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FOIA Number:  
2011-2184-F

# FOIA MARKER

**This is not a textual record. This is used as an administrative marker by the George Bush Presidential Library Staff.**

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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Speechwriting, White House Office of  
**Series:** Speech File Draft Files  
**Subseries:** Chron File, 1989-1993

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**OA/ID Number:** 13484  
**Folder ID Number:** 13484-004

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**Folder Title:**  
Ford Aerospace, 4/25/89 [2]

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Stack:	Row:	Section:	Shelf:	Position:
<b>G</b>	<b>26</b>	<b>15</b>	<b>6</b>	<b>7</b>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

equally important as, lower capital gains taxes, more funds for space, and other high-technology. I'm referring, of course, to child care.

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

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

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

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

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

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

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

# # # #

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 4/21/89 ACTION/CONCURRENCE/COMMENT DUE BY: -----

SUBJECT: PRESIDENTIAL REMARKS: FORD AEROSPACE

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	STUDDERT	<input type="checkbox"/>	<input type="checkbox"/>
BATES	<input type="checkbox"/>	<input checked="" type="checkbox"/>	UNTERMEYER	<input type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	ROGERS	<input type="checkbox"/>	<input type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WINSTON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PINKERTON	<input type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BOSKIN	<input type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

**REMARKS:**

The attached has been forwarded to the President.

**RESPONSE:**

James W. Cicconi  
 Assistant to the President  
 and Deputy to the Chief of Staff  
 Ext. 2702

THE WHITE HOUSE

WASHINGTON

APRIL 20, 1989

1989 APR 21 10:11:1

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: CURT SMITH *CS*

THROUGH: CHRISS WINSTON *cw*

SUBJECT: FORD AEROSPACE ADDRESS

I. SUMMARY

At 9:30 A.M., Tuesday, April 25, you will address 750 Ford Aerospace workers on the company's plant ground. You will be flanked by two mock satellites and a banner reading, "Competitiveness Through Quality."

II. DISCUSSION

The remarks focus on investments -- e.g.. lower capital gains taxes, more funds for space, the Superbird satellite, child care -- which can create a more competitive America. In particular, the text contains humorous references to California sports teams and figures which should play well with the audience.

1989 APR 21 AM 11:11

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

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PALO ALTO, CALIFORNIA  
APRIL 25, 1989

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# # # #

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DATE: 4/19/89

ACTION/CONCURRENCE/COMMENT DUE BY: \_\_\_\_\_

4/20/89 3:00 PM

SUBJECT: PRESIDENTIAL REMARKS: FORD AEROSPACE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>MCCLURE</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>NEWMAN</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>SCOWCROFT</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>PORTER</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>DARMAN</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>STUDDERT</b> <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>BATES</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>UNTERMAYER</b>	<input type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	ROGERS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WINSTON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>PINKERTON</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>DEMAREST</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>BOSKIN</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
<b>GRAY</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please forward any comments to Chriss Winston, Rm. 122, x2930, no later than 3:00 PM, Thursday, April 20, 1989, with an info copy to my office. Thank you.

RESPONSE:

James W. Cicconi  
 Assistant to the President  
 and Deputy to the Chief of Staff  
 Ext. 2702

1989 APR 19 11 7:4

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

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*Alicon Valley*  
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(3) I have also just reestablished the National Space Council headed by Vice President Quayle to coordinate our future space efforts.

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

In aerospace, my friends, Ford does "have a better idea." It's called the Superbird satellite, and its technology is American. It is <sup>among</sup> the largest -- <sup>5,500</sup> ~~2,640~~ pounds -- and most powerful <sup>COMMERCIAL</sup> communications satellite yet developed . . . <sup>5,500</sup> ~~2,640~~ pounds? That's even bigger than the 49ers' offensive line, <sup>edge</sup> And it was built in record time . . . right here. . . by you.

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*Ch on other prop.*

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	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BATES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	ROGERS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WINSTON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PINKERTON	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

**REMARKS:**

Please forward any comments to Chriss Winston, Rm. 122, x2930, no later than 3:00 PM, Thursday, April 20, 1989, with an info copy to my office. Thank you.

**RESPONSE:**

*See comments  
 GFW  
 4-20*

James W. Cicconi  
 Assistant to the President  
 and Deputy to the Chief of Staff

1233 APR 19 11 7:4

(Smith/Martin)  
April 19, 1989  
Draft Four  
PALOPRESIDENTIAL REMARKS: FORD AEROSPACE  
PALO ALTO, CALIFORNIA  
APRIL 25, 1989

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

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

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

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

Well, today, I want to talk about a different kind of investment. Investments which prize the new horizons of

America's technological future. Investments which can create new jobs, unlock new markets, and unleash new technologies. Investments, in short, which will make us more competitive and keep America No. 1.

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

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

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

Recently, I unveiled a bipartisan budget agreement with Congress to reduce the deficit. Our accord will narrow it to \$99.4 billion in the fiscal year that begins October 1. That's far below the \$165 billion estimated for the current fiscal year.

