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OPTIONAL FORM NO. 10

UNITED STATES GOVERNMENT

Memorandum

coft

ro : The Ambassador

DATE: January 7, 1980

THRU:

PAO - Clifton B. Forster

FROM :

Press Office - John Ohta Jo

SUBJECT:

YOUR MESSAGE FOR FORBES' SPECIAL SUPPLEMENT ON JAPAN

Attached is a draft message for Forbes' second special supplement on Japan that will be published in early March this year. Bill Piez and Bob Reis have edited the draft and contributed helpful revisions.

As with the last message for Forbes, there is a substantial lead time, so we will have to check the (whole year) 1979 figures again in late January and send in revisions to update the article.

If you approve of the draft, please add your signature to the end of the message.

Approve		
Note	revisions	

Over the past year the U.S. and Japan have succeeded in improving their trade relationship and reducing the political tensions associated with trade issues. We recognize that this does not mean the permanent end of all our difficulties. Indeed, problems will inevitably arise again, but this is natural in a relationship as broad and interdependent as ours. It does mean, however, that we must have determination, patience and good will, so that progress can be made and problems can be solved. Both nations stand to reap immense benefits from an expanded and more balanced trading relationship in the 1980s.

In 1979 U.S. exports to Japan were up 43 percent compared to a year ago. U.S. imports from Japan also increased, but only by about eight percent. Last year Japan's global current account balance recorded a deficit of 4.5 billion dollars, compared with a 14.5 billion dollar surplus for 1978. The U.S. global trade deficit, meanwhile, declined 23 percent, from 23.5 billion dollars to 18 billion dollars in 1979.

These are encouraging trends. They reflect the efforts of many individuals, Japanese and American, government and business, to bring into better balance the greatest overseas trading relationship in the history of the world. Last autumn our governments

cooperated to facilitate the use of the Japanese exhibit ship
Shin Sakura Maru, to bring U.S. apparel, sporting goods and
household goods directly to Japanese consumers in 13 port
cities. It attracted tremendous crowds and sales were comparable to those of the largest Japanese department stores. More
importantly, the Shin Sakura Maru exhibit introduced more
American businesses to the Japanese market. Altogether American
businessmen held about 1,200 appointments with potential
Japanese agents and distributors. As a result, many of the
American exhibitors returned home convinced of the potential
for long term sales in Japan, either directly to retailers or
through trading companies and distributors.

There are certainly other reasons for the improvement in our trade relations. Perhaps the most important in the long run was the successful completion last spring of Tokyo Round of the Multilateral Trade Negotiations. Japan made a great contribution, agreeing to lower duties on industrial goods from applied rates by 28 percent, while the U.S. cut will be 31 percent. Thus, Japan's average tariff on dutiable industrial goods will be 4.9 percent, the lowest of any major industrial country. The success of the MTN will help assure the free flow of trade for both our countries in this new decade.

A final reason for the healthier trade relationship developing between our nations is the growth of agricultural markets. Just as the United States is the world's leading agricultural producer, Japan is the world's leading market for agricultural products. In 1979 the United States exported globally 32 billion dollars in agricultural products. By far our best customer was Japan, whose 1979 imports totaled \$5.3 billion.

The U.S.-Japan economic performance is not the only bright spot in this part of the world. While world forecasts by the OECD, the IMF and others generally predict slower growth rates in 1979 and even recession in certain areas, East Asia continues to develop at a pace unprecedented in its recent history and unmatched anywhere except in the oil-exporting nations of the Middle East. While unsettled conditions in the Middle East make all forcasts chancy at best, Asian countries continue to do well despite the difficulties. In 1978 the average annual growth rate of the ASEAN countries exceeded seven percent. South Korea, Taiwan and Hong Kong registered double-digit growth, while Japan managed a 5.5 percent growth despite fluctuations in world supply and prices in energy resources. Although last year these growth rates slowed slightly, the region as a whole continues to prosper, and the outlook remains bright.

