pay that bill?

The dynamic duo will hurt their campaign if they focus almost exclusively on domestic affairs and virtually brush off international matters. Bush and the press will knock their heads off.

It may be hard for a team now running more than 20 points ahead in some polls to see this punch coming. But it will come, and

The Houston Chronicle, July 21, 1992

land. Clinton's and Gore's scant words about revolutionizing national security policy won't protect them, or reassure Americans.

TYPE: Editorial Opinion

NOTES: Gelb is a columnist for the New York Times, specializing in foreign affairs.

9TH STORY of Level 1 printed in FULL format.

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The New York Times

July 19, 1992, Sunday, Late Edition - Final

SECTION: Section 4; Page 17; Column 1; Editorial Desk

LENGTH: 710 words

HEADLINE: Foreign Affairs;  
A Mere 141 Words

BYLINE: By LESLIE H. GELB

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Second, Mr. Clinton's limited background on international issues ought to make him wary. But based on the little he has said thus far, he should have the confidence to say more.

Most of the 141 words he uttered Thursday showed good instincts. "I know well that the world needs a strong America," he said, "but we have learned that strength begins at home." An excellent premise that seems to elude Mr. Bush. "The end of the cold war permits us to reduce defense spending while still maintaining the strongest defense in the world." Fine again. He also rightly stressed using force "when necessary," preserving the "common environment" and promoting global democracy and growth.

The New York Times, July 19, 1992

The two speeches in which he elaborated on these themes were both of high quality. But they left a lot of tough questions to answer and holes to fill.

Mr. Clinton shamelessly dances around free-trade issues. Sometimes he backs free trade; sometimes "fair trade," a code for protectionism. In his acceptance speech, he spoke of "exporting products, not jobs." Code again. To Mr. Bush's great credit, he champions free trade to create jobs.

Mr. Clinton's ambivalence here is particularly distressing because of the centrality he attaches to economics in world politics. He even talks of money-mighty Japan as America's most important partner. If global economics is so crucial, and it is, he ought to give at least one speech saying what he has in mind.

Nor has he been much more specific about how he intends to cut military spending and remain the world's strongest power. He says he would reduce the \$300 billion defense budget by \$100 billion, but his proposed cuts do not add up to that total.

This is something Al Gore, the Vice Presidential candidate, might have tackled on Thursday. He is an expert. But he, too, skirted national security in his acceptance speech. Of his 2,565 words, a mere 120 dealt directly with world politics.

Mr. Gore's main foreign offering was rather apocalyptic: "The task of saving the Earth's environment must and will become the central organizing principle of the post-cold war world." What on earth does that mean, and how on earth would a Clinton-Gore Administration pay that bill?

The dynamic duo will hurt their campaign if they focus almost exclusively on domestic affairs and virtually brush off international matters. Mr. Bush and the press will knock their heads off.

It may be hard for a team now running more than 20 points ahead in some polls to see this punch coming. But it will come, and land. Mr. Clinton and Mr. Gore's scant words about revolutionizing national security policy won't protect them, or reassure Americans.

TYPE: Op-Ed

SUBJECT: Terms not available

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\* 6 PAGES 176 LINES \*  
\* 1:43 P.M. STARTED 1:44 P.M. ENDED \*

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SEND TO: BUNTON, JEAN MARIE  
WHITE HOUSE COMMUNICATIONS OFFICE  
OLD EXECUTIVE OFFICE BUILDING  
ROOM 111 1/2  
WASHINGTON, DISTRICT OF COLUMBIA 20500

29 July 92

////  
Lucy Allen CEA -- 5147  
room 318

wanted to fact check numbers on page 2 and 5 of Defense  
Conversion speech --

\$317 billion from ANPA on Apr. 9,92 ///

Clinton supports more than \$60 billion defense cuts and that  
means 1 million jobs

She questioned our backup on the numbers

Bill Richards 703-697-2332 at DOD won't be in until noon today

OMB also called -- Gene Ebner -- can't use \$317 number he's  
calling Bill Richards on this too -- but he stands behind the \$60  
billion Clinton is calling for in defense cuts

Bill Richards -- DOD Comptroller  
in the last three defense budgets - his plans have taken out over  
300 billion from defense spending that was planned / projected  
just before the fall of the Berlin Wall...

under the president's plan 1997 defense buget autho -- in  
inflation adjusted terms will be on a par with 1960 -- and only  
slightly higher than the NADIR bottom that we hit ....

April 9, 1992

267  
50  
317

Can we do this?

Our values are their values. And in this time of transition, they are reaching out to us. They seek our help. And if we're to act, we must see clearly what is at stake.

Forty years ago, Americans had the vision and the good sense to help defeated enemies back to their feet -- as democracies. Well, what a wise investment that proved to be. Those we helped became close allies and major trading partners.

Our choice today just as clear: With our help, Russia, Ukraine, other new states, can become democratic friends and partners. And let me say here, they will have our help. What difference can this make for America, you might ask? We can put behind us for good the nuclear confrontation that has held our very civilization hostage for over four decades. The threat of a major ground war in Western Europe has disappeared with the demise of the Warsaw Pact.

A democratic Russia is the best guarantee against a renewed danger of competition and the threat of nuclear rivalry. The failure of the democratic experiment could bring a dark future -- a return to authoritarianism, or a dissent into anarchy. In either case, the outcome would threaten our peace, our prosperity, and our security for years to come.

But we should focus not on the dangers of failure, but on the dividends of success.

DAN!  
FROM ANPA SPEECH

First, we can reap a genuine peace dividend this year, and then year after year, in the form of permanently-reduced defense budgets. Already we've proposed \$50-billion worth of defense spending reduction between now and 1997. Now that cut comes on top of savings totally \$267 billion, more than a quarter of a trillion dollars in projected defense expenditures since the fall of the Berlin Wall. Make no mistake: I am not going to make reckless defense cuts that impair our own fundamental nation security.

budget authority

Second, working with our Russian partners and our allies, we can create a new international landscape -- a landscape where emerging threats are contained and undone, where we work in concert to confront common threats to our environment, where terrorists find no safe haven, and where genuine coalitions of like-minded countries respond to dangers and opportunities together.

Jennie - for your file

And finally, third, the triumph of free governments and free markets in the old Soviet Union will mean extensive opportunities for global trade and economic growth. A democratic Russia, one dedicated to free market economies, will provide an impetus for a major increase in global trade and investment. The people of the former Soviet Union are well-schooled and highly skilled. They seek for their families the same better future each of us wishes for our own.

And together, they form a potentially vast market that crosses 11 time zones and comprises nearly 300 million people. No economist can pinpoint the value of trade opportunities we hope to have. It's impossible to compute. But the potential for prosperity is great. Increased trade means vast new markets for American goods, new opportunities for American entrepreneurs, new jobs for American workers. And I'm committed to giving American business every possible opportunity to compete fairly and equally in these new markets.

For example, last week I asked the Congress to repeal the Stevenson and Byrd amendments that limit Export-Import Bank's ability to help promote American exports to the former USSR. And I'm pleased that Congress has acted. I'm also seeking to conclude trade, bilateral investment and tax treaties with each of the new

MORE

**Odetics**Telephone: 714-774-5000  
FAX No: 714-774-9432

## FACSIMILE COVER SHEET

TO: Jeanie Burton FROM: Shelly  
COMPANY: \_\_\_\_\_ DIVISION: CORPORATE  
DIVISION: \_\_\_\_\_ DATE: 7/28  
FAX NUMBER: 202-456-6218 PAGE 1 OF (3) PAGES

## COMMENTS:

I'll have your answers soon. But thought this might be of interest. This is a nomination form for a PR Award, hence the format.

PLEASE FAX ACKNOWLEDGEMENT OF RECEIPT  
TO (714)774-94321515 South Manchester Avenue  
Anaheim, California 92802-2907  
Phone 714 774-5000  
Fax 714 774-9432

## Fax Memorandum

**Please Deliver To:**

jeanie bunton  
white house communications  
202-456-6218

**From:**

Holly L. Barnett, APR  
Odetics  
714-774-5000 (telephone)  
714-774-9432 (fax)

Number of Pages:

**Message:**

I'll have more information for you tomorrow. Call me with any questions or comments.

550 AUDIENCE / 400  
6 PEOPLE ON DAIS: 5 of  
WHOM ARE CO-FOUNDERS  
DR. KEVIN DALEY - CHIEF  
McGroarty/Bunton TECHNICAL  
July 29, 1992 OFFICER  
1:00 p.m.  
[odetics]

IN THE ASSEMBLY ROOM  
WHERE DO TAKE RECORDING EQUIPT.

• OFF STAGE ANNOUNCE

N5 - Holly Barnett's  
Asst. Liz  
ok - then what did they do  
w/ ODS?

anecdote: "Dais"  
setting looking to Museum  
not limiting - sounded great  
geo-etics - high character  
brake - a comp named  
two syllable

PRESIDENTIAL REMARKS: ODETICS  
ANAHEIM, CALIFORNIA  
JULY 30, 1992  
11:00 A.M. 1:30 p.m.

"Not the right characterization of our goods." Holly Barnett

Thank you all for that warm welcome. [Acknowledgements.]

Joel [Slutsky] told me about the incredible work you do ...

that Odetics is everywhere: On board every American space  
shuttle ... (high above the battlefield, helping our troops chart  
the movements of their enemy) ... as well as in the security  
camera in the convenience store and the corner ATM machine.

Odetics has done for robotics what [that guy] at the Olympic  
ceremony has done for "under-fire" archery. And the credit goes  
to the people behind the technology -- Odetics' associates. Let  
me salute you for the energy and enterprise you bring to your  
work. //

Barbara was especially excited when she heard I was visiting  
today. She said, if everything you tell me about Odetics is true  
-- then maybe you can find someone out there ... who can teach  
you how to set the time on our VCR. //

We just leave our clock flashing: 12 o'clock, 12 o'clock.  
Barbara says that way, it's right twice a day.

Companies like Odetics have played a key part in what I  
believe is the central triumph of our time: the Free World's  
great victory in the Cold War. You may have thought you were  
building weapons -- but you were really building a safer world  
for our children. //

Holly -  
have never seen  
D documented  
Strutch  
de/mission/ /  
Trus (SW  
Everhades

Odetics Sect  
Sheet  
not  
employees  
Fact sheet/  
Holly Barnett

Security  
in broadest sense  
not response  
defense

technology ch. tech used by all parts of gov in incl. defense  
supply equpt. to Earth resources  
not inc. gov't contracts, but programs

But as you know, that triumph means changes in the very industries that helped us carry the day. Many defense-related firms are grappling with the new realities -- and not all are doing it with the success you're having right here. //

We know we can reduce defense spending -- cut it substantially. I believe there ought to be a payoff for the unsung hero of the Cold War -- the American taxpayer. Between now and 1997, defense spending will drop \$478 billion dollars from the levels we projected before the fall of the Berlin Wall. That breaks down to about <sup>over</sup> \$xx,000 in savings for every American family. //

*Bob Howard  
OMB*

*66,322,000*

*\$7,000*

*# Am. Family from  
Lucy Allen CEA  
#4786*

*66,322,000*

I've proposed a sensible defense build-down, a blueprint that recognizes post-Cold War realities -- but still gives this country the muscle we need to meet whatever danger comes our way.

We also know we need to help defense firms and defense workers make the adjustment -- to help technology-intensive companies like yours compete and win in the economic Olympics -- where the prizes aren't medals, but good jobs and bigger paychecks.

That's the idea behind our National Technology Initiative - - to help bring new technologies -- technologies developed at taxpayer expense -- out of federal labs and into the marketplace.

That's why we're pioneering a new program to help members of the defense <sup>community</sup> ~~(establishment)~~ <sup>can find</sup> -- civilian and military -- find new careers in America's classrooms. We want to put their discipline

and drive, their energy and expertise to use -- teaching our kids.

And it's why on June 19, I announced an important regulatory change that will help companies with defense-related businesses make the transition to the post-Cold War era. One unnecessary obstacle has been what is called the recoupment fee. The tax charged against military and commercial products sold to customers other than the U.S. Government. These fees hurt American companies ... American workers, by making it more difficult for them to compete for business here and abroad. That's why I've directed Dick Cheney to take every action he can to eliminate these fees, and help American companies compete.

Finally, it's the reason ~~my~~ budget calls for an investment of \$17 billion dollars in applied <sup>civilian</sup> R&D. ~~civilian~~

But we can't lose sight of the fact that for all the great gains we've made for freedom ... for all the peace of mind we've secured for our children ... the world remains a dangerous place.

I think back -- to the oath I took on the Capitol steps three and a half years ago, to preserve, protect and defend the Constitution. Of the trust placed in me -- the trust I've done my best to repay -- to keep this nation safe and secure.

I'm proud of our accomplishments -- thankful that I've been able to give the order so many Presidents longed to give, for many of our nuclear forces to "stand down" from alert. And yet in many ways, I know that our world today is more uncertain -- far more unpredictable -- than the world we've left behind. //

The Soviet bear may be extinct -- but there are still plenty of wolves in the world. Renegade rulers / outlaw regimes / Baghdad bullies. Madmen we can't allow to get a finger on the nuclear trigger. //

You have my word: This President will never allow a lone wolf to endanger American security. //

When it comes to clear and present dangers like the ones I'm talking about, we can't afford to keep our heads in the sand. I've been told about a certain political speech not too many weeks ago ... it went on about the future of this country for almost an hour. Out of all that time, it spent about 1 minute on the national security of this nation -- 1 minute -- 141 words, to be exact. If you blinked -- or even heated up a ham and cheese sandwich in the microwaved -- well, you missed it.

I guess it's all part of "the change thing." When it comes to national defense, I'm worried that the other side is all for change, alright. They want to change the subject.

Well, their silence speaks volumes.

You see, I don't believe foreign policy is a footnote ... a loose end we wrap up, and then safely forget. And the defense budget is more than a piggy bank for folks who want to get busy beating swords ... into pork barrels. //

Someone has to set the record straight. Someone has to speak up for the military muscle that gives meaning to American leadership. Someone has to say, even now that we've won the Cold War: America is safe ... so long as America stays strong.

If we took the course that some recommend, we literally wouldn't know what we were missing -- until we found out in the heat of battle. But the truth is, at Odetics and other frontline firms around California and this country -- you'd feel it first.

The other side proposes to cut more than \$60 billion dollars in defense cuts beyond --below -- the level we see as the minimum necessary for national security. Cuts of that magnitude would jeopardize America's ability to defend our interests and ideals. And let me bring it close to home: Cuts of that magnitude would cost workers in the defense industry as many as one million jobs.

//

If we followed their plan, tough times now would only get worse -- and the only winner would be the mothball industry. //

For the sake of national security -- for the sake of just plain economic common sense -- for the sake of California and this country: we've got to keep America strong -- and we will.

//

I spoke a few moments ago about what we're doing to help firms like yours make a strong post-Cold War conversion. But the best program for defense conversion is a dynamic economy.

Yes, our economy is still growing -- but even today, we saw new evidence that it is not growing fast enough. That's why, <sup>(183)</sup> ) days ago in my State of the Union, I proposed a common-sense, comprehensive plan to get this economy moving faster -- right now. My plan includes tax incentives to encourage businesses to hire new workers -- breaks for young families who want to buy

that first home, participate in the American Dream. ((Half a million jobs would have been created if the Congress had acted right away. ))

You know the story. Congress sat on my plan -- and sent me one full of new government spending, and new taxes.

So I sent their plan back. And I'm still waiting -- almost 200 days later. This economic recovery plan is being held hostage and the ransom note reads, "wait 'till after the election."

It's not the first time Congress has let the people down.