-3-

Now, this plan's an outline -- tough talks still lie ahead.

And we will resume consultations soon on a plan aimed at

balancing the budget by 1993. *During those discussions, I'll be pushing the Congress to make more investments in America's future.*

~~Think of deficit reduction as exercise, like walking the dog every day . . . believe me, I know . . . ask the Silver Fox.~~

~~Exercise keeps you at the top of your game. And so will another~~

~~investment to build a more competitive America. I refer to~~

restoring the capital gains differential -- a step which,

according to Treasury estimates, will raise \$4.8 billion in new

revenue.

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

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

You know, ordinarily I take statistics with a grain of salt. I've seen too many political polls go up and down. Perhaps the late, great Woody Hayes put it best: "Statistics," he said,

-4-

"always remind me of the fellow who drowned in a river whose average depth was only three feet."

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

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

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

My friends, I want to give the high-five to high-tech. And I want to do it by investing in competitiveness. That is why I have asked Congress for an increase of \$2.4 billion for the Space Program. I want to elevate the status of the President's Science Advisor; ~~and~~ NASA is moving ahead with Space Station Freedom, planned for operation by the mid-1990s; and I just signed an Executive Order establishing the National Space Council that will be chaired by the Vice President.

-5-

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

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

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-6-

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

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-7-

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

You look ahead, not back. You know that nothing is impossible. And by giving of yourselves, and to your country, you give lift to the American Dream.

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

# WHITE HOUSE STAFFING MEMORANDUM

DATE: 4/19/89

ACTION/CONCURRENCE/COMMENT DUE BY:

4/20/89 3:00 PM

SUBJECT: PRESIDENTIAL REMARKS: FORD AEROSPACE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

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RESPONSE:

*Child care section  
Should indicate concern  
that some current  
legislative proposals do not  
comport with  
principles  
of choice,  
etc.  
beef up*

James W. Cicconi  
Assistant to the President  
and Deputy to the Chief of Staff  
Ext. 2702

1989 APR 19 11 7:4

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

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APRIL 25, 1989

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# # # #

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DATE: 4/19/89 ACTION/CONCURRENCE/COMMENT DUE BY: 4/20/89 3:00 PM

SUBJECT: PRESIDENTIAL REMARKS: FORD AEROSPACE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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*See changes*

James W. Cicconi  
 Assistant to the President  
 and Deputy to the Chief of Staff  
 Ext. 2702

1989 APR 19 11 7:5

(Smith/Martin)  
April 19, 1989  
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(Source: February 9th Bush Budget, p. 193)

Our latest printed deficit number is \$163.3 billion.

Holen  
5/78

Anderson  
4/6/30

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Hale  
3/20

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Marrison

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Halen  
5/78

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# # # #

THE WHITE HOUSE

WASHINGTON

April 20, 1989

Memorandum to Chriss Winston

From: Roger Porter  
Jim Pinkerton

Re: Drafts of Building A Better America, Publishers,  
Bismarck, Ford Aerospace

Building A Better America

No comments.

Publishers

This draft could benefit from using the principles and themes outlined in the Building A Better America book released last 2/9.

1,4,1 "taken some tough shots" is too self-conscious and some may interpret as thin-skinned. We'd omit.

3,8,1 We could identify four, and possibly five, themes/principles: "Freedom" on page three, graf eight; "Fairness" on page four, graf one; "quiet negotiations" on page four, graf five; "focusing now on the kind of future we want..." on page six, graf two; and "map[ping] strategy in an international environment where change is more rapid...." on page seven, graf four.

The principles laid out here are fine, but the structure is confusing. We can't tell whether the subsequent list of initiatives comes under the rubric of "fairness" or "quiet negotiations." Again, this could benefit from the tight structure of Building A Better America.

Furthermore, it seems as if we are hinting at a third principle later on page six, graf two, where we say "focus now on the kind of future we want...." Investing in the future is a good, serviceable theme that accurately organizes a host of the President's initiatives.

(more)

2-2-2

5,4,2 "The reform plan I sent to Congress...." We should consider applauding the Senate for passing the plan.

6,2,2 Again, the President's refrain on the future is a good one and we should stick to it: "Investing in the future".

6,3,1 We should not pass up the opportunity to describe the President's education initiatives for what they are: a program of education reform.

6,4,1 Good recitation of the education principles. When speaking of choice, however, we should always say "parental choice" to be clearer and avoid the obvious confusion with the abortion issue.

9,2,2 We like the idea expressed in this paragraph and suggest strengthening it by the line from the President's Announcement Speech (Oct.12, 1987): "I am a practical man; I like what's real. I'm not much for the airy and abstract. I like what works."

#### Bismarck

A good speech. We particularly like the Teddy Roosevelt Arbor Day quote on page 2, which is very apt for the occasion.