This growth, of course, has had great significance for Japanese and American trade and investment. As Pacific nations we share in the destiny of a vast area stretching from the Arctic Ocean to Australia, and reaching from the shores of the Americas to the Asian mainland and the islands of Southeast Asia. I firmly believe that American participation in the development of East Asia is as absolutely vital to our own nation's prosperity and future as it is to that of the Asian nations themselves. Of the 168 billion dollars directly invested overseas by American businesses, only 18 billion dollars have been allocated to Japan and East Asia. The return on U.S. investments worldwide from 1976 to 1978 averaged 14.5 percent, but in East Asia, including Japan, the return was 18 percent, and the trend is up. Out here are the markets, the resources, the people and the friendly governments. This is where the opportunities are A constructive U.S. role in this region is of immense consequence to the future of Americans and Asians alike. We are all in this together. The political and economic decisions we make today will profoundly influence our lives and the lives of future generations. I feel that the financial, political and intellectual resources we dedicate to this region will yield the greatest possible benefits for the U.S.-Japan relationship and for the Pacific Basin as a whole.

Japan, for its part, must invest more in the United States. As our economic interdependence becomes broader and more complex, it is increasingly important for Japanese companies to move some of their production to the United States. According to a study commissioned by the Japan Society of New York, about 31,000 Americans already work for Japanese firms in the U.S. and that the expenditure made by these firms result in work for an additional 261,600 Americans. Nevertheless, if we are to avoid political tensions of the past decade that were generated by a chronic trade imbalance, Japan must be encouraged to continue to invest in the United States.

Let me reemphasize that the bonds of friendship and common interest between Japan and the United States are strong, and growing stronger. In industry, in agriculture, in the service sector and in investment, our economic interchange is growing steadily for the mutual benefit of our people. Our political, security and cultural ties are growing apace, and have taken on a new significance as the Pacific nations enter a new era. The dynamic growth and prosperity of this region owes much to the Japanese and American role, and presents immense opportunities to both our nations for even greater exchanges of goods and services, of ideas and technology, of arts and culture, and of good will, as we move into the new decade of the 1980s.

And's OPENING REMARKS - PRINCIPAL OFFICERS CONFERENCE
February 7, 1980

I want to welcome you all very cordially and

I want to welcome you all very cordially and sincerely. The last time I saw some of you was when I was visiting your districts, and I'm glad now to welcome you here to reciprocate the kindness.

You've all come from pretty far out in the field, and I hope you'll tell us during these two days what you've been doing and what your ideas are. Give us the benefit of thoughts you've developed from your very different viewpoints out in the field.

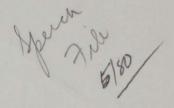
And during these two days be sure you don't let the Embassy off easy: get as much information and guidance as you can from us to make this trip worth your effort.

And after you return to your posts I hope we will continue to keep communication lines open. Let us know your thoughts, and don't hesitate to let the Embassy know what you need. We are here to support you and assist you.

So then, I hope you have an interesting and productive conference. And after the work is over I look forward to seeing all of you Friday night at the Residence, where I'll make sure you get a drink and something to eat and some good company before you head back to your districts.

REMARKS BY

AMBASSADOR MIKE MANSFIELD SHIMODA BLACK SHIP FESTIVAL, 1980



I am very pleased once again to join you to celebrate
The Black Ship Festival. In 1853 Commodore Perry steamed
into Shimoda with his Black ships amid much excitement and
drama. Last year President Carter swooped into Shimoda
aboard a helicopter, also with much excitement and drama.
They were two memorable and historical events which will be
long remembered. I have looked forward to this trip with
much eagerness, for I have always found in Shimoda an
atmosphere of warmth, beauty and understanding. Commodore
Perry felt this too, and during his last visit to Shimoda
he wrote in his journal that the people of Shimoda are
"prone to gaiety and warm hospitality." I fully agree with
him.

I have recently returned from Washington where I participated in the visit of Prime Minister Ohira. I am happy to report to you that the visit was a great success: Prime Minister Ohira, President Carter, and the leaders of Congress had several long talks which confirmed that Japan and the U.S. understand each other well and are in basic accord on major issues. This, of course, is not surprising, for Japan and the U.S. have long enjoyed a very close friendship. But during this trip to Washington I noticed a difference in

our friendship, an important difference.

Through all of Washington I could feel a certain sorrow and a certain tension that relate directly to the crisis in Iran. The long internment of our hostages and the failure of our recent effort to rescue them have affected Americans very deeply, more deeply than anything has in a very long time. During this ordeal Japan has stood shoulder to shoulder with us as a faithful friend, and has courageously continued to support us even when that support jeopardized Japan's own interests. It is clear now to many Americans just how firm and dependable a friend Japan is, and we are grateful. This crisis has tested our friendship and has shown it to be more deep and true than we fully realized.