Just a few weeks back, I was in Utah with my good friend Senator <sup>Take</sup> Garn -- stepping down after 18 years in the Congress -- and one unforgettable ride aboard the space shuttle. / I asked him the question I know is on many Americans' minds: If we can send one Congressman to space -- why can't we .... ((Long pause))

Now there's a project for Odetics.

Today I say to the Congress: release the economy, approve this jobs program, and help me put America back to work -- now.

Yes, America will change, just as we have changed the world. The question now is: Who will change America for the better? It won't be people whose only enthusiasm is for government, who measure progress by programs created and special interests satisfied.

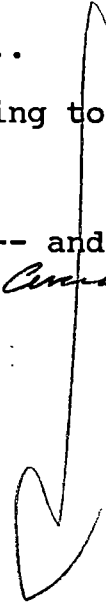
If you want to know who's going to change America -- look around you. Look around. It's going to be the guy who works an

extra shift every week so his son can go to the school of his choice. It's going to be the small businesswoman who takes a risk on a new product. The computer hacker working in a lonely garage, the merit scholar from South Central L.A..

There's your answer. The people who are going to change America ... are people like you.

Thank you once again for this warm welcome -- and now, for <sup>may God</sup> *less this great country, the United States of America.* the tough part: I'll take your questions.

# # #



*Odette's own*

*Kevin  
744-7672*

Mary Allen -

50-74

Should get # reported in 89

Bois # are not projects

Must see how we get @

THE WHITE HOUSE

Office of the Press Secretary  
(Los Angeles, California)

For Immediate Release

July 30, 1992

REMARKS BY THE PRESIDENT  
TO ODETICS ASSOCIATES

Odetics, Inc.  
Anaheim, California

1:53 P.M. PDT

THE PRESIDENT: Thank you very much for that wonderfully warm Odetics welcome. (Applause.) Joel, let me tell you why Odetics was selected: it's innovation, achievement and attitude. (Applause.)

And may I thank your fellow founders, Mr. Gudmundson, Mr. Muensch, Daly, Schulz and Jim Welch, for the hospitality; and all of you most of all for this hospitality.

On board every American space shuttle is Odetics. You're everywhere -- (applause) -- I'm told in the security camera in the convenience and the corner ATM machine. (Applause.) I've always wondered where all this stuff came from. I think you've for robotics what the guy at that Olympics ceremony has done for the under fire archery, if you remember that fellow. (Laughter.)

And as Joel pointed out to me early on, the credit goes to the people behind the technology -- the Odetics Associates, the workers here who have done such a great job. (Applause.)

Barbara was especially thrilled when she heard I was coming out here. And she said, if everything you tell me about Odetics is true -- (applause) -- then maybe you can find someone out there who can teach you how to set the time on our VCR. (Laughter and applause.) We need help. I don't know how you all handle it, we just leave ours flashing -- (laughter) -- 12:00, 12:00 -- that way you're right two times every 24 hours. (Laughter and applause.)

And I think you all have played a significant part in what I believe is the central triumph of our time, the free world's great victory in the Cold War. But as you know, that triumph means changes in the very industry that helped us carry the day. Many defense-related firms are grappling with the new realities. And not all are doing it with the success that you're having right here.

We know we can reduce defense spending, cut it substantially and responsibly. The victory in the Cold War makes it mandatory for a President to do just that. And I have proposed a sensible defense build-down, a blueprint that recognizes -- boasts post-Cold War realities but still gives this country the muscle that we need to meet whatever danger comes our way.

And we also -- we also know that we need to help defense firms and defense workers make the adjustment to help technology-intensive companies like yours compete and win in the economic Olympics, where the prizes aren't medals, but they're good jobs and are bigger paychecks.

And I happen to believe that the best defense conversion program is a strong national economy. And that is my

MORE

first and overriding priority. And this morning there were some economic numbers out showing that you can probably pick up -- you can probably pick this up from conversations with your neighbors -- the American economy is growing nationally, but not fast enough. And most economists predict the economy's going to get stronger the rest of the year -- nationally. That's true, I believe. But your friends and neighbors do not want to wait for new jobs to be created, they want them now.

And on January 29th, I put forward a specific program to spur the economic economy -- would not have increased this deficit -- but to spur the economic economy with incentives to encourage businesses to hire new workers and help Americans who want to buy a home. And if that plan was in place, it would have created 15,000 jobs a day, over half a million jobs since February. And for 183 days, the Congress has dillydallied with this plan while we could be creating new jobs for Americans.

And so do me a favor -- help me send the United States Congress a message, the one institution that hasn't changed control for 38 years. Don't hold the American economy hostage to politics, tell them to vote for a recovery program and get this country back to work right now. (Applause.)

A stronger economy -- a stronger economy is going to help a lot of your associates in related companies who might be looking for work these days. But we also need to help the defense firms and the workers make the adjustment and transfer your technological expertise to other parts of our economy.

And that's the idea behind what we call a national technology initiative, to help bring new technologies, those that have been developed at taxpayers' expense in our labs, out of the federal labs and into the marketplace. And that's why we're pioneering a new program to help members of the defense community -- civilian and military -- to find new careers in America's classrooms.

And it's why we're doing away with something called -- this is technical -- but called the recoupment fee. This is a tax charged against military and commercial products sold to customers other than the U.S. government. And these fees hurt American companies -- American workers by making it more difficult for them to compete for business here and abroad.

And I've told the Secretary of Defense to eliminate these fees. And if the government unties the hands of businesses, I know that we can beat the pants off foreign competition. (Applause.) And that's -- I think we can help through this transition.

But, you know, as another Californian used to say, "Peace through strength never goes out of style." And we cannot lose sight of the fact that for all the great gains that we've made for freedom and for all the peace of mind we've secured for our children because of the elimination or certainly the reduction -- significant reduction of the threat of nuclear war -- the world still is a dangerous place.

And I think back to the oath that I took on the Capitol steps there when I first became President -- "to preserve, to protect and to defend the Constitution of the United States," and of the trust placed in me, the trust I've done my best to repay to keep this nation safe and secure. And I am proud of these accomplishments here and thankful that we've been able to give the order that so many Presidents long to give: for many of our nuclear forces to stand down from alert.

And yet in many ways, I know that our world today is more uncertain, far more unpredictable than the world we left behind. And the Soviet bear, that unified international communist Soviet bear may be extinct, but there are still plenty

MORE

of wolves out there in the world -- renegade rulers, outlaw regimes, terrorist regimes, Baghdad bullies. And I won't allow them to get a finger on the nuclear trigger. (Applause.)

This President will never allow a lone wolf to endanger American security. And we owe that to these kids right here today. Yes, the world is a safer place, but we've got to keep it safe. (Applause.)

I've been told about a certain political speech not too many weeks ago. I missed it; I was fishing in Wyoming. (Laughter.) And it went on about the future of this country -- (laughter) -- it went on about the future of the country, I'm told, for about an hour. And out of all that time, that speech spent about one minute on the national security of this nation -- one minute, 141 words to be exact. And if you blinked or had to do something else or even heated up a ham and cheese sandwich in the microwave, you missed the entire part about the national security and world peace.

Well, I guess it's all part of the change thing. But when it comes to national defense, I am worried that the other side is for change -- they want to change the subject. And their silence speaks volumes. And I don't believe that foreign policy and national security is a footnote, a loose end we wrap up and then safely forget. And the defense budget is more than a piggy bank for folks who want to get busy beating swords into pork barrels. And we've got to fight to keep this country sufficiently strong. (Applause.)

And so someone has to set the record straight and has to speak up for the muscle -- not the waste, not that we can't cut -- but has to speak up for the needed muscle that gives meaning to American leadership. And someone has to say even now that we've won the Cold War -- America is safe -- but just so long as America stays strong.

And if we took the course that some recommend, we literally wouldn't know what we're missing until we found it out in the heat of battle. But the truth is that Odetics and other frontline firms around California, you'd feel it first. The other side proposes to cut nearly \$60 billion in defense cuts beyond and below the level we see as the minimum necessary for national security. And we cannot let that happen -- almost four times more cuts than we believe is responsible so that I can certify to these young people here that your future is going to be safe.

And cuts of that magnitude would jeopardize America's ability to defend our citizens, our interests and our ideals. And let me bring it very close to home. Cuts of that magnitude would cost workers in the defense industry as many as one million jobs. So we've got two reasons. The first and most important, we've got to do what my oath committed me to do: guarantee the national security of this country. And then we've got to also think about the American worker and not needlessly push him out of work. (Applause.)

I know that the California economy is struggling these days, and that some of it comes -- and I'll accept the blame for this -- from what I think are the responsible cuts that we've approved. As the Cold War ended, it was appropriate that we make some defense cuts.

But think of the shockwaves that reckless defense cuts would touch off in construction and electronics and aerospace. And think of what those layoffs will do to housing prices. And think of the workers. Think of the families -- from die cutters and welders to design teams and engineers thrown out of work and then over onto the welfare.

You know, when a ship is decommissioned it's said to be put in mothballs. Well, if we follow that plan, the

opposition's plan, the only industry hiring would be the mothball industry. We cannot let that happen to our country. (Applause.)

And as long as I am President, I make this pledge: I will not let our economy be wrecked and our security threatened by the politically-appealing idea of gutting our national defense. They want to gut the defense and we cannot let that happen. (Applause.)

And so in conclusion, let me just say this year you're going to hear a lot of talk about change. But to me this election, like every other one, is also about trust. Who do you trust to change America? Who do you trust, not to do what's easy or sounds good -- it might be responding to some poll out there -- but to do what is right for you and for your children and for the families of this country and for America?

And I make this pledge to you, not to do what is unwise or politically expedient, but I pledge to fulfill the trust that you have placed in me by doing what is right for this country. (Applause.)

I am very, very pleased to be here. And now I will end with the word that I know will get me a nice standing ovation: Odeitics! Go for it! Thank you very much. (Applause.)

END

2:08 P.M. PDT

**WHITE HOUSE  
SITUATION ROOM**

PRECEDENCE: IMMEDIATE  
PRIORITY  
ROUTINE

RELEASER: \_\_\_\_\_  
DTG: \_\_\_\_\_

MESSAGE NO. \_\_\_\_\_ CLASSIFICATION UNCLASS PAGES 23  
FROM DAN MCGROARY 2930 122  
(Name) (Phone Number) (Room No.)

MESSAGE DESCRIPTION READ MEMO CDETC/S  
**TEXT CHANGES**

LOCATION	DELIVER TO
<u>AF-1</u>	<u>CHRISTINA MARTIN</u>
<u>AF-1</u>	<u>STEVE PROVOST</u>

REMARKS: READ.

THE WHITE HOUSE

WASHINGTON  
JULY 30, 1992

MEMORANDUM TO STEVE PROVOST  
CHRISTINA MARTIN

FROM: DAN MC GROARTY *DmG*

SUBJECT: ODETICS

7:30 AM: 44

PLEASE SEE ATTACHED TWO PAGES FROM ODETICS SPEECH. CHANGES PER JIM CICCONI. I'VE ASSURED HIM THEY WILL BE MADE.

ALSO, FYI RE STATISTIC "ONE MILLION JOBS LOST" UNDER CLINTON PLAN: THIS IS BASED ON ESTIMATE DONE BY MINORITY STAFF, SENATE BUDGET COMMITTEE, USING AN ECONOMETRIC MODEL DEVELOPED BY UNIVERSITY OF NEW MEXICO. (THIS PER JIM CICCONI ALSO)

PLEASE PASS THAT ALONG TO TORIE CLARKE.

THANKS.

*ASAP FAXED  
TO The  
Plane*

firms are grappling with the new realities -- and not all are doing it with the success you're having right here. //

We know we can reduce defense spending -- ~~cut it~~ *AND DO IT RESPONSIBLY.* ~~substantially. I believe there ought to be a payoff for the~~ ~~unsung here of the Cold War -- the American taxpayer. Between~~ ~~now and 1997, defense spending will drop \$478 billion dollars~~ ~~from the levels we projected before the fall of the Berlin Wall.~~ ~~That breaks down to over \$7,000 in savings for every American~~ ~~family. //~~

*(Christina - These changes must BE MADE. DMC6)*

→ I've proposed a sensible defense build-down, a blueprint that recognizes post-Cold War realities -- but still gives this country the muscle we need to meet whatever danger comes our way.

The world still looks to the United States for leadership. In an uncertain world, America must remain a force for stability.

We also know we need to help defense firms and defense workers make the adjustment -- to help technology-intensive companies like yours compete and win in the economic Olympics -- where the prizes aren't medals, but good jobs and bigger paychecks.

That's the idea behind our National Technology Initiative - - to help bring new technologies -- technologies developed at taxpayer expense -- out of federal labs and into the marketplace.

That's why we're pioneering a new program to help members of the defense community -- civilian and military -- find new careers in America's classrooms. We want to put their discipline

If we took the course that some recommend, we literally wouldn't know what we were missing -- until we found out in the heat of battle. But the truth is, at Odetics and other frontline firms around California and this country -- you'd feel it first.

→ The other side proposes to cut ~~more than~~ <sup>NEARLY</sup> \$60 billion dollars in defense cuts beyond -- below -- the level we see as the minimum necessary for national security. Cuts of that magnitude would jeopardize America's ability to defend our citizens, our interests and our ideals. And let me bring it close to home: Cuts of that magnitude would cost workers in the defense industry as many as one million jobs. //

If we followed their plan, tough times now would only get worse -- and the only winner would be the mothball industry. //

For the sake of national security -- for the sake of just plain economic common sense -- for the sake of California and this country -- for the sake of the brave men and women in our armed forces, whose equipment must remain the best in the world: we've got to keep America strong -- and we will.

//

I spoke a few moments ago about what we're doing to help firms like yours make a strong post-Cold War conversion. But the best program for defense conversion is a dynamic economy.

Yes, our economy is still growing -- but even today, we saw new evidence that it is not growing fast enough. That's why, 183 days ago in my State of the Union, I proposed a common-sense, comprehensive plan to get this economy moving faster -- right

To Jamie  
Date \_\_\_\_\_ Time 5:00

**WHILE YOU WERE OUT**

M Open Holly Barnett  
of \_\_\_\_\_  
Phone 714-774-5000

Area Code	Number	Extension
TELEPHONED		PLEASE CALL
CALLED TO SEE YOU		WILL CALL AGAIN
WANTS TO SEE YOU		URGENT
RETURNED YOUR CALL		

Message \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Operator



29-Jul-92

**NATIONAL DEFENSE (050) BUDGET LEVELS\***  
(\$ In Billions)

<u>Budget Authority</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1989-97</u>	<u>1992-97</u>
Zero Real Growth	299.6	308.6	323.8	331.5	343.8	356.9	370.5	384.5	397.5	3,116.6	2,184.6
Administration Plan*	299.6	301.3	288.6	283.8	281.0	281.6	284.3	285.7	290.6	2,596.5	1,707.0
Difference		-7.3	-35.2	-47.7	-62.8	-75.3	-86.2	-98.8	-106.9	-520.1	-477.6

\* Excludes Desert Shield/Desert Storm

BOB HOWARD - OMB

To JEANNIE  
Date \_\_\_\_\_ Time 3:26

**WHILE YOU WERE OUT**

M. Holly Barnett  
of \_\_\_\_\_ 42-6503  
Phone (714) 774 5000  
Area Code Number Extension

TELEPHONED	PLEASE CALL	<input checked="" type="checkbox"/>
CALLED TO SEE YOU	WILL CALL AGAIN	<input type="checkbox"/>
WANTS TO SEE YOU	URGENT	<input type="checkbox"/>

RETURNED YOUR CALL

Message NO, equip. not used  
to survey troops  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Operator JP



AMPAD  
EFFICIENCY®

23-023 CARBONLESS

# Odetics

*Christy*

*Please send this  
Kris: to speech writing*

*talk to  
associates  
not employees*

*campaign  
No on Gov. Wilson*

## Odetics: Typifying the American Industrial Renaissance

Throughout Orange County as well as the many global markets it serves, Odetics is known for innovation. This ability to look beyond the obvious; to challenge oneself as well as the competition; to have the courage to be creative has led to an example of the American industrial renaissance.