#### Ford Aerospace

2,3,2 "Government's role is to harness..." sounds too restrictive. We'd suggest something that conveys the opposite image, like "unharness" or "unleash" or "remove the barriers," especially since we are talking about cutting capital gains and cutting the deficit. Entrepreneurs don't want to hear about the government harnessing anything.

To the extent that government should harness anything, we should harness the national energy and creativity of the American people on behalf of the poorest and the most needy, to protect the environment, etc.

2,4,2 Instead of "For every dollar of interest debt we eliminate..." we prefer: "For every dollar the government does not have to borrow there is more capital available for investment."

(more)

3-3-3

3,2 Since we are in Silicon Valley, it makes sense to explicitly refer to the role of high-tech in creating the 20 million new jobs and the fact that the Steiger Amendment cutting capital gains made many of the existing jobs and companies possible. We should have some language that starts off with "Right here in Silicon Valley...." and ties it in with job creation and the capital gains cut.

4,5,2 "That is why I have asked Congress for an increase of \$2.4 billion for the Space Program." This should read "NASA" instead of "Space Program."

7,3 Purely by way of suggestion, we recall that during the campaign the President frequently said: "Technological advancement has always been at the heart of our nation's pioneer spirit, pushing the boundaries of our knowledge, creating economic opportunity and increasing our standard of living."

#

cc: Bill Roper

Brad Mitchell

John Gardner



April 20, 1989

MEMORANDUM FOR CHRISS WINSTON

FROM; DENISE SCHWARZ  
OFFICE OF CABINET AFFAIRS

SUBJECT; PRESIDENTIAL REMARKS: FORD AEROSPACE  
LOG #028425SS

We have reviewed the remarks and have incorporated the comments.

Attachment

cc: Jim Cicconi

**WHITE HOUSE STAFFING MEMORANDUM**DATE: 4/19/89 ACTION/CONCURRENCE/COMMENT DUE BY: 4/20/89 3:00 PMSUBJECT: PRESIDENTIAL REMARKS: FORD AEROSPACE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BATES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	ROGERS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WINSTON	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PINKERTON	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

**REMARKS:**

Please forward any comments to Chriss Winston, Rm. 122, x2930, no later than 3:00 PM, Thursday, April 20, 1989, with an info copy to my office. Thank you.

**RESPONSE:**

James W. Cicconi  
Assistant to the President  
and Deputy to the Chief of Staff  
Ext. 2702

1989 APR 19 PM 7:4

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

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

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

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

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

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

Well, today, I want to talk about a different kind of investment. Investments which prize the new horizons of

America's technological future. Investments which can create new jobs, unlock new markets, and unleash new technologies. Investments, in short, which will make us more competitive and keep America No. 1.

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

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

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

Recently, I unveiled a bipartisan budget agreement with Congress to reduce the deficit. Our accord will narrow it to \$99.4 billion in the fiscal year that begins October 1. That's far below the \$165 billion estimated for the current fiscal year.

Oakland  
?  
A's  
Baseball  
Angels  
Dodgers

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

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

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

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

You know, ordinarily I take statistics with a grain of salt. I've seen too many political polls go up and down. Perhaps the late, great Woody Hayes put it best: "Statistics," he said,

"always remind me of the fellow who drowned in a river whose average depth was only three feet."

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

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

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

My friends, I want to give the high-five to high-tech. And I want to do it by investing in competitiveness. That is why I have asked Congress for an increase of \$2.4 billion for the Space Program. I want to elevate the status of the President's Science Advisor. And NASA is moving ahead with Space Station Freedom, planned for operation by the mid-1990s.

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

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

Superbird is among the most competitive spacecraft for customers who want affordable high-powered communications satellites. And it will provide regular and cable television access, telephone lines, newspaper transmission, and other telecommunications services. Best of all, Superbird is just a preview of the next generation of satellites. In the twenty-first-century, they will keep America No. 1.

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

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

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

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

At Ford Aerospace, officials are responding to changing demographics and the needs of its employees. By increasing parental options, Ford's Employee Assistance Program is helping to keep us competitive. And it is involving community agencies

as child-care resource referrals. Like the YMCA Child Care Center in Palo Alto, approved and supported by the United Way.

I salute your example. And I applaud its emphasis on choice. Our new child care initiative reflects that emphasis. For it proposes a new tax credit to make child care more affordable. Our proposal puts money in the hands of low-income parents, limits Federal intervention, and increases options. A church can help, or grandparents, or professional nursery. When it comes to child care, we say: "Let the parents decide."

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

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

You look ahead, not back. You know that nothing is impossible. And by giving of yourselves, and to your country, you give lift to the American Dream.

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

# # # #

THE WHITE HOUSE

WASHINGTON

April 20, 1989

MEMORANDUM FOR CHRISS WINSTON  
DEPUTY ASSISTANT TO THE PRESIDENT  
FOR COMMUNICATIONS

FROM: MICHAEL J. ASTRUE *MTA*  
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: Proposed Presidential Remarks: Ford  
Aerospace

Counsel's office has reviewed the above-referenced proposed Presidential remarks, and we note that pages 5 and 6 of the proposed remarks skirt close to an endorsement. We would feel more comfortable with these remarks if you would eliminate the use of the Ford corporate slogan in the first line of the second paragraph of page 5.