And so this year I see special significance in this

Festival that celebrates the birth of friendship between

Japan and America. Commodore Perry, shortly after his
arrival here 127 years ago, invited the leaders of Shimoda

to dine with him one evening aboard his flagship. The
dinner proved to be a splendid affair, with much animated
conversation and good fellowship, and when the evening ended
and the Japanese guests were preparing to leave, one of
them, the Commissioner named Matsuzaki, threw his arms
around Commodore Perry's neck and said with great earnestness.

"Japan and America, all the same heart." I think that is true now more than ever, and that Japan and America have come to be more than just friends, but very deep friends, very dependable friends, very special friends. We are grateful.

REMARKS BY AMBASSADOR MANSFIELD July 4, 1980

AMERICAN INDEPENDENCE AND SERVICE TO COUNTRY

It has been 204 years since a group of dedicated

American leaders took upon their shoulders the responsibilities of declaring the independence of the United

States of America.

During those time of great adversity Americans did united to overcome their problems. In the process many lost their lives, some lost their fortunes, but very very few, we are fortunate to attest, lost their sacred honor.

Just as our forefathers faced tremendous challenges
two generations ago, so today we Americans are confronted
by a plethora of serious problems on the domestic and
international scene. Inflation, unemployment, urban decay,
and crime combine today with Soviet expansionism, unfulfilled
developing nations' aspirations, and energy shortage, to
challenge the strength and vitality of our nation. Some,
more pessimistic than I, claim these problems are insurmountable
and that there is little we can do about them. Others, more
optimistic, claim these problems are neither enduring nor
pertinent to their own lives, and that looking out for Number
One is the only thing that counts.

For my part I am confident that today's generation of Americans, just as their predecessors in 1776, can and

will muster the courage and strength to meet the challenges confronting our nation. To do so will not be easy; it will require sacrifices by producers and consumers alike -- more productivity and less consumerism; it will require further dedication on the part of our public servants, and wisdom by our national leadership.

As I begin my fourth year as American Ambassador to Japan, I wish to pay special tribute to the American and Japanese employees serving this Mission. Your professionalism, your dedication, and your service are a magnificent testimony to the kind of performance necessary in today's world. All of us here today, Japanese and American, are engaged in a very important task -- strengthening the bonds of understanding, friendship and cooperation between the two largest industrial democracies in the world. Our success or our failure will contribute in no small measure to the freedom, the peace and prosperity of the world which we all share. I am confident we will succeed.

Or you all know this Embasy is not only our big gest + bruist but, in my opinion, is also the best. The reason for this is before me - thes dedicated + knowledgable Japanese. - american personnel who comprise our staff + with whom I have the known + the privilege to be associated with.

You have allo done a greet job + Jam prouds of all of you.

Compound

REMARKS BY AMBASSADOR MANSFIELD July 4, 1980

AMERICAN INDEPENDENCE AND SERVICE TO COUNTRY

It has been 204 years since a group of dedicated American leaders took upon their shoulders the responsibilities of declaring the independence of the United States of America. Issuing one of the most important documents in modern political history they declared:

"We hold these truths to be selfevident; that all men are created equal; that
they are endowed by their Creator with certain
unalienable rights; that among these are life,
liberty and the pursuit of happiness; that to
secure these rights, governments are instituted
among men, deriving their just powers from the
consent of the governed."

These Americans further pledged to each other their lives, fortunes and sacred honor, all of which, I might add, were to be severely tested in the months and years which followed. Seeing the great difficulties confronting the infant nation, Thomas Paine wrote in 1776.

"These are the times that try men's souls.

The summer soldier and the sunshine patriot will,
in this crisis, shrink from the service of his
country; but he that serves it now, deserves

the love and thanks of man and woman."

During those times of great adversity, we can now be thankful, Americans did unite to oversome their problems. In the process many lost their lives, some lost their fortune, but very very few, we are fortunate to attest, lost their sacred honor. The result has been there for all the world to see - a nation of free men buoyed by hope, inspired by heritage, and still stirred by the prospect of a better life for themselves and others around the world.

Just as our forefathers faced tremendous challenges
two generations ago, so today we Americans are confronted
by a plethora of serious problems on the domestic and
international scene. Inflation, unemployment, urban decay,
and crime combine today with Soviet expansionism, unfulfilled
developing nations' aspirations, and energy shortage, to
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counts.