*LA SIGNAL  
LA STAFF  
ON PAGER  
[Hopson NANCE]*

Odetics is a market-driven company that develops technology to compete in specialty markets. The company was formed in 1969 to design and manufacturer tape recorders used on satellites and other space vehicles. Like most entrepreneurs, the company's founders believed they could improved upon their industry's state-of-the-art technology and production. Unlike most entrepreneurs, however, the founders had a second mission. They believed they could also improved the state-of-the-art in work environments.

The company's founders believed that Odetics should be built around people who care, people who have a "can do" attitude. Odetics employees are called associates, a term that implies that a person chooses to enter an association with the company and is an active part of the company's process.

The cornerstone of Odetics' operations is discipline. The company has a reputation for caring about the details -- for analyzing, simulating and testing. By "peeling off the layers" continuous improvement is achieved.

In a world economy that stresses consumerism, Odetics successfully blends government and commercial marketing. Originally a 100 percent government enterprise, today the more than half of the company's customer base is commercial. Odetics has proven that technology developed for government and defense can cost-effectively benefit commercial markets.

*↓  
connected*

According to the American Electronics Association, Odetics has one of the lowest associate turnover rates of any comparable California electronics company. The continuity of the company's work force, combined with a corporate culture that stresses communication, training and quality allows Odetics to establish a solid base of operations.

# Odetics

## Odetics Company Profile:

Odetics manufactures automated tape libraries, data recorders and other automated products that store and control information. Founded in 1969 to design and produce high reliability space tape recorders, Odetics today has five major operating divisions that serve commercial as well as government markets.

### Odetics Major Operating Divisions Are:

① **Odetics Space Division:**

Manufactures highly reliable data recorders that store information derived from both operational and experimental space programs. In addition, Odetics space recorders are used as the main memory for the computers onboard the Space Shuttle. Odetics Space Division averages a 60 percent share of the worldwide space recorder market.

② **Gyyr:**

The first commercial division of Odetics and the originator of the time-lapse video cassette recorder concept. Manufactures time-lapse video tape recorders and other closed-circuit video equipment used for security applications. Gyyr provides more value-added features than any other manufacturer of time-lapse video tape recorders.

③ **Odetics Precision Time Division:**

Develops and manufactures products that provide timing information used to synchronize telecommunications networks such as digital cellular telephone systems and computer networks. Odetics PTD has the widest range of precision time equipment from a single company.

④ **Odetics Broadcast**

Manufactures tape libraries known as "cart machines" that are used by cable and television stations around the world to automate the storage and televising of commercials, news spots and other programming stored on video tape.

⑤ **Automated Tape Library Division**

The most recently formed Odetics division, Odetics ATL Products Division manufactures automated tape libraries that store and control computer tapes. Products range from very large libraries for government applications to smaller libraries for the midrange computer market.

1515 South Manchester Avenue  
Anaheim, California 92802-2907  
Phone 714 774-5000  
Fax 714 774-9432

# Odetics

## Fact Sheet

### Profile:

Odetics manufacturers automated tape libraries, data recorders and other products that control and store information.

<b>Year established</b>	1969
<b>Annual Sales, FY 1992 ended 3/31</b>	\$70 million
<b>Corporate Headquarters</b>	Anaheim, California
<b>Other facilities</b>	El Paso, Texas Reading, England
<b>Average number of employees</b>	600
<b>Major Operating Divisions:</b>	Odetics Space Division Gyyr Odetics Precision Time Division Odetics Broadcast Odetics ATL Products Division
* <b>Chairman of the Board &amp; CEO</b>	Joel Slutzky → POTUS INTRO
<b>President</b>	Crandall Gudmundson
<b>Chief Technical Officer</b>	Kevin Daly, Ph.D.
■ <b>Media Contact</b>	Holly Barnett

### Miscellaneous Facts:

- Δ Original business was 100 percent government. Migrated Technology to commercial products. Now, more than 50 percent commercial.
- Δ Odetics space recorders fly on every Space Shuttle mission.
- Δ Odetics Space Division has contracts with every space agency in the Free World.
- Δ Listed in *The 100 Best Companies to Work for in America* by Levering & Moskowitz.
- Δ The company has successfully translated technology developed for government sector into products for commercial markets.

- △ Growing European sales. Opened an Odetics UK facility for sales, service and light manufacturing.
- △ All major product lines successfully compete in international markets.
- △ The Smithsonian Institute has inducted Odex I, a robotic technology demonstrator developed by Odetics, into its permanent collection of significant technological advancements.
- △ According to the American Electronics Association, Odetics has one of the lowest employee turnover rates of any comparable California electronics company.
- △ One associate is the founder of the Future Scientists and Engineers of America, an organization that matches companies with schools to provide a hands-on learning environment for American youth, grades 4 - 12. FSEA has been Adopted by the American Electronics Association. FSEA's goal is make the U.S. number one in math and science by the Year 2000.
- △ Company awards include:
  - △ Emmy Award from the National Academy of Television Arts and Sciences for Developments in Automated/Robotic Record-play Video Technology
  - △ Congressional Caucus on Science and Technology/Advancing Robotics
  - △ More than 20 performance awards from customers such as Westinghouse Electric Corp., Dibold and NASA
  - △ Pubic Relations Society of America, Distinguished Service Award for Public Service in Orange County
- △ Associate awards include:
  - △ ASME Leonardo Divinci Award
  - △ SME John Vertut Award
  - △ IEEE Outstanding Achievement Award
  - △ IEEE Fellow Distinction
  - △ Four associates received NASA's Certificate of Appreciation for work in successfully extricating valuable information from the recorders found in the wreckage of the Space Shuttle Challenger.

America 2000 link

**When the US went into the Persian Gulf, one Odetics Associate, Hector Vega, a machinist with Odetics Omutec Division and member of the US Army Reserve, went too. Concurrently, the company has a tradition of having a fun event for Valentine's Day. However, with the war foremost in every one's mind, the usual gaiety seemed inappropriate. Instead, we decided to combine the two, sending a Valentine wish from our company to Hector's military company in the Gulf.**

**Research:** The project did not call for research, per se, other than finding out how to send packages to Hector, learn his whereabouts, and other task-oriented information gathering.

**Planning:** Our objectives were to create a connection between the associates at the plant with our company's only associate in the Gulf War, promote patriotism and send a goodwill message to the troops.

The program was actually divided into three phases. Hector Vega Day I took place on Valentine's Day and honored Hector and his company in his absence. Hector Vega Day II celebrated his return and also commemorated all of the company's veterans. And finally, on Veterans Day we had a ceremony that honored all of our veterans.

*A conscious decision was made not to invite news media to the events, as we did not want anyone to get the impression that we were using Hector to garner media coverage. In stead we positioned the events as private celebrations .*

**Execution:** Materials used for Hector Vega Day I included a series of specially designed post cards that were available for mailing to Hector, a video message, and a scrapbook that he was given upon his return to commemorate the event. We also sold yellow ribbon pins and T-shirts, with proceeds being donated to aid Gulf War families from the El Toro Marine Base.

Hector Vega Day II was an all American celebration at a park area adjacent to Odetics Corporate Headquarters, complete with red-white-and blue bows and yellow ribbons, a yellow-balloon release, all Americana music (we had a one-man band on order, but he canceled

at the last minute) and fried chicken box lunches. We also unveiled a plaque that lists all of the company's veterans.

On Veteran's Day we had a ceremony to honor all of our veterans, published a book of their military photos, and provided all of our *hero's* with a mess-hall style lunch.

**Evaluation:** With Hector Vega Day we knew we ran the risk of "jumping on the Gulf War Bandwagon", however since we positioned the events as personal celebrations as opposed to media events we received only positive feedback. Participation in all three of the event's far surpassed typical attendance at company programs. The program truly brought our associates together for a common cause. And, Hector more than appreciated the attention -- at Hector Vega Day II the usually shy and soft-spoken Hector thanked all of his fellow associate for their care and concern.

# Odetics

## MORE FACTS ABOUT ODETICS...MORE TO FOLLOW

Δ Odetics' first products were space tape recorders used onboard satellites and other space vehicles. Interestingly, the most promising marketing opportunities for these products are coming from the Earth resource observation programs. These programs use satellites to gather information about environmental issues. For example, the old-growth forests of the Pacific Northwest are currently being monitored by SPOT Satellites (which use Odetics recorders) that are owned and operated by SPOT Image, a division of the French Space Agency. Satellite imaging provides the most cost effective means of monitoring our natural resources.

Δ Odetics began its shift into commercial products in 1975 with the formation of its Gyyr (*pronounced gire*) Division. Gyyr manufactures time-lapse video recorders used in security applications. Typical applications include convenience store security systems. Gyyr recorders are also built into automatic teller machines (ATMs) used by banks.

Δ Odetics provides an excellent example of the possible synergistic relationship between government programs and commercial products. For example the automated tape library sold into the midrange computer marketplace by Odetics ATL Products Division is a direct outgrowth of a robotic tape library system that was developed for a government mass storage program.

Δ While it may be too soon for a *peace dividend*, there is definitely a *peace opportunity* to change companies' investment strategies. By building upon government-based R&D we can provide leading edge technology for the commercial market. Likewise, government programs can then benefit from the time-to-market and cost advantages of commercial products.

Δ Odetics has a reputation for supporting the dreams of its associates.

✓ ##

Δ Steve Bartholet, a electro-mechanical engineer for Odetics Space Division believed that it was possible to develop a walking robot that could be used in the nuclear power industry. He presented his idea, and a wooden model he had built in his garage, to management. Management agreed that the program had merit and a development program was put in place. In 1983, Odetics unveiled Odex I a robotics technology demonstrator that now is on display in the Smithsonian Institute of Technology. The French Atomic Power Commission took delivery of the latest model of Odex III in 1991.

Personalize the example

*May it'll be someone like G.W.*  
 Δ George Westrom, senior engineer, believed that there was a need to interest children in becoming engineers and scientists. He developed a working model for an organization called the Future Scientists and Engineers of America (FSEA) and presented his ideas to Odetics Management. Again, the company backed this associate's vision. Today, FSEA is a growing organization that matches companies with students grades 4 - 12. The American Electronics Association recently adopted the organization (see earlier transmitted data).

✓ ##

Personalize the example

###

who's gone into the classroom looking for future scientists among today's 4th graders.

# Fax Memorandum

Please Deliver To:

jeanie bunton  
white house communications  
202-456-6218

From:

Holly L. Barnett, APR  
Odetics  
714-774-5000 (telephone)  
714-774-9432 (fax)

Number of Pages: 1

Message:

Regarding our average tenure:

the average tenure of an Odetics associate is 7.07 years  
30 % of associates have been with Odetics for 10+ years  
40 % of associates have been with Odetics for 7+ years  
50+ % of associates have been with Odetics for 5+ years

✓ 579 associates work the day shift, 16 work 2nd and grave yard shifts.

I will continue to fax information as it becomes available.

# Odetics

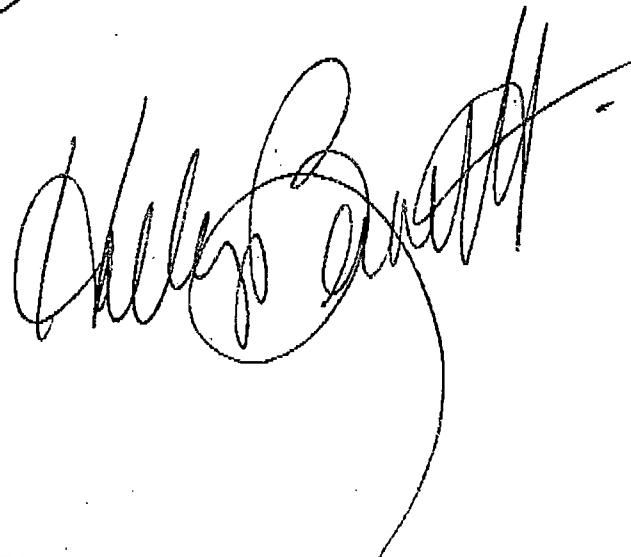
Telephone: 714-774-5000  
FAX No: 714-774-9432

## FACSIMILE COVER SHEET

TO: Jeanie Buntin FROM: Dolly Burnett  
COMPANY: \_\_\_\_\_ DIVISION: CORPORATE  
DIVISION: Research DATE: 7/28  
FAX NUMBER: 202-256-6218 PAGE 1 OF 5 PAGES

### COMMENTS:

Here's some FSEA info.  
More Odetics Facts to  
Follow —



PLEASE FAX ACKNOWLEDGEMENT OF RECEIPT  
TO (714) 774-9432

1515 South Manchester Avenue  
Anaheim, California 92802-2907  
Phone 714 774-5000  
Fax 714 774-9432

# The Family tree



MAY DAY 1992

## OUT ON A LIMB

Frequent readers of this column — and anyone who has talked to George Westrom during the past year or so — are probably well aware of the fact that just about one year ago, the company decided to work with George to begin an educational outreach program called the *Future Scientists and Engineers of America (FSEA)*. Recently, however, the organization met a number of important milestones. Some of these accomplishments are so important that this week's Out on a Limb is dedicated to recent happenings at FSEA.

### BUT FIRST SOME BACKGROUND:

The concept for FSEA came about after George visited some elementary and high schools to help students become interested in science and math. As he did so, he was amazed at the fact that so few students understand what an engineer does. But rather than sit back and complain, George decided to take action by developing a plan to start FSEA.

FSEA matches companies with schools. The program has elements of the Boy Scouts, the Girl Scouts, and the Future Farmers of America. Students work their way up through the organization and as they do, they work on increasingly difficult programs.

What FSEA has become in one short year proves that individuals really can make a difference. Just look at these recently met milestones:

- Currently, there are 19 FSEA Chapters in 17 schools throughout the Southern California area
- Recently, FSEA was adopted by the American Electronics Association as a primary education program
- Digital Equipment Corporation (DEC) has asked George to go to Boston and discuss bringing FSEA to East Coast schools. If DEC adopts FSEA it will greatly increase the chances of FSEA becoming a national organization.
- The Discovery Museum of Orange County and FSEA are discussing possible partnering relationships.
- Last week the White House sent a card to George (signed by President George Bush!) thanking him for his efforts with regard to FSEA.

And finally, even though we have made a conscious effort not to publicize Odetics' role in the formation of FSEA (we don't want company publicity to overshadow the FSEA organization), the company's efforts have earned us a nomination for the Public Relations Society of Orange County's Distinguished Service Award for Public Service.

We can be proud of George and all of the other Odetics associates who have worked to make this dream become a reality. The success of FSEA has the potential of benefiting all of us as well as future generations of Americans:

Joel

### FSEA CHAPTERS

School	Location	Mentor Company
Berendo Jr High	Los Angeles	The Gas Company
Brea-Clinda High	Brea	Unocal
Bryant Elementary	Long Beach	ARCO
Capistrano Valley High	Mission Viejo	The Gas Company
Dwyer Junior High	Huntington Beach	McDonnell Douglas
Hawthorne Jr High	Hawthorne	Aerospace Corp.
Horizon Special School	Anaheim	Odetics
Imperial Jr High*	La Habra	Chevron
Kuerner Jr High	Placentia	Rockwell
La Habra High	La Habra	The Gas Company
Lincoln Elementary	Long Beach	McDonnell Douglas
Mt. Carmel High	San Diego	Northern Telecom
Poway High	Poway	Hewlett Packard
Rosemont Elementary*	Los Angeles	The Gas Company
Serrano Jr High	Lake Forest	Odetics
St. Cecilia Jr High	Tustin	Holmes & Narver
Travis Ranch Jr High	Yorba Linda	Rockwell

\* = Two Chapters

POINT OF LIGHT  
GEORGE WESTROM

## WHAT IS FSEA?

Future Scientists and Engineers of America (FSEA) is an after-school program that promotes science and engineering among American youth, grades 4-12. The primary mission of FSEA is to interest, motivate and educate young people in math, engineering and science.