Except as noted above, we have no legal objection to the delivery of the proposed remarks.

cc: James W. Cicconi

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

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

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

You know, Oscar Wilde once remarked, "When you are young you think money is the most important thing in life. When you are old you know it is."

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

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

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

*Never invest in anything unless it has a  
needs repairs  
Billy Rose*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# # # #

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

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# # # #

FOCUS

(Ford Aerospace  
Magazine)  
Summer 1988

SATELLITES

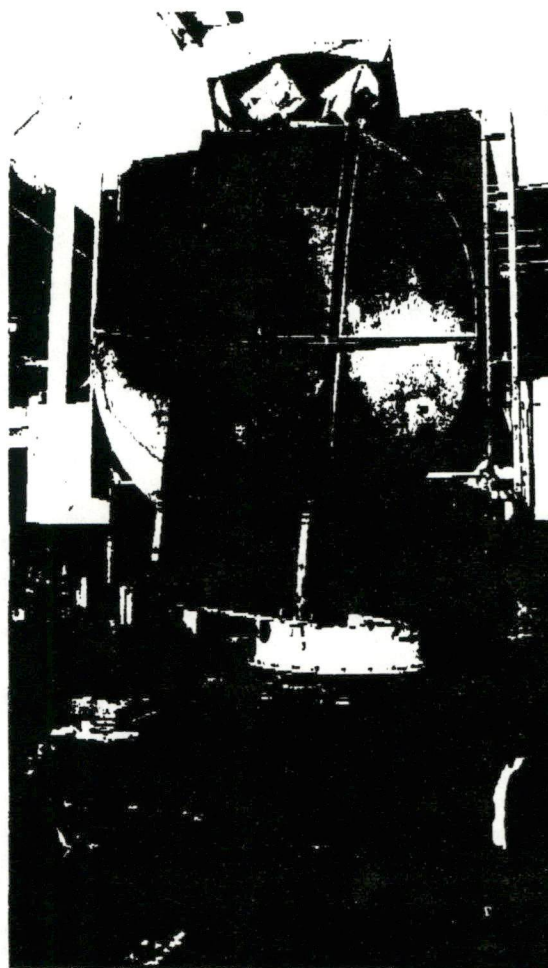
## SUPERBIRD

Ford Aerospace  
Delivers Top  
Quality in  
Record Time

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

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

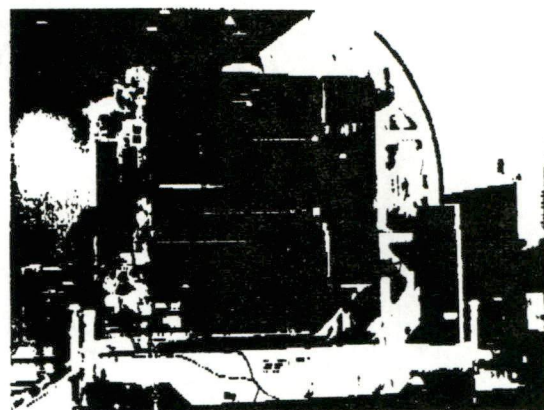
In 1989, SCC will launch the first of two SUPERBIRD satellites purchased from Ford Aerospace as part of a package signed just two years ago.



SUPERBIRD structural model undergoes vibration testing.

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

At the time SCC awarded its contract to Ford Aerospace, SCC's competitor was roughly a year ahead in developing spacecraft for Japan's first satellite communications network. Consequently, SCC stipulated an accelerated 31-month delivery timetable—more than a year less



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

than the "normal" time it takes to complete such a project, says SUPERBIRD Program Manager Chris Hoerber, CCG/SSD.

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

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

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

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

#### Power Advantage

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

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

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

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

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

San Jose  
Business Journal  
3/6/89



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

## Ford Aero bids farewell to Superbird

By THERESA POJETTI

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

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

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

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

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

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

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

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

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

As an incentive to build a team focused on a single goal, Space Communication included a clause in the Ford contract that allowed for money to be spent on employee events to bring the team closer together. During the almost three-year

period that Ford worked on the satellite, the company threw Friday beer busts that featured a suggestion box, picnics and two anniversary parties.

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

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

"This year we call Satellite Year in Japan," said Takeshi Hashimoto, director and general manager of Space Communication Corp. "Our satellite will open the market for a new business in Japan." Hashimoto said Space Communications has spent between \$700 million and \$800 million on the satellite.