For my part I am confident that today's generation of Americans, just as their predecessors in 1776, can and will muster the courage and strength to meet the challenges confronting our nation. To do so will not be easy; it will

require sacrifices by producers and consumers alike--more productivity and less consumerism; it will require further dedication on the part of our public servants, and wisdom by our national leadership. But united by our common goals of liberty and justice for all, determined to pursue the right as God has given us to see the right, and prepared to role up our sleeves to get the job done, I am convinced we will more than match the challenges of our times. To do otherwise would snuff out a beacon of hope for all mankind.

As I begin my fourth year as American Ambassador to Japan, I wish to pay a special tribute to the American and Japanese employees serving this Mission. Your professionalism, your dedication, and your service are a magnificent testimony to the kind of performance necessary in today's world. All of us here today, Japanese and American, are engaged in a very important task--strengthening the bonds of understanding, friendship and cooperation between the two largest industrial democracies in the world today. Our success or our failure will contribute in no small measure to the freedom, the peace and the prosperity of the world which we all share. I am confident we will succeed, and that the flames kindled on the 4th of July 1776 will continue to spread over much of the globe. It is my belief that America will remain, as always, "the land of the free and the home of the brave."



* * * * * * * * * *

July 4, 1980



Program

Tokyo American Club

PROGRAM

4:30PM Reception for TAC Members and Invited Guests (Top of TAC Ballroom)

5:00PM Arrival of Their Imperial Highnesses Prince and Princess Hitachi

Presentation of Colors
Introduction of Dignitaries
Toasts and Anthems
Cake Cutting Ceremonies
Closing Ceremonies

6:00PM Dinner Dancing to 11PM
American Room
By Reservation Only

NATIONAL ANTHEMS

The Star Spangled Banner

Oh say can you see, by the dawn's オーセイ キャンユー シー バイ グ ダカ・ と early light, アーリー ライト What so proudly we hailed, at the ホアット ソー プラウドリー カー へイルド アット サー twilight's last gleaming! トワイライツ ラスト グリーミング Whose broad stripes and bright stars フーツ プロート メトライング ア・ド プライト スケーム through the perilous fight 7. へりラス ファイト O'er the ramparts we watched, イア ワッランハローツ ワ・ケト were so gallantly streaming; ワー ソー ギャラントリー ストリーミング And the rocket's red glare, アル 7 ロケノツ レッド プレア・ the bombs bursting in air, サ" ホ"4ス バースカングインエアー Gave proof through the night that ゲイブ プローフ スルー サ ナイト サット our flag was still there. 79 750/ 92" 241 21 Oh! say does that star spangled オーセイ タズ ブル・スクー フバングルト banner yet wave, パナー イーノト ウエイブ O'er the land of the free, and オイ グライオデザ フリーアイ・

the home of the brave.



SPECIAL DIGNITARIES

T.I.H. Prince and Princess Hitachi

H.E. & Mrs. Saburo Okita Minister of Foreign Affairs

H.E. & Mrs. Michael J. Mansfield Ambassador from the United States of America

H.E. & Mrs. Francisco Javier Alejo Ambassador from Mexico

H.E. & Mrs. Michael Wilford Ambassador from Great Britain

H.E. & Mrs. Isao Abe Grand Master of Ceremonies

H.E. & Mrs. Shizuo Saito Special Advisor to H.I.H. Prince Hitachi

Maj. General & Mrs. Marc A. Moore Chief of Staff, U.S. Forces, Japan

Rear Admiral Donald L. Felt Commander, U.S. Naval Forces, Japan

Colonel & Mrs. William F. Loyd, Jr. Vice Commander, Fifth Air Force



REMARKS BY AMBASSADOR MANSFIELD

at the

TOKYO AMERICAN CENTER

July 4, 1980

Over two hundred years ago a group of patriotic

Americans gathered together in Philadelphia to declare

their independence from a colonial power several thousand

miles to the East. As reason for their declaration they

asserted a doctrine of natural rights whose very roots were

deeply imbeded in the nation from which they sought

independence. Man's right to life, liberty and the pursuit

of happiness, they declared, were God-given rights and not

based on man-made laws. Like so much else in the cultural

tradition of the United States, this concept derived from

the European continent from which so many early Americans
had come.