FSEA Chapters are made up of 20-30 students. Chapters are sponsored by businesses, professional societies and community organizations. The goal is to establish chapters in all elementary, junior high and high schools throughout the nation.

## THE KIDS

FSEA is for students in grades 4-12. Chapters meet after school to work on fun and challenging science and engineering projects. Members start as Technicians and advance to Engineer or Science Specialists as projects are completed.

## THE PROJECTS

FSEA projects stress team-work, creativity, competition, problem solving and cost factors. Each project is designed to permit a competitive evaluation of team and individual accomplishments. The complexity of the projects is matched to the Chapters' capability and interests.

## THE SPONSORS

Each FSEA chapter is sponsored by a business, professional society or community organization. Chapter sponsors provide funding for project materials and recruit engineers and scientists (Mentors) from their organizations. Current FSEA sponsors include some of the nation's leading companies.

## THE MENTORS

FSEA is a non-profit organization. Volunteers, serving as Mentors include engineers and scientists from industry, retired engineers and scientists and engineering students. The Mentors are responsible for the technical content of FSEA projects. They also serve as role models for FSEA Chapter members.

## THE SCHOOLS

Any elementary, junior high or high school is eligible for an FSEA Chapter. Once matched with a sponsor company, the school and sponsoring organization form a partnership in support of the FSEA Chapter. The school recruits teachers and students, and provides a meeting place for the Chapter.

## THE TEACHERS

Teachers are vital to the success of FSEA. Each FSEA project is conducted by a team consisting of a teacher and a Mentor. Teachers assist with the projects, and bring project principles back into the regular classroom.

PLACE STAMP HERE  
POST OFFICE  
WILL NOT DELIVER  
WITHOUT POSTAGE

FSEA  
PO BOX 9577  
ANAHEIM, CA 92812

- I am interested in joining FSEA
- I am interested in helping start an FSEA Chapter
- parent
- mentor
- teacher
- I am interested in becoming a volunteer with the FSEA organization

PHONE

ZIP

STATE

CITY

JOB

STREET

COMPANY/SCHOOL

NAME

## FSEA GOALS

The primary mission of the FSEA is to interest, motivate and educate young people in engineering and science. The eight major goals of the organization are:

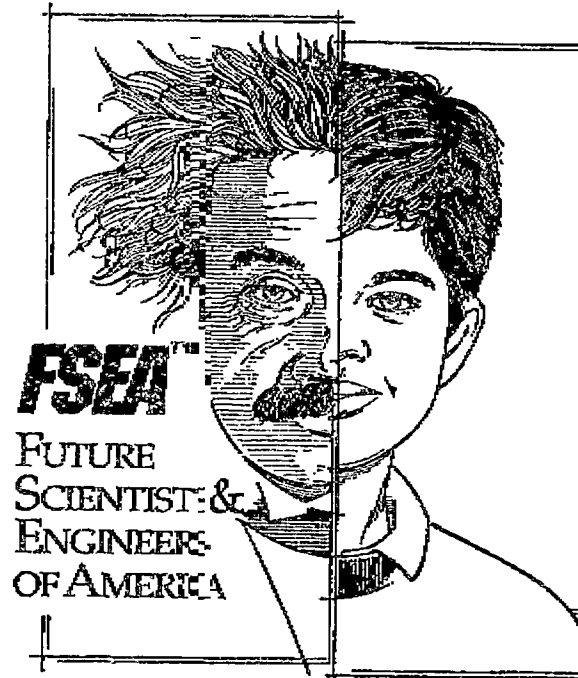
- To develop an awareness of the significance and importance of engineering and science.
- To develop competent and assertive engineering and scientific leadership in America.
- To encourage achievement in individual and group engineering experience programs.
- To build a cooperative attitude among engineering and science students.
- To develop competencies in communication, human relations and social abilities.
- To provide practical applications of math and science.
- To motivate young people to excel in science and mathematics.
- To motivate young people to choose engineering or science as a career especially females and minorities who have not normally been attracted to math, science and engineering.
- To provide organized recreational activities for engineering and science students.

## THE PLAN

- Chapters in every school in America by the year 2000
- Every industry as FSEA sponsors
- One in every five engineers and scientists volunteering one to two hours per week as FSEA mentors.

For more information:  
 Contact George Westrom  
 Phone: (714) 774-5000 Ext. 6010  
 Fax: (714) 491-9885  
 Electronic Mail: FSEA@odetics.com  
 Correspondence:  
 FSEA  
 P.O. Box 9577  
 Anaheim, CA 92812

# First in Math & Science by the Year 2000



## **FSEA SPONSORS**

**Odetics**

**Arco**

**Rockwell**

**McDonnell Douglas**

**The Gas Company**

**Unocal**

**Hewlett Packard**

**Southern California Edison**

**Northern Telecom**

**Aerospace corp.**

**Silicon Systems**

**Holmes & Narver**

**Toshiba America**

**Chevron**

**IEEE**

**American Electronics Association**

As def. → sev. and speech (nick)  
without any spent & waste here -  
been projected savings

• quietes - Silence speaking volumes  
meanings of silence

To: Daniel Casse  
Fax: 456-1605

Notes on Odetics:

Odetics is a small business located in Anaheim, CA.

NASA does not have many active prime contracts with Odetics. The largest is an \$8.1M contract with GSFC for tape recorders for the SOHO Cluster program.

Odetics has been a subcontractor to NASA contractors Boeing, Rockwell, McDonnell Douglas, Fairchild, and Lockheed. (The values of the subcontracts have not been terribly significant.) As a subcontractor, Odetics has principally provided flight recorders for the Shuttle program.

Odetics is not currently on the debarred/suspended contractors list. (We are still trying to verify whether the firm was on the list within the last few years.)

HP has checked protest files back to 1989. Odetics does not show up.

The firm is currently experiencing an overrun (in the amount of \$1.4M due to design problems requiring design rework and additional test) on the GSFC prime contract, but that's about all we've been able to come up with so far in talking to the centers and the HQ program offices.

In the August '91 NASA Tech Briefs, Vol. 15, Issue #8, there was an article that stated that Odetics was one of the best contractors in the field of robotic manipulators. We have been told there is a rumor that Odetics is pulling out of that field because they "can't go it alone" and American business is not expressing enough interest in robotics. We can't verify that.

Bottom line--Since this morning, we have not been able to discover anything of major significance or potential embarrassment concerning Odetics.

## Major Operating Divisions

Odetics manufactures automated products that store and control information. The company was founded in 1969 to produce high-reliability tape recorders for use in space vehicle applications. However, through both internal development and acquisition, Odetics has broadened its scope to include numerous commercial markets.

Odetics' major operating divisions are:

### Odetics Space Division

Manufactures highly reliable data recorders that store information derived from both operational and experimental space programs. Odetics Space Division averages a 60 percent share of the worldwide space recorder market.

### Gyyr

Manufactures time-lapse recorders and other closed-circuit video equipment used for security applications. Gyyr provides more value-added features than any other manufacturers of time-lapse recorders.

### Odetics Precision Time Division

Develops and manufactures products that provide timing information that synchronizes and controls communications systems. Odetics PTD has the widest range of precision timing equipment from a single company.

### Odetics Broadcast

Pioneered the large library automation concept in the television broadcast industry. Television stations worldwide use Odetics Cart Machines to store and play-to-air tapes containing commercials, news stories and programming. A relative newcomer to the television broadcast industry, today Odetics has approximately 50 percent market share in North America.

### Odetics ATL Division

The newest of Odetics divisions, Odetics ATL Products Division manufactures automated libraries that store and control computer tapes. Products range from very large, high-density tape libraries for government applications to smaller 3480-format tape libraries for the midrange computer and network file server marketplaces.

Odette's high-resolution recorders on board the French SPOT Earth resources satellite have stored digital data resulting in the most detailed photographs of Earth's surface ever available. The recorders can store 66 billion bits of digitized information (approximately equivalent to 7,000 times the text in this book) which can be recorded and played back at 50 megabits per second (or 5 books per second).

As noted above, the Earth observation system is controlled from ground stations in Earth resource data collection systems.



With the new space of NASA's interest in collecting Earth data, demand for Odette's recorders has increased. Under NASA's Mission To Plan Earth and Earth Observation System program, space is viewed as the ideal vantage point from which to examine pollution, weather, crop and forest fires. Changes in the oceans, and other environmental conditions.

obtained in space due to its low weight and low power requirements.

There is a very efficient means of recording data using information received in digital form.

to orbit around the Earth to record telemetry, scientific or recording data for a mission. Most recorders are used in orbit.

Odette's recorders have been on every flight of the United States Space Shuttle, with a total of ten Odette's recorders.

more than one third have gone to NASA. At least five of the roughly 300 recorders Odette's has delivered.

### Recording Mission-Critical Data

recorders.

percent share of the worldwide market for spaceborne recorders.

By on virtually every major space mission in the free world, resulting in Odette's providing more than an 80 percent share of the worldwide market for spaceborne recorders.

Today Odette's digital instrumentation: tape recorders and magnetic tape recorders.

spaceborne and reusable spacecraft components.

an Alameda, California-based company had elevated the only a few years later, the high-speed development of most future program components in U.S. spacecraft. Yet

Plan Committee stated that tape recorders were the most reliable report of the Tape Recorder Action

# Odetics

Odette's recorders have often performed above and beyond the call of duty. On the 1968 OST-3 space shuttle mission, a tape recorder took over when previous items with a shuttle antenna temporarily incapacitated the Tracking and Data Relay Satellite communications link. Thanks to the Odette's recorder, vital telemetry data that would have otherwise been lost, was recorded and stored.

Odette's has passed every customer survey conducted by DCAS, NASA, and over 15 prime contractors.

mathematical computations.

of the electronics suite, not to mention the critical MTBF. This MTBF rate exceeds the predicted failure

in the late 1970s. Odette's recorders have experienced greater than a 100,000 hour mean time between failure

with the advent of higher reliability electronic devices and requirements.

agencies have consistently met or exceeded customer requirements.

NASA, U.S. Air Force, U.S. Navy, and foreign space agencies.

state-of-the-art recorders the company has provided for exceptional experiments. The 300 electronic channels

to withstand extremes in the environment and to provide Odette's recorders have been designed, built, and tested.

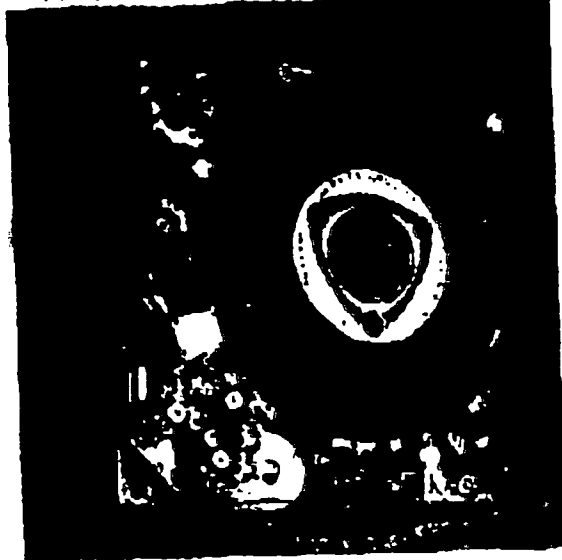
to function will the spacecraft head crewed to operate. exceeded the space like requirements or have continued

launch problems, most Odette's recorders have either requirements.

With the exception of those recorders lost due to requirements.

### Extending Mission Life

have been with Odette's magnetic tape recorders. The first mission success rate



## Honored for Excellence

Odetics has received several performance awards from customers, including two consecutive Westinghouse Electric Corporation Buyer's Awards to Outstanding Suppliers.

Odetics was awarded NASA's Group Achievement Award for participation in the successful design, development, integration and launch of three separate spacecraft from the United States, Federal Republic of Germany, and the United Kingdom in 1966. Public Service Group Achievement Awards for participation in the Spacelab European Contractor Development Team and the Space Shuttle Program were presented by NASA to Odetics in 1982 and 1984. NASA also presented four Odetics associates with "Certificates of Appreciation" in recognition of the associates' work in successfully extracting the valuable tapes from the recorders found in the wreckage of the Space Shuttle Challenger.

## A History of Space Recorder Innovation

Establishing the company in 1969 specifically to produce spaceborne recorders, Odetics' founders saw a need within the aerospace industry for a higher-quality, longer-life machine.

Two innovations dramatically improved the space recorder's reputation: Odetics' Delta Drive and the use of larger ball bearings.

The Delta Drive is the key to accurate data recording. With this tape drive mechanism, the tape can move over the heads in a controlled motion, with extreme tautness and precise speed, throughout the entire lifetime of the recorder, regardless of the ambient temperature.

Also contributing to the control over tape motion was the drive's configuration. The Delta Drive's capacitors were positioned in close proximity to the gaps of the heads, providing for extremely tight coupling of the motors and the capacitors.

Odetics engineers also observed that the highest loads that a precision ball bearing recorder must endure occur not during actual operation, but during the process of assembly. Therefore, to ensure a wide endurance safety margin, they used ball bearings larger than had previously been utilized.

This change flew in the face of conventional wisdom that said ball bearings must be small in order to fit into what was then the state-of-the-art recorder. Odetics took the risk that NASA would opt for a slightly larger, but longer-life recorder over a more compact, unreliable recorder. Now larger ball bearings are the industry standard.

Odetics' unique manufacturing methods play a key role in the high success rates and extended lives of the recorders. Critical recorder assemblies, including bearings, tachometer optics and drive motors, are assembled by Odetics personnel to ensure that the recorder is completed with optimum precision and the desired reliability. With its own in-house magnetic head division (Omutec) Odetics is able to ensure high-quality tape recorder heads that consistently meet the demands of space flight.



Beginning with the lowest-level component, Odetics has documented every process, ensuring assembly adherence to proven techniques.

## The Next Generation of Space Tape Recorders

The new generation of Odetics recorders is capable of storing more data and transmitting the data more rapidly. One state-of-the-art Odetics spaceborne recorder can store data equivalent to 1,000 years of Wall Street Journal, transferring that data at a rate equivalent to one year of Wall Street Journal every second.

Odetics is meeting the demands for increased capability while maintaining or reducing recorder weight, size and power requirements. Although limited by the recorder's mechanical parts in size reduction, Odetics has placed the recorder's electronics on high density silicon chips and developed a means of recording more bits of information on every square inch of tape.

Under upcoming contracts, Odetics will be supplying more of the total data storage subsystem. For a recent Thrusted Vector mission for the Strategic Defense Initiative, Odetics was responsible for the recorders, the data storage pallet, and the system's environmental protection.

As Odetics' commitment to space programs worldwide continues, Odetics will expand its role, applying its success rates and dependability to larger systems.

One of our specialties is recording our own data equivalent to 1,000 years of Wall Street journals. It can transfer data at a rate equivalent to one year of Wall Street journals every second.

Our sophisticated recording system is on virtually every major space mission in the free world. At least five different recording systems have been launched in every flight of a Space Shuttle and we are part of every earth-orbiting satellite program in the free world.

**OUR PRODUCTS**

Deeter has a proven ability to produce specialized products for the market. We hold more than 60 percent of the worldwide market for spaceborne digital data tape recorders, and the leading market share in the United States for tapeless video recording systems.

Since 1971, more than 100 service contracts have been awarded to our customers. We have been successful in launching our unmanned satellites with 100 percent success rate.