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

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

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

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

San Francisco  
Chronicle  
3/16/89

**A New Way to Play Television Sports and Games**

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

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

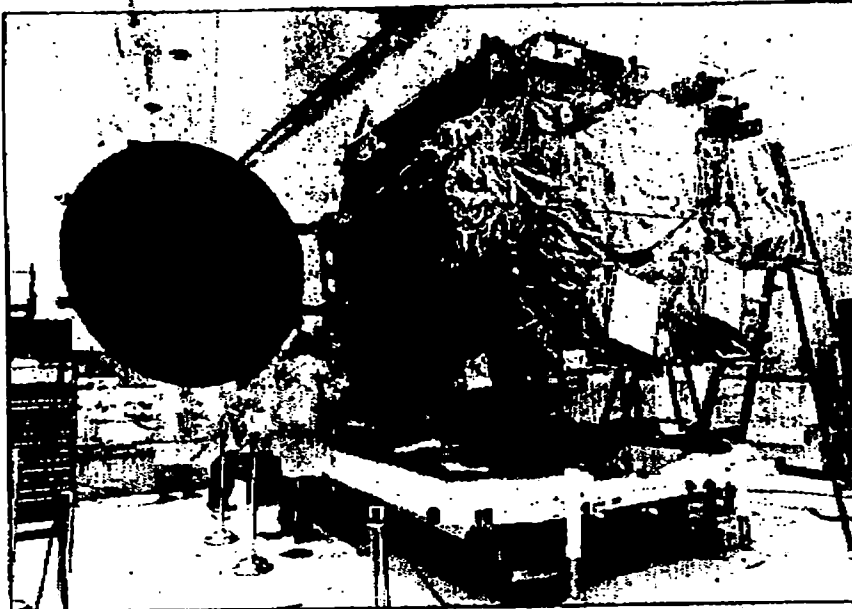
Players of IGN's games will buy a control device the company developed — a small pad with buttons and a display screen — to punch in commands in response to a televised game. Players might, for example, be asked to guess whether Jose Canseco will strike out or hit a home run — and have the cumulative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

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

The list of IGN's backers is at least as intriguing as the technology. They include the National Broadcasting Co., United Artists, United Cable and Le Groupe Videotron, Canada's largest cable company, which together put \$2.6 million into founding the company in January 1988. Second-round financing of \$8 million to \$10 million is being negotiated.

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

The baseball game, planned for early this fall, is just a beginning. IGN expects to enable home viewers to electronically play along with game shows such as "The Wheel of For-



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

ture," and thinks the concept will spread to a huge range of interactive home advertising and shopping services.

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

**MacJoke**

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

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

000 or so for anything comparable from the Cupertino-based company.

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

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

A contrite MacWorld editor, Deborah Branscum, said that she and her colleagues incorrectly assumed that readers would immediately recognize that the Mac clone was too good to be true. Levy wrote the col-

lumn three months ago; it just happened to appear the same week that a rival publication, MacWeek, reported that companies in Utah and the Republic of China on Taiwan were quietly showing their own clones.

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

**Eye-Bye Bird**

Most Silicon Valley companies that work as long as three years developing a product proceed to build

lots of them. The other tack is to build one or two things that cost a lot.

This latter approach is favored by the Ford Aerospace Space Systems Division in Palo Alto. The company just said good-bye to Superbird, one of two huge satellites built under a \$200 million contract with Japan's Space Communications Corp.

Superbird is the largest and most powerful commercial communications satellite ever developed. It flew a week ago on a special aircraft from San Jose to Kourou, French Guiana, where it is scheduled to be launched on April 28.

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

**Seybold Signs**

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

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

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

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

APR 13 '89 18:05 FORD AEROSPACE MKTG P04

Palo Alto, CA  
(Santa Clara Co.)  
Piedmont Times  
Tribune  
(Cir. O. 80,288)  
(Cir. S. 00,011)

MAR 9 - 1989

APR 13 '89 18:06 FORD AEROSPACE MKTG

# 'Superbird' leaves Palo Alto to orbit above Japan

By Mary T. Fertney  
Times Tribune staff

E-11

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

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

The Ford Aerospace team responsible for the design and development of Superbird bid "sayon-

ara" to the satellite last week at a picnic held in the parking lot of the Ford plant. Employees signed a 3-foot-by-4-foot farewell card wishing the satellite and launch team good luck.

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

It will be the nation's first com-

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

The Superbird is the first of two satellites to be built by Ford Aerospace for Japan under a \$100 million contract. It was constructed in record time and will be launched April 28, just 35 months after initia-

tion of the project.

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

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

The satellite will be loaded on the aircraft today at the San Jose

International Airport and flown to Kourou, French Guyana, where it will be launched. Superbird will be launched on a European Ariane-space 4 rocket and placed in an orbit 22,300 miles above the Earth's surface at about 158 degrees east longitude.