But while the cultural pull of America has always been strongly oriented toward Europe, its dynamic push has always been westward - to the Ohio Valley, the Great Lakes, the Mississippi and beyond to the Great Plains, the Rockies and the West Coast, Fueled by peoples of many races and nationalities, this westward movement did not stop in California, but continues even today in the multitude of

rim of the Pacific. It is interesting to note that when

George Washington was inaugurated as the first President of
the United States, there were 13 American clipper ships in
the harbor at Canton. Today the strong growth of American
trade and investment in East Asia provide tremendous
benefits to nations of this region as well as to our own

nation. For example, our 1979 trade with the nations of
East Asia totaled \$93.7 billion, and our investment in this
part of the world continues its very high rate of return.

The success of American interprise in East Asia, as well as our many other successes at home and overseas, have not been without a price. Nor are they without problems. But the hard work and dedication of Americans in all walks of life have combined to overcome all manner of difficulties, and to assure for ourselves and others the blessing of liberty. I am confident that in the spirit of 1776 we shall continue to do so in the future. It is the first of the shall continue to do so in the future.

Juntoneaking Juntone 2, 1980 Bept 21

MR. OHBAYASHI, OTHER DISTINGUISHED GUESTS, LADIES AND GENTLEMEN:

I AM DELIGHTED TO HAVE THE OPPORTUNITY TO SAY A FEW WORDS ON THIS MOMENTOUS OCCASION. WHAT WE ARE EMBARKING ON HERE TODAY IS THE CULMINATION OF SEVERAL YEARS OF EFFORT BY PERSONS BOTH HERE AT THE MISSION AND THE DEPARTMENT OF STATE IN WASHINGTON ON A PROJECT TO ENHANCE OUR HOUSING FOR PERSONNEL OF THE MISSION WHICH WILL CLOSELY AFFECT THE LIVES OF SOME OF US HERE NOW AND MANY OF OUR COLLEAGUES WHO WILL FOLLOW US TO TOKYO IN THE YEARS TO COME.

Removal of Perry, Harris and Grew houses from the scene is sad in some ways. These buildings have been a part of the landscape in this area of Tokyo for many years and have served as a landmark to many people; they have also served well the purpose for which they were built — housing the majority of the staff of the Mission. We are confident that the new Perry/Harris/Grew complex, designed by one of our leading American architectural firms, Harry Weese and Associates of Chicago, and built by Ohbayashi-gumi, an old and well-known company here in Japan, will not only be the landmark of the future but also a tasteful showpiece which reflects the joint efforts of professionals of both of our great countries.

OHBAYASHI-GUMI AND THE EMBASSY HAVE HAD A LONG ASSOCIATION.

THEY NOT ONLY BUILT PERRY, HARRIS AND GREW HOUSES - IT GOES

BACK MUCH FURTHER THAN THAT. FOR THOSE OF YOU WHO DO NOT

KNOW, UNDER THE DIRECTION OF MR. OHBAYASHI'S FATHER, THE COMPANY

BACK IN 1929 - 30 BUILT THE OLD CHANCERY AND THE AMBASSADOR'S

RESIDENCE IN WHICH I AM NOW LIVING AND JUST FOUR YEARS AGO WE MOVED INTO OUR NEW EMBASSY BUILDING WHICH WAS BUILT ON THE SAME SITE BY OHBAYASHI-GUMI IN 1974-76. WE LOOK FORWARD TO THE SUCCESSFUL COMPLETION OF THIS PROJECT AND TO A CONTINUATION OF OUR FINE ASSOCIATION WITH YOUR COMPANY, MR. OHBAYASHI, IN THE YEARS TO COME.

