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Series:	Speech File Backup Files
Subseries:	Chron File, 1989-1993

OA/ID Number:	13656
Folder ID Number:	13656-003

Folder Title:
Samuel Skinner Swearing-In Ceremony 2/6/89 [OA 6853]

Stack:	Row:	Section:	Shelf:	Position:
G	26	18	6	4

Dee Kuhn
Drugs + Crime
Dir. Cong/Pub Affairs
DOJ Office of Justice Programs
724-7694

Photocopy-Preservation

SWEARING IN OF SAMUEL K. SKINNER
MONDAY, FEBRUARY 6, 1989

I AM HERE TODAY TO WELCOME INTO THE CABINET A MAN WHO I BELIEVE IS DESTINED TO GO DOWN IN HISTORY AS ONE OF THE TRULY OUTSTANDING SECRETARIES OF TRANSPORTATION -- SAM SKINNER.

SAM HAS ALREADY MADE A NAME FOR HIMSELF AS A MIRACLE WORKER IN TRANSPORTATION. SEVERAL YEARS AGO, MY GOOD FRIEND GOVERNOR JIM THOMPSON OF ILLINOIS PUT HIM IN CHARGE OF THE REGIONAL TRANSPORTATION AUTHORITY OF NORTHEAST ILLINOIS.

AT THE TIME THE R.T.A., AS IT IS KNOWN, WAS PLAGUED WITH FINANCIAL TROUBLES AND DECLINING LEVELS OF SERVICE. SOME SAID THAT SAM'S JOB WAS IMPOSSIBLE. BUT SAM ROLLED UP HIS SLEEVES AND SET TO WORK. AND IN SHORT ORDER HE PUT THE R.T.A. ON A SOUND FINANCIAL FOOTING FOR THE FIRST TIME IN YEARS.

BUT SAM'S EXPERTISE IN TRANSPORTATION DOES NOT STOP THERE. HE'S AN INSTRUMENT RATED PILOT WHO HAS FLOWN IN AND OUT OF CHICAGO'S O'HARE AIRPORT, ONE OF THE BUSIEST IN THE NATION, MORE TIMES THAN HE CAN COUNT.

WHEN IT COMES TO AIR TRAVEL, HE WILL BRING A PILOT'S PERSPECTIVE TO THE HIGHEST LEVELS OF OUR GOVERNMENT, AND THAT MEANS A PERSPECTIVE THAT PUTS SAFETY FIRST, ABOVE ALL OTHER CONSIDERATIONS.

YOU'D THINK ALL THIS WOULD BE ENOUGH, BUT I HAVEN'T FINISHED SAM'S QUALIFICATIONS FOR THIS JOB. BESIDES OVERSEEING THE FEDERAL GOVERNMENT'S ROLE IN MAINTAINING AND IMPROVING OUR NATION'S TRANSPORTATION NETWORKS, THE SECRETARY OF TRANSPORTATION HAS, AS ALL OF YOU KNOW, ONE OTHER CRITICAL DUTY.

HE COMMANDS THE COAST GUARD -- AND THE COAST GUARD SERVES ON THE FRONT LINES OF OUR WAR ON DRUGS. I CAN'T THINK OF ANYONE IN AMERICA WHO HAS SAM SKINNER'S BACKGROUND IN TRANSPORTATION AND HAS BEEN A DISTINGUISHED U.S. ATTORNEY, PROSECUTING A NUMBER OF MAJOR CASES.

YES, SAM SKINNER IS THE IDEAL MAN FOR A JOB THAT WILL, IN THE YEARS AHEAD, PRESENT EXTRAORDINARY CHALLENGES. I'M SURE THAT I DON'T NEED TO REMIND ANYONE IN THIS AUDIENCE OF THE HIGH PRIORITY MY ADMINISTRATION PLACES ON THE WAR ON DRUGS.

I PLEDGED IN MY INAUGURAL ADDRESS THAT THIS SCOURGE WILL STOP -- AND I AM DETERMINED THAT IT WILL. SAM WILL BE WORKING CLOSELY WITH BILL BENNETT AND I KNOW THAT THEY ARE GOING TO MAKE A GREAT TEAM.

LET ME MENTION ANOTHER AREA IN WHICH SAM WILL FACE CHALLENGES -- AVIATION. THE U.S. IS THE SAFEST PLACE IN THE WORLD TO FLY, AND IT'S GETTING SAFER. THAT SAFETY RECORD IS YOUR RECORD. THIS DEPARTMENT CARRIES A GREAT DEAL OF THE RESPONSIBILITY FOR THE SAFETY OF THE SKIES -- AND CARRIES IT WITH ABILITY AND PRIDE.