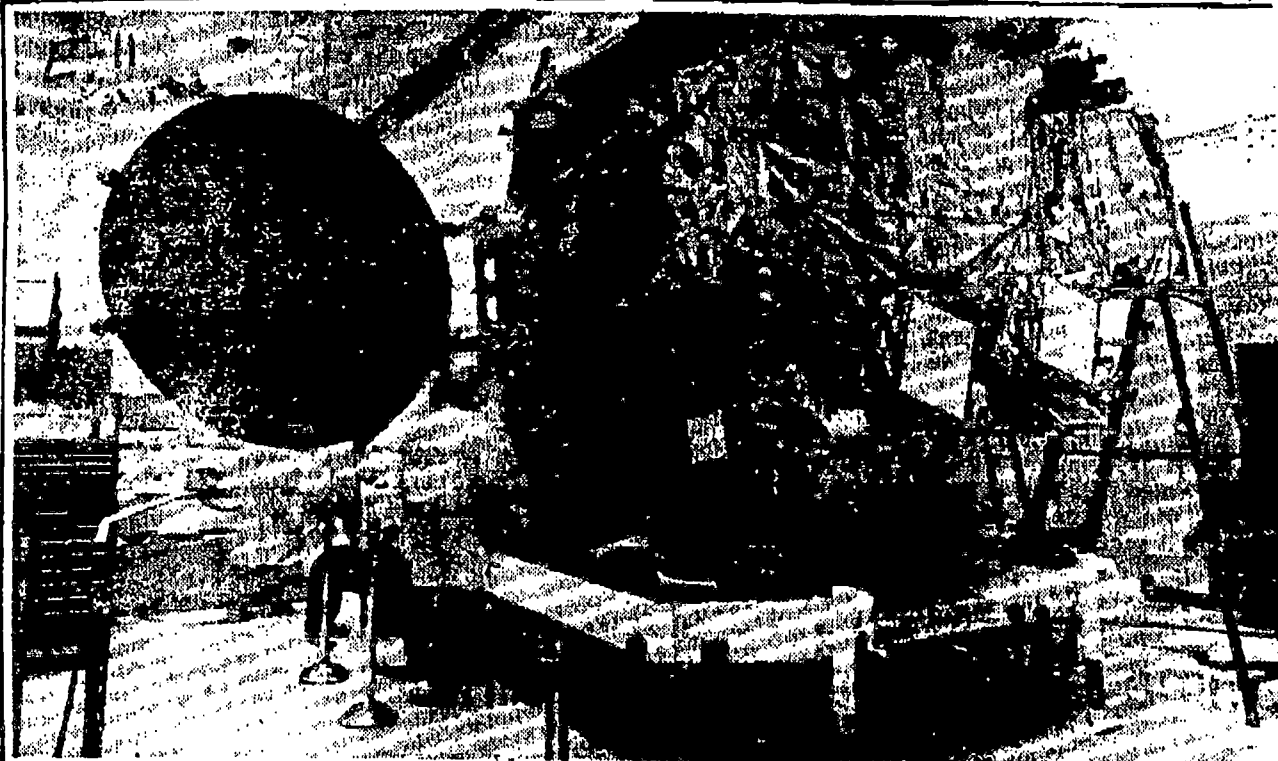
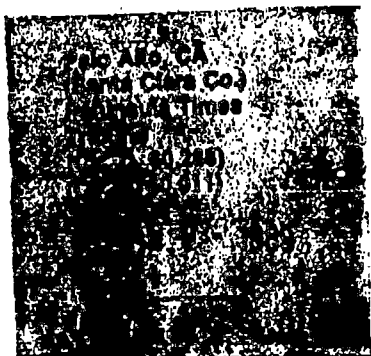
After a series of on-orbit tests of the satellite's systems, SCC will assume control of the satellite from the dual control centers in Japan provided jointly by Ford Aerospace and Mitsubishi Electric Corp.

The satellite is designed for a 10-year mission life. It can handle

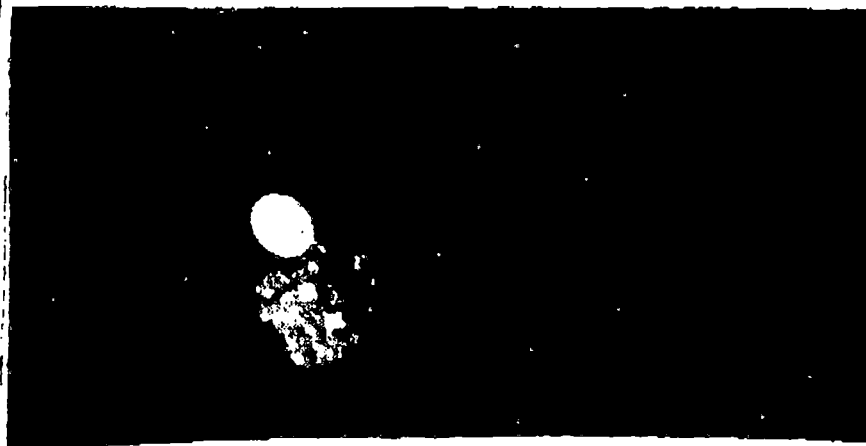
thousands of telephone calls and several television signals at the same time and will provide coverage to all points in the Japanese islands.