Deeter is a leading manufacturer of intelligent machine systems that are in work in industries ranging from aerospace to check-out video to television broadcasts.

The Deeter intelligent machine systems are designed to read and interpret with their environment. Many of our intelligent machines use magnetic tape to collect and store digital data of objects and motion to provide an accurate interpretation of these objects and events. Some offer a combination of these capabilities.

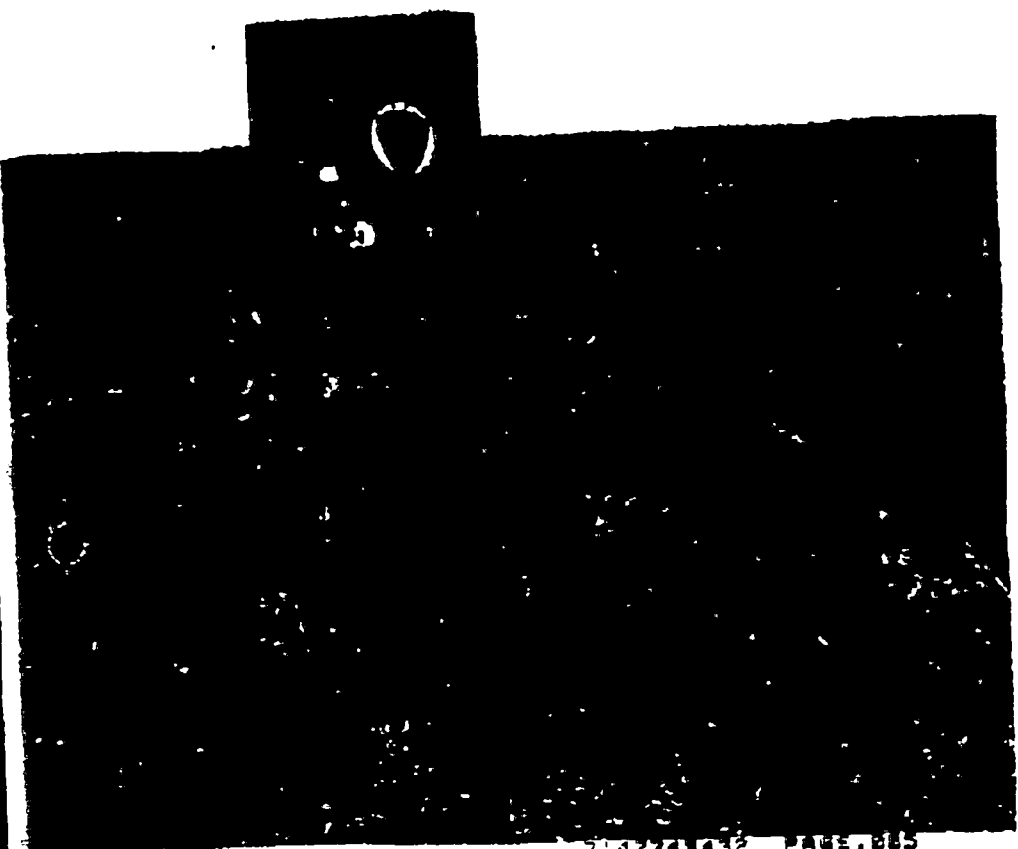
We were founded in 1969.

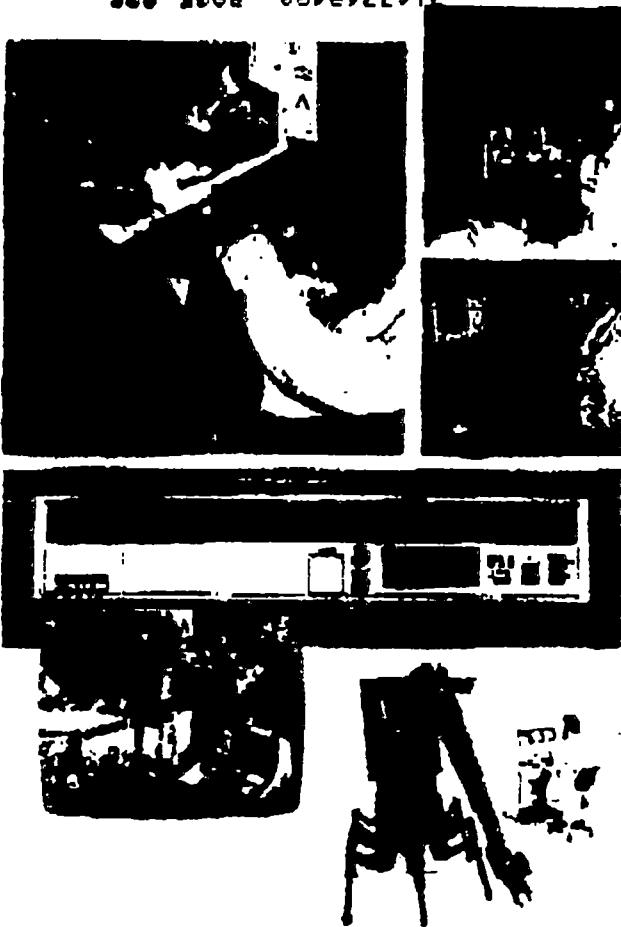
We have been profitable every year since inception.

Our stock is traded on the American Stock Exchange.

Deeter and its systems have been widely recognized for our products, our performance and our people.

### WHO WE ARE





Our OYR division is one of the most recognized names in the closed-circuit television industry. Our achievements in time-lapse video recording include the first time-lapse unit to record more than 24 hours, the first VHS cassette time-lapse recorder, the first time-lapse recorder with a built-in computer interface and the first in a push-in camera switcher.

Odetics' Advanced Intelligent Machines division has received more development contracts for robotic platforms, manipulators, sensors and embedded computers than any other company of our size. These contracts are for a wide range of applications in nuclear power, space, defense and commercial industries.

The Odetics large library management video cart machine is an automated system for controlling broadcast programming at television stations. Our customers include the National Broadcasting Company, affiliates of all three major U.S. networks, numerous independently-owned stations, Canada and foreign markets such as Europe, Australia and New Zealand.

Our Kode division offers analyzers that can measure time intervals to 100 picoseconds. Kode's satellite-synchronized time/frequency references provide timing accuracy to better than 100 nanoseconds anywhere in the world. Our Omutec division's long-life magnetic heads can record many tracks of digital and analog information - up to 177 channels using two-inch tape. Omutec's LVDT transducers are used for precision displacement measurement in military and aerospace applications.



**OUR PERFORMANCE**

In 1981, the U.S. Small Business Administration nominated Odetics as the National Small Subcontractor of the Year.

Odetics has received more than 20 performance awards from our customers, including Westinghouse Electric Corporation's "Buyer's Award to Outstanding Suppliers" for 1981. Odetics is the only aerospace company to earn this award 10th year.

The Congressional Caucus on Science and Technology honored Odetics with an award "For Advancing Robotics Technology." Ten different technology awards were given, with other winners including NASA, IBM, AT&T Bell Laboratories and Control Data.

Odetics was included in the National Geographic Special "Miraculous Machines."

The Smithsonian Institution has inducted ODEX I into its permanent collection of significant technological inventions. ODEX I was our original technology demonstrator of an intelligent machine system.

NASA presented four Odetics associates with "Certificates of Appreciation." This honor recognized the associates work in successfully extracting valuable information from the wreckage found in the wreckage of the Space Shuttle Challenger.

**PARTIAL LIST OF CUSTOMERS**

**AOT Security Systems**

Arpaex  
Applied Physics Laboratory  
(Johns Hopkins University)

Bell Aerospace

Bombardier

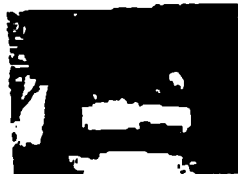
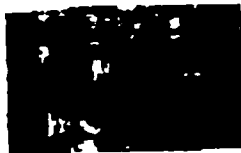
Boeing

Canadian Broadcasting Corporation

CNES (French Space Agency)

Diebold

Distribution Associates



Daimler (West Germany)

Dupont

Electric Power Research Institute

E Systems

European Space Agency

Federal Aviation Administration

Fairchild Industries

FMC

General Dynamics

General Electric

General Motors

Grumman Aerospace

Honeywell

Hughes Aircraft

IBM

Israel Electronics

Jet Propulsion Laboratory



Kodak

Kryn

Laben (Italy)

Lockheed

Martin Marietta

Matra (France)

McDonnell Douglas

Ministry of Defense (Israel)

MMI

Mitsubishi Electric

Moog

Mosler-Sale

National Aeronautics and Space Administration

National Security Agency

National Broadcasting Company

Nippon Electric

NISSAN

Northwestern University

Parker Hannifin

PERSCO

RACAL

RCA

Rockwell International

Schlumberger

Science Applications

Sony

Space Dynamics Laboratory  
(Utah State University)

Sperry

Tektron

TRW



University of Rome

U.S. Air Force

U.S. Army

U.S. Navy

and numerous Department of Defense agencies

U.S. Department of Energy

Western Digital

Westinghouse Electric



**Odetics**

1315 South Manchester Avenue, Anaheim, California 92602  
714 774-3000

SENT BY:

7-24-82 10:28AM CALIF. DEPT/COMMERCE-213 736 3701

# 5/14

Page 3

- o **Furon Inc.**  
Laguna Niguel, California  
CEO: Monty Howdeshell, 714.831.5350  
Number of employees: Less than 50 (3,000 nation wide)  
Business: Plastics -- polymer parts  
Local Contact: 714.831.5350
- o **Astech Manufacturing**  
Santa Ana, CA  
Division of MCI  
CEO: Edward Lindhart, 714.250.2144  
Business: Noise suppression structures; exhaust ducts and turbine frames.
- o **Odetics**  
1515 South Manchester, Anaheim, California  
Contact: Joel Sintzky, 714.774.5000, Fax: 714.774.1932  
Number of employees: 600  
Sales: \$70 million  
Business: Robotics and recorders. In Persian Gulf, tracked troop movements from space. Today, robotics for videotape handling for commercial television, libraries, computers, etc. Today 2/3 commercial, 1/3 aerospace.  
Believe Odetics started Future Scientists and Engineers of America -- now grown to 22 chapters.  
Source: Ron Cedillos via Jay Williams

And here are a couple of very small business that might be nice examples:

- o **Superior Jig, Inc. Anaheim**  
Jim Morrissey, president  
Number of employees: 24  
Business: Tooling for defense systems; now diversifying into civil applications. Sales were 80% military/space, now are 30% military/space, though they have suffered a drop-off in total sales.  
Morrissey is also President of the Republican Small Business Association, a group of Orange County business executives who have banded together to fight issues like workers' comp and AQMD regulations.

o **Paracel Inc.**  
Pasadena, CA  
CEO: Kwang-I Yu

Jennie -  
please proof this  
in the event it's staffed.  
It's up on my screen -  
Thanks, DMG

Hopson NANCIE  
LA. STAFF

Lucy Allen 5147  
CEA Rm 318

McGroarty/Bunton  
July 28, 1992  
4:30 p.m.  
[odetics]

PRESIDENTIAL REMARKS: ODETICS  
ANAHEIM, CALIFORNIA  
JULY 30, 1992  
11:00 A.M.

Thank you all for that warm welcome. [Acknowledgements.]

[Joel Slutsky] told me about the work you do ... that  
→ Odetics is on board every American space shuttle ... high above  
the battlefield, helping our troops chart the movements of their  
enemy ... in the convenience store's security camera and the  
corner ATM machine. ✓ FACT SHEET

I know that by the end of every workday Odetics has pushed  
the state of the art ... a little farther forward. But most of  
all, I've heard about the people behind the technology --  
Odetics' associates. Let me salute you for the energy and  
enterprise you bring to your work. //

Barbara was especially excited when she heard I was visiting  
today. She said, if everything you tell me about Odetics is true  
-- then maybe you can find someone out there ... who can teach  
you how to set the time on our VCR. //

Every day here at Odetics, you give the future shape and  
form. You're focused on the breakthrough technologies most  
Americans only dream about.

That's right: Satellites / space flight. // 24-hour,  
continuous Olympic coverage -- without pay cable. //

Companies like this one have played a key part in what I  
believe is the great triumph of our time: the Free World's great

help from Lucy Allen  
5/74

victory in the Cold War. But the fact is, that great triumph means changes in the very industries that helped us carry the day. Many defense-related firms are grappling with the new realities -- and not all are doing it with the success you're having right here. //

bigger #'s are  
the change in the  
projections

Bill Richards (DOD)  
703-697-2332

We know that we can reduce defense spending -- cut it substantially. Now, there ought to be a payoff for the unsung hero of the Cold War -- I'm talking about the American taxpayer.

sees  
no prob  
using this  
number  
feels both  
are legit  
authority

And there is: Between now and 1997, defense spending will drop <sup>[More than] 300 billion</sup> \$317 billion dollars from the levels we projected before the fall

of the Berlin Wall. [That breaks down to about \$xx,000 savings

\$4,500 (based on 300 billion)

for every American family.] //

both #'s are  
\$700 (based on 4%  
billion) project. defense  
spending  
66,322,000  
Ann. FAMS. (4,200/475b)

I've proposed a sensible defense build-down, a blueprint that recognizes post-Cold War realities -- but still gives this country the muscle we need to meet whatever danger comes our way.

can't say  
POTUS lets  
cut defense  
budget \$317  
billion

We also know we need to help defense firms and defense workers make the adjustment -- to help technology-intensive companies like yours compete and win in the global marketplace.

That's the idea behind our National Technology Initiative -- to help bring new technologies -- technologies developed at taxpayer expense -- out of federal labs and into the marketplace to help American businesses compete.

TIM ADAMS  
SAID OK

That's why we're pioneering a new program to help members of the defense establishment -- civilian and military -- find new careers in America's classrooms, to put their discipline and drive, their energy and expertise to use -- teaching our kids.

TIM ADAMS  
SAID OK

More than  
\$470 billion  
Dob Howard  
CMB

And it's why on June 19, I announced an important regulatory change that will help companies with defense-related businesses make the transition to the post-Cold War era. One unnecessary obstacle has been what is called the recoupment fee -- or tax, if you will -- that the Defense Department charges on military and commercial products sold to customers other than the U.S. Government. These fees hurt American companies and American workers, by making it more difficult for them to compete for business here and abroad. That's why I've directed Dick Cheney to take every action he can to eliminate these fees, and help American companies compete.

June 19, 92  
SPEECH TO  
INDUSTRIAL  
LEAGUE OF  
ORANGE CO.

But we can't lose sight of the fact that for all the great gains we've made for freedom ... for all the peace of mind we've secured for our children ... the world remains a dangerous place.

I think back -- to the oath I took on the Capitol steps, to preserve, protect and defend the Constitution. Of the trust placed in me -- the trust I've done my best to repay -- to keep this nation safe and secure.

I'm proud of our accomplishments -- thankful that I've been able to give the order so many Presidents must have longed to give, for many of our nuclear forces to "stand down" from alert. And yet in many ways, I know that our world today is more uncertain -- far more unpredictable -- than the world we've left behind. //

The Soviet bear may be extinct -- but there are still plenty of wolves in the world. Renegade rulers / outlaw regimes / madmen we can't allow to get a finger on the nuclear trigger.

And you have my word: This President will never allow a lone wolf to endanger American security. //

When it comes to clear and present dangers like the ones I'm talking about, we can't afford to keep our heads in the sand. I've been told about a certain speech not too many weeks ago ... it went on about the future of this country for almost an hour. Out of all that time, it spent about 1 minute on the national security of this nation -- 1 minute -- 141 words, to be exact. If you blinked -- or took a refrigerator break -- well, then you missed it.

*Leslie Gels  
NYT*

I guess it's all part of "the change thing." When it comes to defense, I'm worried that the other side is all for change, alright -- they want to change the subject.