BEFORE I CLOSE THIS MORNING, I WOULD LIKE TO EXTEND RECOGNITION AND MY PERSONAL THANKS TO THE MANY PERSONS HERE AND ELSEWHERE WHO HAVE HELPED TO MAKE THIS PROJECT POSSIBLE: AMONG THEM, TO YOU, BILL SHERMAN, WHO FORESAW THE NEED TO UPDATE AND IMPROVE HOUSING ARRANGEMENTS IN TOKYO TO MEET PRESENT AND FORESEEABLE FUTURE REQUIREMENTS AND THEN . DETERMINEDLY PUSHED ON AGAINST MANY ODDS AND OBSTACLES TO HAVE THE PROJECT MATERIALIZE; TO DEPUTY ASSISTANT SECRETARY OF STATE WILLIAM L. SLAYTON IN CHARGE OF THE FOREIGN BUILDINGS PROGRAMS OF THE DEPARTMENT OF STATE WITHOUT WHOSE PROFESSIONAL SUPPORT AND ASSISTANCE IT COULD NOT HAVE PROGRESSED, AND TO Bruce Clark, Owen Hendon and their colleagues and assistants IN FBO WHO PROVIDED THE PROFESSIONAL AND TECHNICAL EXPERTISE TO BRING IT ALL TOGETHER. FINALLY, TO ADMINISTRATIVE COUNSELOR LEONA ANDERSON, WITHOUT WHOSE WISDOM, FIRM POLICY GUIDANCE, AND CAREFUL MANAGEMENT OF THE MYRIAD DETAILS, NOTHING COULD HAVE BEEN ACCOMPLISHED.

I AM PLEASED THAT WE ARE MOVING AHEAD WITH THIS MAJOR AND IMPORTANT PROJECT AND AM PROUD TO HAVE BEEN A PART OF THE GROUND BREAKING CEREMONY. THANK YOU VERY MUCH.

AMBASSADOR'S REMARKS FOR "KNOW YOUR EMBASSY DAY"

Ladies and Gentlemen -

I am very pleased to welcome all of you to this year's "Know Your Embassy Day" program. We have established this annual program to better acquaint interested members of the American community in Japan with the work of the Embassy, both in its day to day operations and over the long term.

I'M sure you will leave with a clearer idea of the Embassy's role, especially of the part we play in maintaining what I consider to be the most important bilateral relationship in the world, the U.S.-Japan relationship. Moreover, the senior members of the Embassy staff gathered here today will give you a better idea of how the Embassy serves Japan's American community.

Mrs. Mansfield and I are preparing to go back to the States for some deferred home leave; we expect to be gone about a month, but we look forward to returning to Japan.

I regret that my schedule does not permit me to spend very much time with you today, but I urge you to use this opportunity both to hear what the speakers have to say and to ask the questions you may have wanted to ask for a while.

Again, welcome to the "Know Your Embassy Day"; I know you will find it an informative afternoon.

I would now like to introduce our Deputy Chief of Mission, Mr. William Sherman, who will give you an overview of Embassy operations.

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AMBASSADOR'S OPENING REMARKS ORIENTATION PROGRAM - September 25, 1980

I want to extend a very warm welcome to all of you, on the occasion of this Embassy orientation program. In the course of the next two mornings, I believe that all of you, newcomers and old hands alike, will gain a greater appreciation of the scope of our operation, and of how you fit in to the larger picture of the U. S. Mission to Japan.

As I have repeatedly said, and will continue to say at every opportunity, the relationship between the U. S. and Japan is the most important bilateral relationship in the world. All of you here, members of the Embassy family, play a vital part in that all-important relationship, on which depend the peace and security of North Asia and the Pacific Basin.

Our speakers today will be talking about a very large-scale operation indeed. This chancery itself, opened four years ago this month, is the largest U. S. chancery in the world.

Today and tomorrow you will hear about the major facets of a very large operation, important not only to the U. S. and Japan, but to the whole world. For example, the consular section annually issues visas to perhaps a half million Japanese for travel to the U. S., making it one of the world's busiest consular sections.

In science and technology, U. S. Japan cooperation is second to none, and involves a continuing dialogue on the most sophisticated scientific matters.

Japan is far and away one of the best customers we have for agricultural and fishery products, \bigwedge agricultural sales are growing.

The dialogue with the Japanese on economic and trade matters, is full, complete and based on the principle of equality between sovereign nations. U. S. - Japan trade is huge and growing, and it provides one of the very highest returns on investment to U. S. overseas investors.

Our Embassy itself operates on a grand scale - with almost six hundred employees here in Tokyo, representing over 20 government agencies, it is one of our largest embassies.

I am happy and proud to be part of this U. S. - Japan relationship, the world's most important bilateral relationship, and I am sure that, as this orientation program progresses, you will also feel a greater sense of the part you all play, directly and indirectly, in this vital operation.

Now, I want to introduce our DCM, Bill Sherman, who will explain more about our operation here, and introduce the other senior officers.

Again, welcome to our orientation program.

drafted: A/EX: AMO'Neill