Hoerber said another commercial satellite was built for Japan by a group called JCSat, a joint venture of BNSF, C. Itob and Hughes Aircraft Co.

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



Times Tribune photo



### It's Superbird

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

*Superbird story*

# BURRELLE'S

75 EAST NORTHFIELD ROAD / LIVINGSTON / NEW JERSEY 07039  
(201) 982-0000 / (212) 227-5570 / (800) 631-1100

## RADIO CLIPS

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

ACCOUNT NUMBER 42/4578

Lois Malkoni reporting:

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

Ken Basteda reporting:

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

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

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

194 Words  
16 Clips

Ford Aerospace - 2

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

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

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

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

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

# # #

THE WHITE HOUSE  
WASHINGTON

April 12, 1989

MEMORANDUM FOR JUDD SWIFT

FROM: BRAD MITCHELL AND AUSTEN FURSE

SUBJECT: Ford Aerospace Event

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

- o Sources at NASA tell us that the U.S. aerospace industry is the world leader and the technology used in the Superbird satellite is American technology.
- o The launch of the satellite by the European Ariane 4 rocket is not unusual, the Europeans have a large share of this market.
- o A downside to consider are the applications the satellite will open for Japan including video distribution, satellite news gathering, private business networks and the potential introduction of high definition television.

## Ford Aerospace Reports

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

IMMEDIATE RELEASE

### FORD AEROSPACE SHIPS JAPANESE SATELLITE FOR LAUNCH

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

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

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

-2-

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

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

#### Ford Aerospace Tactical Weapons Systems

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

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

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

#### Ford Aerospace Command, Control, Communications and Intelligence (C<sup>3</sup>)

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

-3-

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

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

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

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

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

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

#### Ford Aerospace Space Systems

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

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

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

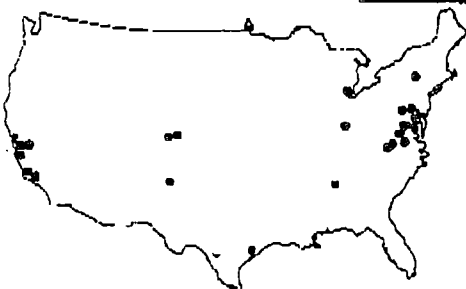
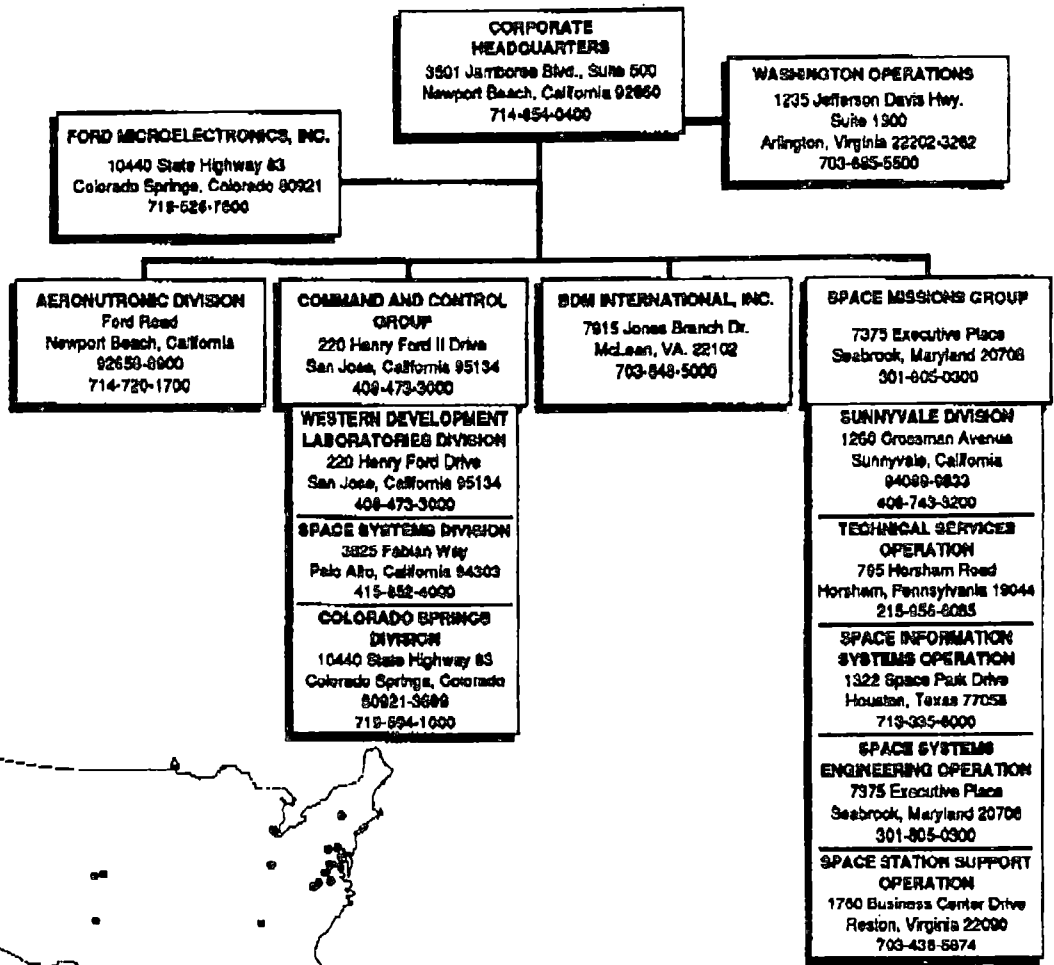
Ford Aerospace's other satellite programs include GOES, NASA's next-generation Geostationary Operational Environmental Satellites, for more accurate U.S. weather forecasting into the 21st century; INSAT-I, multipurpose satellites for India that provide simultaneous telecommunications, direct broadcast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