Well, the silence speaks volumes. *- FIND A QUOTE*

You see, I don't believe foreign policy is a footnote ... a loose end we wrap up, and then safely forget. And the defense budget is more than a piggy bank for folks who want to get busy beating swords ... into pork barrels. //

Some one has to set the record straight. Speak up for the military muscle that gives meaning to American leadership. Someone has to say: America is safe ... so long as America stays strong.

If we took the course our opponents recommend, I want to say the truly worrisome part would be the fact that we literally wouldn't know what we were missing -- until we found out in the heat of battle. But the truth is, at Odetics and other frontline firms around California and this country -- you'd feel it first.

Here's one place where the other party is on the record: he supports more than \$60 billion dollars in defense cuts beyond below -- the level we see as the minimum necessary for national security. Cuts of that magnitude would jeopardize America's ability to defend our interests and ideals. And let me bring it close to home: Cuts of that magnitude would cost workers in the defense industry as many as one million jobs. //

*DAN CONVO  
W/ BARRY  
ANDERSON  
AND  
Bill Hoaglund  
Gene Ebner (imB)  
SMD SL TST  
see FAX -  
JS*

If we followed their plan, tough times now would only get worse -- and the only winner would be the mothball industry. //

For the sake of national security -- for the sake of just plain economic common sense -- for the sake of California and this country: we've got to keep America strong -- and we will.

I spoke a few moments ago about what we're doing to help firms like yours make a strong post-Cold War conversion. But the best program for defense conversion is a dynamic economy.

*JAN 28, 92*

Six months ago in my State of the Union, I proposed a common-sense, comprehensive plan to get this economy moving faster -- right now. My plan includes tax incentives to encourage businesses to hire new workers -- breaks for young families who want to buy that first home, participate in the

*an additional  
Lucy Allen OEA 5147  
WISCONSIN / MICH. SPEECHES*

American Dream. | Half a million jobs would have been created if the Congress had acted right away.

You know the story. Congress sat on my plan -- and sent me one full of new government spending, and new taxes.

So I sent their plan back. And I'm still waiting -- almost 200 days later. This economic recovery plan is being held hostage and the ransom note reads, "wait 'till after the election."

It's not the first time Congress has let the people down.

*MARY JANE  
CALLIPRIEST  
GARN'S  
PRESS SEC.*

Just a few weeks back, I was in Utah with my good friend Senator Garn -- stepping down after 18 years in the Congress -- and one unforgettable ride aboard the space shuttle. I asked him the question I know is on many Americans' minds: If we can send one Congressman to space -- why can't we send them all there? //

*(1974)*

*Discover  
5/10/85 Discover*

Now there's a project for Odetics.

Today I say to the Congress: release the economy, approve this jobs program, and help me put America back to work -- now.

Yes, America will change, just as we have changed the world. The question now is: Who will change America for the better? It won't be people whose only enthusiasm is for government, who measure progress by programs created and special interests satisfied.

If you want to know who's going to change America -- look around you. Look around. It's going to be the guy who works an extra shift every week so his son can go to the school of his

choice. It's going to be the small businesswoman who takes a risk on a new product. The computer hacker working in a lonely garage, the merit scholar from South Central L.A..

There's your answer. The people who are going to change America ... are people like you.

Thank you once again for this warm welcome -- and now, for the tough part: I'll take your questions.

# # #

THE WHITE HOUSE  
WASHINGTON

July 29, 1992

MEMORANDUM FOR THE PRESIDENT

FROM: DAN MC GROARTY *DMG*  
SUBJECT: PROPOSED REMARKS TO ODETICS

I. SUMMARY

On Thursday July 30 at 1:30 p.m. you will deliver remarks to an audience of 300 associates at Odetics in Anaheim, California.

II. DISCUSSION

Your remarks (approximately 12 minutes / cards), focus on the new realities the defense industry faces now that the Cold War has ended, and highlights your plan for defense conversion to consumer markets.

McGroarty/Bunton  
July 29, 1992  
2:30 p.m.  
[odetics]

PRESIDENTIAL REMARKS: ODETICS  
ANAHEIM, CALIFORNIA  
JULY 30, 1992  
11:00 A.M.

Thank you all for that warm welcome. [Acknowledgements.]

Joel [Slutsky] told me about the incredible work you do ... that Odetics is everywhere: On board every American space shuttle ... high above the battlefield, helping our troops chart the movements of their enemy ... as well as in the security camera in the convenience store and the corner ATM machine.

Odetics has done for robotics what that guy at the Olympic ceremony has done for "under-fire" archery. And the credit goes to the people behind the technology -- Odetics' associates. Let me salute you for the energy and enterprise you bring to your work. //

Barbara was especially excited when she heard I was visiting today. She said, if everything you tell me about Odetics is true -- then maybe you can find someone out there ... who can teach you how to set the time on our VCR. //

We just leave our clock flashing: 12 o'clock, 12 o'clock. Barbara says that way, it's right twice a day.

Companies like Odetics have played a key part in what I believe is the central triumph of our time: the Free World's great victory in the Cold War. You may have thought you were building weapons -- but you were really building a safer world for our children. //

But as you know, that triumph means changes in the very industries that helped us carry the day. Many defense-related firms are grappling with the new realities -- and not all are doing it with the success you're having right here. //

We know we can reduce defense spending -- cut it substantially. I believe there ought to be a payoff for the unsung hero of the Cold War -- the American taxpayer. Between now and 1997, defense spending will drop \$478 billion dollars from the levels we projected before the fall of the Berlin Wall. That breaks down to over \$7,000 in savings for every American family. //

I've proposed a sensible defense build-down, a blueprint that recognizes post-Cold War realities -- but still gives this country the muscle we need to meet whatever danger comes our way.

The world still looks to the United States for leadership. In an uncertain world, America must remain a force for stability.

We also know we need to help defense firms and defense workers make the adjustment -- to help technology-intensive companies like yours compete and win in the economic Olympics -- where the prizes aren't medals, but good jobs and bigger paychecks.

That's the idea behind our National Technology Initiative - - to help bring new technologies -- technologies developed at taxpayer expense -- out of federal labs and into the marketplace.

That's why we're pioneering a new program to help members of the defense establishment -- civilian and military -- find new

careers in America's classrooms. We want to put their discipline and drive, their energy and expertise to use -- teaching our kids.

And it's why on June 19, I announced an important policy change that will help companies with defense-related businesses make the transition to the post-Cold War era. One unnecessary obstacle has been what is called the recoupment fee. The tax charged against military and commercial products sold to customers other than the U.S. Government. These fees hurt American companies ... American workers, by making it more difficult for them to compete for business here and abroad. That's why I've directed Dick Cheney to eliminate these fees, and help American companies compete.

Finally, it's the reason my budget calls for an investment of \$17 billion dollars in applied civilian R&D.

But we can't lose sight of the fact that for all the great gains we've made for freedom ... for all the peace of mind we've secured for our children ... the world remains a dangerous place.

I think back -- to the oath I took on the Capitol steps three and a half years ago, to preserve, protect and defend the Constitution. Of the trust placed in me -- the trust I've done my best to repay -- to keep this nation safe and secure.

I'm proud of our accomplishments -- thankful that I've been able to give the order so many Presidents longed to give, for many of our nuclear forces to "stand down" from alert. And yet

in many ways, I know that our world today is more uncertain -- far more unpredictable -- than the world we've left behind. //

The Soviet bear may be extinct -- but there are still plenty of wolves in the world. Renegade rulers / outlaw regimes / Baghdad bullies. Madmen we can't allow to get a finger on the nuclear trigger. //

You have my word: This President will never allow a lone wolf to endanger American security. //

When it comes to clear and present dangers like the ones I'm talking about, we can't afford to keep our heads in the sand. I've been told about a certain political speech not too many weeks ago ... it went on about the future of this country for almost an hour. Out of all that time, it spent about 1 minute on the national security of this nation -- 1 minute -- 141 words, to be exact. If you blinked -- or even heated up a ham and cheese sandwich in the microwave -- well, you missed it.

I guess it's all part of "the change thing." When it comes to national defense, I'm worried that the other side is all for change, alright. They want to change the subject.

Well, their silence speaks volumes.

You see, I don't believe foreign policy is a footnote ... a loose end we wrap up, and then safely forget. And the defense budget is more than a piggy bank for folks who want to get busy beating swords ... into pork barrels. //

Someone has to set the record straight. Someone has to speak up for the military muscle that gives meaning to American

leadership. Someone has to say, even now that we've won the Cold War: America is safe ... so long as America stays strong.

If we took the course that some recommend, we literally wouldn't know what we were missing -- until we found out in the heat of battle. But the truth is, at Odetics and other frontline firms around California and this country -- you'd feel it first.

The other side proposes to cut more than \$60 billion dollars in defense cuts beyond -- below -- the level we see as the minimum necessary for national security. Cuts of that magnitude would jeopardize America's ability to defend our citizens, our interests and our ideals. And let me bring it close to home: Cuts of that magnitude would cost workers in the defense industry as many as one million jobs. //

If we followed their plan, tough times now would only get worse -- and the only winner would be the mothball industry. //

For the sake of national security -- for the sake of just plain economic common sense -- for the sake of California and this country -- for the sake of the brave men and women in our armed forces, whose equipment must remain the best in the world: we've got to keep America strong -- and we will.

//

I spoke a few moments ago about what we're doing to help firms like yours make a strong post-Cold War conversion. But the best program for defense conversion is a dynamic economy.

Yes, our economy is still growing -- but even today, we saw new evidence that it is not growing fast enough. That's why, 183

days ago in my State of the Union, I proposed a common-sense, comprehensive plan to get this economy moving faster -- right now. My plan includes tax incentives to encourage businesses to hire new workers -- breaks for young families who want to buy that first home, participate in the American Dream. ((Half a million jobs would have been created if the Congress had acted right away. ))

You know the story. Congress sat on my plan -- and sent me one full of new government spending, and new taxes.

So I sent their plan back. And I'm still waiting -- almost 200 days later. This economic recovery plan is being held hostage and the ransom note reads, "wait 'till after the election."

It's not the first time Congress has let the people down.

Just a few weeks back, I was in Utah with my good friend Senator Jake Garn -- stepping down after 18 years in the Congress -- and one unforgettable ride aboard the space shuttle. / I asked him the question I know is on many Americans' minds: If we can send one Congressman to space -- why can't we .... ((Long pause))

Now there's a project for Odetics.

Today I say to the Congress: release the economy, approve this jobs program, and help me put America back to work -- now.

Yes, America will change, just as we have changed the world. The question now is: Who will change America for the better? It won't be people whose only enthusiasm is for government, who

measure progress by programs created and special interests satisfied.

If you want to know who's going to change America -- look around you. Look around. It's going to be the guy who works an extra shift every week so his son can go to the school of his choice. It's going to be the small businesswoman who takes a risk on a new product. The computer hacker working in a lonely garage, the merit scholar from South Central L.A. Maybe it'll be someone like George Westrom, who's gone into classrooms looking for future scientists among today's fourth graders.


There's your answer. The people who are going to change America ... are people like you.

Thank you once again for this warm welcome -- and now, for the tough part: I'll take your questions.

# # #

29 July 92 -- 10:45 a.m.

Steve:

J. Bunton 

183 days since SOTU [Jan 28, 92 -- July 30, 92]

500,000 jobs divided by 183 days = 2,732 jobs per day

Revised

McGroarty/Bunton  
July 28, 1992  
3:00 p.m.  
[odetics]

PRESIDENTIAL REMARKS: ODETICS  
ANAHEIM, CALIFORNIA  
JULY 30, 1992  
11:00 A.M.

Thank you all for that warm welcome. [Acknowledgements.]

[Joel Slutsky] told me about the work you do ... that Odetics is on board ever American space shuttle ... high above the battlefield, helping our troops chart the movements of their enemy. That by the end of every workday Odetics has pushed the state of the art ... a little farther forward. But most of all, I've heard about the people behind the technology -- Odetics' associates. Let me salute you for the energy and enterprise you bring to your work. //

Barbara was especially excited when she heard I was visiting today. She said, if everything you tell me about Odetics is true -- then maybe you can find someone out there ... who can teach you how to set the time on our VCR. //

Every day here at Odetics, you give the future shape and form. You're focused on the breakthrough technologies most Americans only dream about.

That's right: Satellites / space flight. // 24-hour, continuous Olympic coverage -- without pay cable. //

Companies like this one have played a key part in what I believe is the great triumph of our time: the Free World's great victory in the Cold War. But the fact is, that great triumph

means changes in the very industries that helped us carry the day. Many defense-related firms are grappling with the new realities -- and not all are doing it with the success you're having right here. //

We know that we can reduce defense spending -- cut it substantially. Now, there ought to be a payoff for the unsung hero of the Cold War -- I'm talking about the American taxpayer.

[[And there is: We will bring down defense spending from projected levels ~~ending~~ for the next five years.... -- that breaks down to about \$xx,000 per family. ]] //

I've proposed a sensible defense build-down, a blueprint that recognizes post-Cold War realities -- but still gives this country the muscle we need to meet whatever danger comes our way.

We also know we need to help defense firms and defense workers make the adjustment -- to help technology-intensive companies like yours compete and win in the global marketplace.

That's the idea behind our National Technology Initiative - - to help bring new technologies -- technologies developed at taxpayer expense -- out of federal labs and into the marketplace to help American businesses compete.

That's why we're pioneering a new program to help members of the defense establishment -- civilian and military -- find new careers in America's classrooms, to bring their discipline and drive, their energy and expertise with our kids.

And it's why on June 19, I announced an important regulatory change that will help companies with defense-related businesses

Tim Adams  
language is OK

Tim Adams  
language is OK

✓  
✓  
✓

ORANGE CO. INDUSTRIAL LEAGUE SPEECH

make the transition to the post-Cold War era. One unnecessary obstacle has been what is called the recoupment fee -- or tax, if you will -- that the Defense Department charges on military and commercial products sold to customers other than the U.S. Government. These fees hurt American companies and American workers, by making it more difficult for them to compete for business here and abroad. That's why I've directed Dick Cheney to take every action he can to eliminate these fees, and help American companies compete.

But we can't lose sight of the fact that for all the great gains we've made for freedom ... for all the peace of mind we've secured for our children ... the world remains a dangerous place.

I think back -- to the oath I took on the Capitol steps, to preserve, protect and defend the Constitution. Of the trust placed in me -- the trust I've done my best to repay -- to keep this nation safe and secure.

I'm proud of our accomplishments -- thankful that I've been able to give the order so many Presidents must have longed to give, for so many of our nuclear forces to "stand down" from alert. And yet in many ways, I know that our world today is more uncertain, far more unpredictable than the world we've left behind. //

The Soviet bear may be extinct -- but there are still plenty of wolves in the world. Renegade rulers / outlaw regimes / madmen we can't allow to get a finger on the nuclear trigger.

And you have my word: This President will never allow a lone wolf to endanger American security. //

When it comes to clear and present dangers like the ones I'm talking about, we can't afford to keep our heads in the sand. I've been told about a certain speech not too many weeks ago ... it went on about the future of this country for almost an hour. Out of all that time, it spent about 1 minute on the national security of this nation -- 1 minute -- 141 words, to be exact. If you blinked -- or took a refrigerator break -- well, then you missed it.

leslie Gels  
NYT

I guess it's all part of "the change thing." When it comes to defense, I'm worried that the other side is all for change, alright -- they want to change the subject.

Well, the silence speaks volumes. [FIND A QUOTE]

Mark Twain?

You see, I don't believe foreign policy is a footnote ... a loose end we wrap up, and then safely forget. And the defense budget is more than a piggy bank for folks who want to get busy beating swords ... into pork barrels. //

Some one has to set the record straight. Speak up for the military muscle that gives meaning to American leadership. Someone has to say: America is safe ... so long as America stays strong.