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E:\PA\History.BK  
March 1989



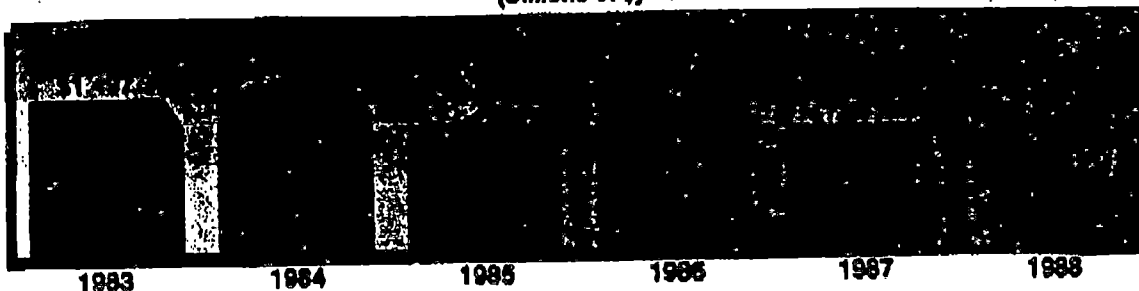
Ford Aerospace, a wholly owned subsidiary of Ford Motor Company, is a world leader in command, control, communications and intelligence systems; tactical weapons systems; space systems; and professional and technical services. The corporation is committed to continuous improvement toward providing our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



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

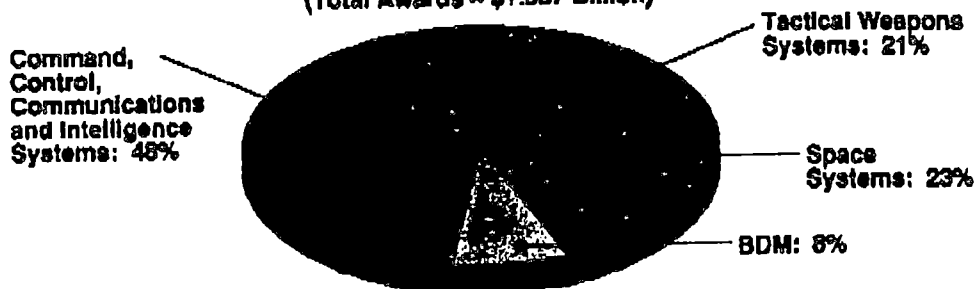
**CONTRACT AWARDS 1983-1988**

(Billions of \$)



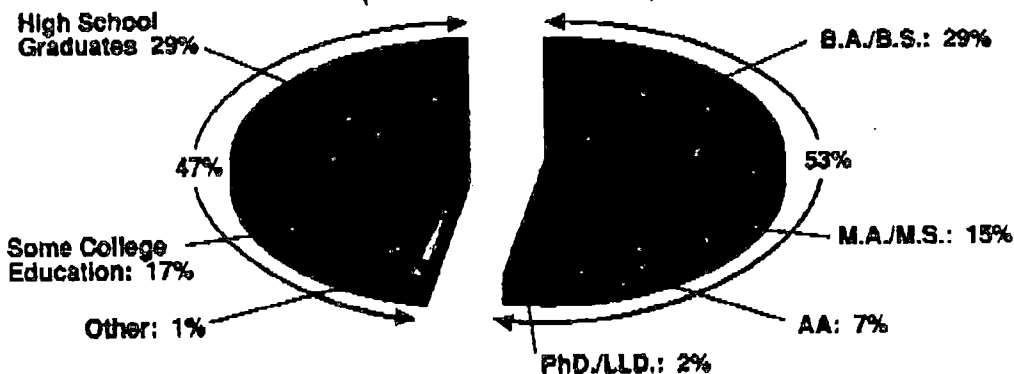
**1986 AWARDS BY BUSINESS AREA**

(Total Awards -- \$1.937 Billion)



**EMPLOYEE EDUCATION PROFILE**

(Total Personnel - 16,850)



**HISTORICAL MILESTONES**

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