If we took the course our opponents recommend, I want to say the truly worrisome part would be the fact that we literally wouldn't know what we were missing -- until we found out in the heat of battle. But the truth is, at Odetics and other frontline

firms around California and this country -- you'd feel it first.

Here's one place where the other party is on the record: he supports more than \$[xxx] billion dollars in defense cuts beyond --below -- the level we see as the minimum necessary for national security. Cuts of that magnitude would jeopardize America's ability to defend our interests and ideals. And let me bring it close to home: Cuts of that magnitude would cost workers in the defense industry as many as one million jobs. //

If we followed their plan, tough times now would only get worse -- and the only winner would be the mothball industry. //

For the sake of national security -- for the sake of just plain economic common sense -- for the sake of California and this country: we've got to keep America strong -- and we will.

I spoke a few moments ago about what we're doing to help firms like yours make a strong post-Cold War conversion. But the best program for defense conversion is a dynamic economy.

Six months ago in my State of the Union, I proposed a common-sense, comprehensive plan to get this economy moving faster -- right now. My plan includes tax incentives to encourage businesses to hire new workers -- breaks for young families who want to buy that first home, participate in the American Dream. Half a million jobs would have been created if the Congress had acted right away.

You know the story. Congress sat on my plan -- and sent me one full of new government spending, and new taxes.

FROM  
WISCONSIN  
SPEECHES

So I sent their plan back. And I'm still waiting -- almost 200 days later. This economic recovery plan is being held hostage and the ransom note reads, "wait 'till after the election."

Mary Jane Callipriest

It's not the first time Congress has let the people down.

Just a few weeks back, I was in Utah with my good friend

1974 (!)

Senator Garn -- stepping down after [xx] years in the Congress -  
- and one unforgettable ride aboard the space shuttle.

- 18

Senate

Members of even  
SID in '85  
Discovery

asked him the question I know is on many Americans' minds: If we can send one Congressman to space -- why can't we send them all there? //

Now there's a project for Odetics.

Today I say to the Congress: release the economy, approve this jobs program, and help me put America back to work -- now.

Yes, America will change, just as we have changed the world. The question now is: Who will change America for the better? It won't be people whose only enthusiasm is for government, who measure progress by programs created and special interests satisfied.

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→ personalize "if one of your associates can dream about building a robot..."

There's your answer. The people who are going to change America ... are people like you.

Thank you once again for this warm welcome -- and may God bless this great country, the United States of America.

# # #

Think about that. Right now, \$1 dollar out of every \$5 dollars spent on defense is spent right here in California. Think of the shock waves that would touch off in the construction and electronics and aerospace industries -- and the after-shock

CMB DEENSE CONVERSION

McGroarty/Bunton  
July 28, 1992  
3:00 p.m.  
[odetics]

PRESIDENTIAL REMARKS: ODETICS  
ANAHEIM, CALIFORNIA  
JULY 30, 1992  
11:00 A.M.

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▲ Bill Richards DOD  
703-697-2332  
NOON TODAY

Gen. Ebrew

victory in the Cold War. But the fact is, that great triumph means changes in the very industries that helped us carry the day. Many defense-related firms are grappling with the new realities -- and not all are doing it with the success you're having right here. //

We know that we can reduce defense spending -- cut it substantially. Now, there ought to be a payoff for the unsung hero of the Cold War -- I'm talking about the American taxpayer. And there is: Between now and 1997, defense spending will drop \$317 billion dollars from the levels we projected before the fall of the Berlin Wall. That breaks down to about \$xx,000 savings for every American family. //

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choice. It's going to be the small businesswoman who takes a risk on a new product. The computer hacker working in a lonely garage, the merit scholar from South Central L.A..

There's your answer. The people who are going to change America ... are people like you.

Thank you once again for this warm welcome -- and now, for the tough part: I'll take your questions.

# # #

1ST QUOTATION of Level 1 printed in FULL format.

Copyright 1983 Gerald F. Lieberman  
3,500 Good Quotes for Speakers

SUBJECT: THINK

LENGTH: 13 words

SOURCE: Gerald Barzan

QUOTE:

→ If everybody thought before they spoke, the silence would be deafening.

SEE-ALSO: Thought

7TH QUOTATION of Level 1 printed in FULL format.

Copyright 1983 Gerald F. Lieberman  
3,500 Good Quotes for Speakers

SUBJECT: SILENCE

LENGTH: 7 words

SOURCE: Thomas Carlyle

QUOTE:

Speech is silvern; silence is golden.

SEE-ALSO: Speech

4TH QUOTATION of Level 1 printed in FULL format.

Copyright 1983 Gerald F. Lieberman  
3,500 Good Quotes for Speakers

SUBJECT: SILENCE

LENGTH: 11 words

SOURCE: The Talmud

QUOTE:

If silence be good for the wise, how much the better for fools.

SEE-ALSO: Speech

1ST QUOTATION of Level 1 printed in FULL format.

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3,500 Good Quotes for Speakers

SUBJECT: AUTHOR

LENGTH: 14 words

SOURCE: Samuel Johnson

QUOTE:

Abuse is often of service. There is nothing so dangerous to an author as  
silence.

SEE-ALSO: Publishing, Writer, Writing

3RD QUOTATION of Level 1 printed in FULL format.

Copyright 1983 Gerald F. Lieberman  
3,500 Good Quotes for Speakers

SUBJECT: MUSIC

LENGTH: 14 words

SOURCE: Aldous Huxley

QUOTE:

After silence that which comes nearest to expressing the inexpressible is music.

SEE-ALSO: Dance, Marriage

April 9, 1992

267  
50  
317

KN use DO 145

Our values are their values. And in this time of transition, they are reaching out to us. They seek our help. And if we're to act, we must see clearly what is at stake.

Forty years ago, Americans had the vision and the good sense to help defeated enemies back to their feet -- as democracies. Well, what a wise investment that proved to be. Those we helped became close allies and major trading partners.

Our choice today just as clear: With our help, Russia, Ukraine, other new states, can become democratic friends and partners. And let me say here, they will have our help. What difference can this make for America, you might ask? We can put behind us for good the nuclear confrontation that has held our very civilization hostage for over four decades. The threat of a major ground war in Western Europe has disappeared with the demise of the Warsaw Pact.

A democratic Russia is the best guarantee against a renewed danger of competition and the threat of nuclear rivalry. The failure of the democratic experiment could bring a dark future -- a return to authoritarianism, or a dissent into anarchy. In either case, the outcome would threaten our peace, our prosperity, and our security for years to come.

But we should focus not on the dangers of failure, but on the dividends of success.

First, we can reap a genuine peace dividend this year, and then year after year, in the form of permanently-reduced defense budgets. ~~Already we've proposed \$50-billion worth of defense spending reduction beginning in 1997. That cuts over a top of savings totaling \$251 billion more than a quarter of a trillion dollars in projected defense expenditures since the fall of the Berlin Wall. Make no mistake. I am not going to make reckless defense cuts that impair our own fundamental nation security.~~

Second, working with our Russian partners and our allies, we can create a new international landscape -- a landscape where emerging threats are contained and undone, where we work in concert to confront common threats to our environment, where terrorists find no safe haven, and where genuine coalitions of like-minded countries respond to dangers and opportunities together.

And finally, third, the triumph of free governments and free markets in the old Soviet Union will mean extensive opportunities for global trade and economic growth. A democratic Russia, one dedicated to free market economies, will provide an impetus for a major increase in global trade and investment. The people of the former Soviet Union are well-schooled and highly skilled. They seek for their families the same better future each of us wishes for our own.

And together, they form a potentially vast market that crosses 11 time zones and comprises nearly 300 million people. No economist can pinpoint the value of trade opportunities we hope to have. It's impossible to compute. But the potential for prosperity is great. Increased trade means vast new markets for American goods, new opportunities for American entrepreneurs, new jobs for American workers. And I'm committed to giving American business every possible opportunity to compete fairly and equally in these new markets.

For example, last week I asked the Congress to repeal the Stevenson and Byrd amendments that limit Export-Import Bank's ability to help promote American exports to the former USSR. And I'm pleased that Congress has acted. I'm also seeking to conclude trade, bilateral investment and tax treaties with each of the new

MORE

DAN!  
FROM ANPA SPEECH

Jennie -  
for your file

To JEANNIE

Date \_\_\_\_\_ Time 1:05

**WHILE YOU WERE OUT**

M. Holly Barnett (BARNETT)

of ODIETICS

Phone 714 - 774 - 5000

Area Code          Number          Extension

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CALLED TO SEE YOU	WILL CALL AGAIN	<input type="checkbox"/>
WANTS TO SEE YOU	URGENT	<input type="checkbox"/>

RETURNED YOUR CALL

Message \_\_\_\_\_

CALLED BACK @ 1:06 pm

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23-023 CARBONLESS

defense conversion speech  
THE WHITE HOUSE  
WASHINGTON

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Points what @ Clinton defense  
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- Point of light → George Westerman

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ATM / 7-11

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Citigen watch time  
Am. Cup

- A pol. company -

back of 600 in America

Defense Conversion:

Re-sched for Thurs, July 30 -- 2 p.m. our time

Possible site Odetics: Anaheim  
robotics plant, tape recorders for defense and NASA and  
private sector, 600 employees

small part in Desert Storm, taped [Iraqi] troop movement;  
satellite recorder work, Emmy for robotics

C Ray -- Century Plaza, 310-277-2000

## RECOUPMENT

On June 19, I announced an important regulatory change that will help many companies with defense-related businesses make the transition to the post-cold-war era. One unnecessary obstacle has been what they call the recoupment fee or tax, if you will, that DOD charges on military and commercial products sold to customers other than the U.S. Government. These fees hurt American workers by making it more difficult for them to compete for business here and abroad. Given the historic changes we've seen during the last year, this burden is no longer justified. And on June 19, I directed the Secretary of Defense to take what actions he could to eliminate these fees.

## ECONOMIC PLAN

In January, I proposed a common-sense, comprehensive plan to get this economy moving faster right now. The plan includes tax incentives to encourage businesses to hire new workers, breaks for young families who want to buy that first home. A tax break for them so they can participate in the American Dream. Half a million jobs would have been created if the Congress had acted right away.

But they didn't. Instead Congress sent back what you might call an antitrust program. New government spending, and new taxes. And I vetoed it and said, I am not going to increase taxes on the American people at this time.

So I sent their plan back. And I'm still waiting -- almost 200 days later. This economic recovery plan is being held

hostage and the ransom note reads, "wait 'till after the election." Today I say to the Congress -- House of Representatives and the Senate especially -- release the economy, approve this jobs program, and put America back to work -- now.  
(applause)

#### TRUST

So you see, it all does come down to a question of trust. I trust you to spend and save your money more wisely than a budget planner in Washington.

You'll say, this is common sense, and I agree. But there's a certain type of person attracted to government for who the word "trust" has a strange meaning. Most of them have spent their lives in government and don't have much experience in the real world. Half of my adult life, spent in service; and the other half, trying to work for a living and make a paycheck and build a business. I think that's a good qualification for a President of the United States of America.

They say they want to put people first. But if you look real close at what they're proposing, the people they put first are all on the government payroll. I stand with the flag-waving, yes, and the God-fearing, yes, and the tax-paying, hard-working people of America.

A leader of free people must understand that government can not only help, it can hinder. He must have the confidence to say, "I trust you." I trust the people.

And ultimately, you must decide who you trust -- who has the experience, the ideals and ideas to find the appropriate balance.

#### WHO WILL CHANGE AMERICA

Yes, America will change, just as we have changed the world. The question now is: Who will change America for the better? It won't be people whose only enthusiasm is for government, who measure progress by programs created and special interests satisfied.

If you want to know who's going to change America -- look around you. Look around. It's going to be the guy who works an extra shift every week so his son can go to the school of his choice. It's going to be the small businesswoman who takes a risk on a new product. The computer hacker working in a lonely garage, the merit scholar from South Central L.A., the entrepreneur with the crazy idea of putting players faces on cards and turning us all in to wonderful kids once again.

There's your answer. The America people are going to change America.

But only if they have a government, particularly a Congress, with the wisdom to know its own limits, with a leadership who knows where the true American imagination lies. Countries around the world have at long last understood the power of trusting the people. America will change by reaffirming the lesson that we have taught the entire world -- by trusting a leader who trusts you.

Continued  
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acting

Week Ending Friday, June 26, 1992

**Remarks and a Question-and-Answer  
Session With the Industrial League  
of Orange County in Irvine,  
California**

June 19, 1992

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*The President.* Thank you, Reed, very much. Please be seated. I was riding over here today with Senator John Seymour, our outstanding Senator in Washington who's fighting a good battle for everything those of us interested in business believe in, and he told me I was walking into the most influential group of people in Orange County. I want to just say to Reed Royalty, thank you, sir. To the Mayor, Sally Sheridan, I'm pleased to be back on her turf. I want to salute the other Orange County mayors.

And I would single out once again my good friend Senator Seymour, who's out here some place. And let me just say this is supposedly nonpolitical, but I want to see him return to the United States Senate; let's get it right up front. While we're at it, if we are going to move the growth and opportunity agenda forward, we must select Bruce Herschensohn, and so permit me yet another partisan plug. Both of them have earned it, deserve it, being in the United States Senate. And we need their leadership and support.

Now, Todd Nicholson and everyone from the Industrial League, the Orange County Forum, the many leaders of the local chambers of commerce who helped with this event, my sincere gratitude to you. You had one week, and look at this, it's unbelievable. I'm glad to be here with so many businessmen and businesswomen. Forty years ago I did start a business and that made me, I think, have some sensitivity and understanding what it means to take risks, to meet a payroll, and to add to the productivity of this great country.

I'm proud to work with three solid, strong leaders, not only for Orange County but for this country. Two of them are here, and I'm

talking about Members of the House. My dear friend, "B-1" Bob Dornan is not here, regrettably, but he's a good friend, and he's a champion of American values. But Chris Cox is with us, and he embodies the entrepreneurial spirit here today, and he's pushing great new ideas like turbo-enterprise zones. I salute him. And Dana Rohrabacher I'm told is here—I'm having a little trouble with the lights—but anyway he is a stalwart advocate of reform, too, fresh off his surfboard.  
[Laughter]

All three of these Congressmen—the point I want to make is this: All three of them stood solidly with me in the fight to do what the American people want, to pass a balanced budget amendment to the Constitution. And we are not going to give up that fight. That will discipline the executive branch, and it will discipline the United States Congress. And it will facilitate the day when we can get done what the American people want and are properly demanding: the elimination of these deficits that are mortgaging the future of our children.

Today, I want to talk about our Nation's transition into the post-cold-war era and what this means to a competitive economy. Three days ago I met there at the White House with Russia's freely elected President, Boris Yeltsin. It was indeed an historic meeting. We rejoiced at the new breeze of freedom that has swept the entire globe, scattering the last dust of that grim totalitarianism. And we spoke of the dreams that we share for our people, the American people, the people of Russia. It really was an extraordinary moment in history.

We stood next to each other in the Rose Garden and together announced the most sweeping nuclear arms cuts in history, reductions far deeper than we could have hoped for even 6 months ago. And in the process we will eliminate the most destabilizing weapons of all, those that terrify mankind the most, those multiple warhead ICBM's. Rus-

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sia will eliminate all 308 of those giant ICBM's, those SS-18's which alone carry more than 3,000 warheads. Each one of those warheads aimed at the United States, each one of them is more than 10 times more powerful than the bomb dropped on Hiroshima. That means that you and I will no longer fear for our children and grandchildren the threat of nuclear war that plagued us all for 40 years.

I know people in Orange County love politics, but I wish you could have seen Boris Yeltsin at work with the crowds and the people and the waving. We took him out on the Truman Balcony just before he left. I said, "I want you to see how a President spends some time," because we had the Presidential scholars out there on the lawn. No sooner do we get to the balcony and all of them were facing the other way. I really wanted him just to see the event. The next thing I know, he was waving so vigorously they all left the event, turned around, and came up, and he was greeting them like a long-lost brother. This guy really has a flair for public opinion, I'll tell you. But it says something. He was elected democratically. He came here as the first democratically elected leader of Russia, and the American people understood that and gave him a warm welcome.

But now with the cold war behind us, we have that freedom to focus more resources and more talent on the concerns that trouble us at home. And with the new partnership of peace we forged with Russia, we have the chance to expand trade, and that means then creating jobs and opportunities for Americans that will benefit both of our nations in the process.

While we look ahead to these exciting new horizons, there is one critical element that we must never forget: The cold war is over, but we still need a strong deterrent. Our requirements are changing, but the need will never disappear. Look at the threat posed by global instabilities, by terrorists, by renegade regimes looking to get control of sophisticated weapons. We must continue to invest in military R&D, and we will.

And in order to keep the peace, I make you this pledge: As long as I am President of the United States, I guarantee you that our country will remain the strongest country

on the face of the Earth. We owe that to our children. Who knows where the next difficulties will crop up. And it's only the United States, only our country, that can lead for democracy and freedom.

The new challenges we face in the post-cold-war go beyond world security. There are still pioneer days ahead. At one point in the movie "Awakenings," a fellow who's been asleep for decades finally wakes up and has the whole world in front of him. When his doctor asks him what he wants to do that day, his face breaks into a huge grin, and he shouts, "Everything!" That is the spirit that we need to call up right now, that purely American belief that America's future knows no limits.

I am tired of all the pessimists in this political year telling us what is wrong with the United States of America. I'm tired of it. The fact is we're entering a different economic world than the one we grew up in. William Jennings Bryan captured the bold spirit which will lead us to success when he said, "Destiny is not a matter of chance; it's a matter of choice. It's not a thing to be waited for; it's a thing to be achieved." The world economy of the 21st century will be a new age of American competition in a fiercely challenging global marketplace. And we simply have to make some changes if we expect to compete.

First, we have to realize the intensified need for sophisticated, well-educated workers. The worldwide, high-tech explosion will leave us behind unless we literally reinvent American education, make our schools the best in the world, to turn out the best prepared workers in this world. To do this, let's borrow a page from business. I want to bring competition into our schools through ideas like school choice. Parents should have the right to choose their children's schools. And beyond that, I'll use every resource I can to pave our way into the future.

Our national technology initiative brings Government officials together with private businesses to let them know what Government can offer in technology. This moves new discoveries out of the Federal laboratories into the marketplace to save existing jobs and create new jobs.

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Today, for example, I'm announcing an important regulatory change that will help many companies with defense-related businesses make the transition to the post-cold-war era. One unnecessary obstacle has been what they call the recoupment fee or tax, if you will, that DOD charges on military and commercial products sold to customers other than the U.S. Government. These fees hurt American workers by making it more difficult for them to compete for business here and abroad. Given the historic changes we've seen during the last year, this burden is no longer justified. And today, I am directing my Secretary of Defense to take what actions he can to eliminate these fees.

I will continue fighting for American jobs by encouraging trade and opening markets abroad. You know how vital that is since America is the world's leading exporting nation. And California leads America, accounting for one of every 8 U.S. export dollars, one out of every 8 to California. Just last year, a 13-percent increase over 1990, this State exported over \$50 billion in goods, creating jobs up and down this golden coast. I will keep pushing for the North American free trade agreement. And some say NAFTA will cost jobs, and they are dead wrong. It will lower trade barriers, and it will establish one of the biggest and richest markets in the world with the potential of creating hundreds of thousands of jobs.

For the long term, Washington must have the courage to make hard choices. The Federal Government is too big, and it spends too much. It is time that the Congress woke up and listened to the American people. Most Americans believe as I do that the only way to discipline both Houses of the Congress, both the executive branch and the Congress is a constitutional amendment to balance the Federal budget. For years I've called for just such an amendment because to ensure long-term economic growth, we must get the Federal spending under control.

Now, I have a detailed plan before the Congress right now. It is up there. I brought along a copy just to show it to you. You might not have read much about it in this strange year out there. But the way it does it is the only way that the budget can be brought under control, and that is to control the

growth of the mandatory programs. And it does it without raising taxes on the American people or on American business. Here it is in considerable detail. But we need, again, the discipline and the sense of urgency that the balanced budget amendment will bring. And while I'm at it, I would like to ask the American people this fall to give me what 43 Governors have, the line-item veto, and let the President have a shot at getting spending under control.

Nationally, our economy is recovering. Some good fundamentals are in place: low interest rates, low inflation, exports are strong. But in California, as everyone in this room knows, it is a challenging time. It's been a tough time. But you've risen to the challenge before. In particular, as the Defense Department downsizes, you face adapting from a military to a competitive civilian market. It's tough for companies and employees, but remember: Our Nation's economy is the most productive in the world. Together, we're going to use our strengths to bring back growth and opportunity right here to Orange County.

For 200 years, our prosperity has sprung from our ability to innovate, to create, to change as the world changes. And now is your time to shape your own identity in an evolving economy. That's the heart of what we call entrepreneurial capitalism, a heart that I still hear beating in Southern California. This area is like an R&D lab for the whole country.

All around us are marvelous examples of the technological transition from the cold war to the era of global economic competition. We will depend upon companies like many in Orange County who still develop and use technology that was begun for defense. I've seen examples here of some remarkably creative thinking. During the cold war, the military funded the development of many new manufacturing techniques. And now you're demonstrating astounding innovation by turning systems developed for national defense towards the commercial market, worldwide, I might add.

Right here, Hughes Aircraft is applying the military's global positioning satellite system to a new procedure controlling shipping traffic along our coastal waters. McDonnell

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Douglas, their SDIO-funded Delta Clipper program will dramatically reduce the costs of reaching into orbit. This will ensure that we lead the world's commercial aerospace industry. Rockwell is developing ways of using SDI's high-tech offshoots to give us smart cars and smart freeways and breaking gridlock on our highways. Now, that's got to be good news for Southern California. To them I say: Hurry up.

The more closely we look at these companies, the more we understand why they're thriving. It's because they are able to adapt and they're at the cutting edge of the post-cold-war era, transforming this world into a productive peace. Defense conversion puts Orange County back in the business of job creation, a skill that you mastered in the eighties with the high-tech start-ups that made this area famous. And now you're redefining it for the nineties. Here, job creation doesn't mean job training. Your workers are already the most qualified in our labor force. What they need is opportunity. And if we give a budding entrepreneur a chance, he'll bring training, experience, and old-fashioned American hunger to his own business and create jobs for dozens, maybe even hundreds of fellow workers.

Venture capital regrettably has dried up. And so we must take action to get it flowing again. And so I am going to keep pushing Congress to slash the capital gains tax. They can call it a tax break for the rich, and I call it job opportunity for those that need jobs and need work. I'm going to keep pushing the Congress to make the research and experimentation tax credit permanent. As a Nation, this is how we must support our risk-takers, for their vision of today will be our future of tomorrow. We must bequeath to the next generation the legacies that define our future: strong families, good jobs, and world peace. As a Nation, we will chart a course to guide America into the new century where confidence and self-reliance produce greatness. I believe we're going to find that greatness.

I am delighted to be here. I appreciate this marvelous turnout and this warm welcome. Thank you all very much. And may God bless the United States of America. Thank you very much.

Be glad to take some questions out there.  
**Moderator.** The President has graciously agreed to answer some of your questions for a few minutes. So what questions do you have?

**The President.** You've got to yell so I can hear you. Yes, ma'am?

### Uruguay Round

**Q. [Inaudible]**

**The President.** The question is, how do we move forward the GATT, or what's the opportunity for it. As you know, the major stumbling block to a successful conclusion in the Uruguay round has been agriculture. We have had difficulties with the EC, particularly on agriculture. We are pushing to get this done, certainly to get it all but done before I go to Munich for the G-7 meetings.

This woman has put her finger on something that is vital, not just for the American economy but to Third World economies all over the world: the knocking down of these barriers. Because it is my belief that we can compete with anybody provided the playing field is level. So we're going to keep on. The stumbling block is agriculture. We still have some property rights differences. But I believe we'll get a deal.

The question is, how soon. We have pushed on it. We've had meetings recently with the EC ministers. I am now pressing for an EC ministerial before the Munich summit. I can't predict to you that GATT will be concluded before the G-7 meeting in Munich, but I am hopeful that then or shortly thereafter we will finally conclude a GATT deal. It is in our interest. There's a lot of special interest in various categories that are going to fight whatever agreement we get, but no longer should we be a protected society. We want to be the most competitive and the most productive society, and the way to do that, I think, is to knock down the barriers to our trade and just watch us move.

And so, we'll keep pushing on it. You want to put this in terms of benefiting the Third World, incidentally, I can't think of any action that would help them more than freer and fairer trade. The best answer is not these ever-increasing aid programs but trade. And that's all tied up in GATT. So we'll keep



tion in Yugoslavia? Are there constructive acts that he can take to help that situation improve?

**The President.** We did discuss Yugoslavia at length. You may remember a boat trip out of Annapolis on the Severn that I took with him. That was billed as R&R, but I think it was probably the most fascinating session that I had with him in terms of a give-and-take on specific issues. I'll get to your question in a sec, but I just wanted to share with you what we were talking about out there because we started with what the French called a *tour de raison*, but we're talking about just a wide review of policies as it affects the new states in the former Soviet Union. It was fascinating hearing him discuss what's going to happen in Azerbaijan or Armenia or how they're going to treat the problems of Ukraine. It was just a marvelous experience, and I gave him the U.S. view on this thing.

We did talk about Yugoslavia. In answer to your question, I do not believe that the Soviets have any special role anymore. There was a time when Yugoslavia, and I think that's what you're referring to, really was almost a satellite to some degree, less so than some of Eastern Europe, but a satellite of the Soviet Union. That has been dissipated now, and Russia doesn't want the responsibility to deliver the Serbs, for example.

I think the role for them is in the United Nations. I think the role for Russia is as a veto-holding member of the United Nations family to go along with the common objectives of getting a cease-fire, of having the U.N. keep the peace, of helping with humanitarian aid which we simply have got to do. But I don't see them having a special assignment, although in fairness, he did say that they would like to be helpful. But I don't think that their history gives them, he doesn't feel, the special leverage that we might think just looking back a year or two.

#### **Aid to Russia**

**Q.** Mr. President, what is your personal assessment of what is going on in Russia right now? We've heard a lot about the hardships there, and it seems that they are having a hard time. And, secondly, is the United

States going to give Russia the support it needs to get its act together?

**The President.** What is going on there right now is indeed a manifestation of hardship. Yeltsin, I am convinced, really believes in democracy. I am convinced of that. It wasn't just the courage that he showed standing on the tank to put down the coup, but it was more than that. He has now put into effect some changes that really, really adversely impacts for the short run the lives of many of the people in Russia.

And so they're going through extraordinarily tough times. He warns things can get more difficult, things can get tougher. He is absolutely convinced that the path for prosperity lies through these fundamental reforms that lead to the convertibility of the ruble, for example; that leads to fairer trade; that invites investment in partnership. Therein lies tremendous potential for the United States, jobs and investment from America. Jobs in American investment and investment from America, it's there when you look at the tremendous potential of Russia.

But it is my view that we must not miss this opportunity to help them. We have spent trillions of dollars standing up against the Communist menace, and it was proper that we do that. We are now the undisputed leader of the world because we did it, and Russia is free and democratic, going through some of the darndest democratic gymnastics you've ever seen, challenging each other and fighting each other in the congress. Yeltsin's got problems worse than I do with the Congress. I mean, this guy's got real problems over there. But we want to help them. We want to pass the "FREEDOM Support Act" which unloosens tremendous amounts of money from the IFI's, international financial institutions, particularly the IMF and the World Bank. The U.S. contribution in cash is substantial but not all that substantial; it's in the hundreds of millions, not in the billions. But we are trying to get an increased quota for the IMF through our Congress. I am committed to the "FREEDOM Support Act," and I am challenging the Congress to move on this as an insurance policy for the people of the United States.

And yes, the demands are tough at home. A lot of people don't understand it, but once

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in a while a President has to be out front  
for what is right. I don't want to have on  
my conscience missing this chance to solidify  
the democratic experience, the move to a  
market economy. So I'm urging the Congress  
to move, hopefully as expeditiously as next  
week, to support the "FREEDOM Support  
Act" because I believe it's in our interest.  
This isn't in the interest just of Russia. I've  
got to see what's in the best interest of the  
United States of America. I believe that if  
we go forward with the "FREEDOM Sup-  
port Act" we will be doing just that, doing  
what's best for our country and for the gen-  
erations to come, not just in peace and pros-  
perity and democracy but in markets and in  
opportunity, investment opportunity.

#### **Job Opportunities for Youth**

**Q.** Mr. President, do you believe that start-  
ing a major program of work projects to put  
youth to work would be a good idea at this  
time?

**The President.** We think that we've de-  
signed a good program. I will sign soon legis-  
lation across the country to add to the sum-  
mer job program \$500 million. I believe that  
what we've done in terms of helping the  
cities and through our SBA and FEMA re-  
sponse to what happened in Los Angeles,  
coupled with our what is called a "Weed and  
Seed" initiative, weed out the criminals and  
then seed the urban areas with enterprise,  
is the approach we ought to take.

I would stop short of yet a new federally  
run bureaucracy to create jobs outside of the  
private sector. I really believe that jobs with  
dignity in the private sector is not only help  
short-run but is a longer run answer to the  
problems, whereas the Government pro-  
grams start off well-intentioned and some-  
times have pretty good short-run effects, but  
in the long run do not provide the kind of  
jobs that good job training and entrepreneur-  
ship and capital gains, bringing people to the  
cities, can provide. And so I am not in favor  
of a broad Government program, although  
I am strongly supporting aid that I have men-  
tioned for the cities largely in terms of the  
summer job program.

Well, here's the last one, and then I prom-  
ise to go peacefully and let you all eat or  
leave or whatever is next for you. I heard  
you were having broccoli, so I'm out of here.  
[Laughter] Now, what's next?

#### **Racial Harmony**

**Q.** Mr. President, Bob Johnson, from  
Washington, DC. What's your message to  
black and white Americans to help bring  
about racial harmony?

**The President.** That's a good question,  
Bob, and the answer is that the President  
must speak out at every opportunity, whether  
it relates to problems in the cities or whether  
it relates to the country in general, for racial  
harmony against discrimination of any kind.  
In addition to that, I point with considerable  
pride to legislation that some consider con-  
troversial.

I stood up against a civil rights bill that  
I felt would result in quotas. I don't believe  
in quotas. We passed a civil rights bill that  
I can say does not result in quotas and takes  
a step towards the elimination of discrimina-  
tion in the workplace. We passed under our  
administration the ADA, which deals with  
people with disabilities. That is forward-look-  
ing legislation.

My point is, I'm not sure that more legisla-  
tion is required. I do think more brotherhood  
is required; more compassion is required. I  
have tried very hard as President to speak  
out against discrimination, and I will con-  
tinue to do so because we are one Nation.  
We're one Nation under God, and we ought  
never to forget it.

Thank you all very, very much. We're out  
of here.

*Note: The President spoke at 12:26 p.m. at  
the Hyatt Regency Irvine. In his remarks, he  
referred to Reed Royalty and Todd Nichol-  
son, president and executive director of the  
Industrial League of Orange County; and  
Peter Ueberroth, chairman of the Rebuild  
L.A. Committee. This item was not received  
in time for publication in the appropriate  
issue.*