AND I KNOW THAT YOU JOIN WITH ME IN SAYING THAT WE WON'T REST UNTIL AIR TRAVEL IN AMERICA IS AS SAFE AS IT CAN BE.

BY THE WAY, IN ONE AREA CRITICAL TO SAFE SKIES, SAM IS HITTING THE GROUND RUNNING -- FORGIVE THE PUN. NEXT WEEK HE WILL HEAD A DELEGATION TO MONTREAL TO ATTEND A SPECIAL SESSION OF THE COUNCIL OF THE INTERNATIONAL CIVIL AVIATION ORGANIZATION. SAM HAS MY MANDATE TO DO ALL HE CAN AT THAT MEETING TO HASTEN THE DAY WHEN THE INTERNATIONAL COMMUNITY PUTS AN END TO TERRORISM IN THE SKIES.

AVIATION IS NOT, OF COURSE, THE ONLY AREA IN WHICH SAM AND YOU WILL WORK TOGETHER FOR A BETTER AMERICA. I LOOK FORWARD TO HIS LEADERSHIP IN THE AREAS OF HIGHWAYS, BRIDGES, URBAN MASS TRANSIT, INTERCITY RAIL, AND MARITIME TRANSPORTATION. I THINK ONCE YOU GET TO KNOW HIM YOU'LL SEE WHY I SAY THAT I CAN'T THINK OF ANYONE I'D RATHER HAVE IN CHARGE THAN SAM SKINNER.

HAVING SAID SO MUCH TO YOU ABOUT SAM, LET ME NOW SAY A FEW WORDS TO SAM ABOUT YOU.

SAM, IT WOULD BE HARD TO FIND A MORE DEDICATED GROUP OF PEOPLE IN THE ENTIRE GOVERNMENT THAN THE MEN AND WOMEN OF THE DEPARTMENT OF TRANSPORTATION. THANKS IN PART TO THEIR EFFORTS, AMERICA'S TRANSPORTATION SYSTEM IS THE BEST IN THE WORLD. THEY REPRESENT A LONG AND PROUD TRADITION, REACHING BACK TO THE VERY FOUNDING OF OUR REPUBLIC -- FOR ROADS, SHIPPING, AND PROTECTING OUR COASTS FROM SMUGGLERS HAVE BEEN CONCERNS OF OUR GOVERNMENT FROM THE START. SOMEBODY SAID OF YOU, SAM, THAT YOU'RE A VISIONARY WHO THINKS BIG.

I EXPECT THAT YOU'LL FIND THAT YOUR NEW COLLEAGUES ARE ALSO VISIONARIES WHO THINK BIG. AND I KNOW YOU ARE AS PROUD TO SERVE WITH THEM AS I AM.

SO, SAM, AS THEY SAY IN THE RAILROAD BUSINESS, WELCOME ABOARD. IT'S GREAT TO HAVE YOU ON THE TEAM.

[NOW WE WILL WITNESS THE SWEARING-IN.]

(Judge)
February 2, 1989
7:00 p.m. FINAL

PRESIDENTIAL REMARKS: SWEARING IN OF SAMUEL K. SKINNER
MONDAY, FEBRUARY 6, 1989

I am here today to welcome into the Cabinet a man who I believe is destined to go down in history as one of the truly outstanding Secretaries of Transportation -- Sam Skinner.

Sam has already made a name for himself as a miracle worker in transportation. Several years ago, my good friend Governor Jim Thompson of Illinois put him in charge of the Regional Transportation Authority of Northeast Illinois. At the time the R.T.A., as it is known, was plagued with financial troubles and declining levels of service. Some said that Sam's job was impossible. But Sam rolled up his sleeves and set to work. And in short order he put the R.T.A. on a sound financial footing for the first time in years.

But Sam's expertise in transportation does not stop there. He's an instrument rated pilot who has flown in and out of Chicago's O'Hare Airport, one of the busiest in the Nation, more times than he can count. When it comes to air travel, he will bring a pilot's perspective to the highest levels of our Government, and that means a perspective that puts safety first, above all other considerations.

You'd think all this would be enough, but I haven't finished Sam's qualifications for this job. Besides overseeing the Federal Government's role in maintaining and improving our Nation's transportation networks, the Secretary of Transportation has, as all of you know, one other critical duty. He commands

the Coast Guard -- and the Coast Guard serves on the front lines of our war on drugs. I can't think of anyone in America who has Sam Skinner's background in transportation and has been a distinguished U.S. Attorney, prosecuting a number of major cases.

Yes, Sam Skinner is the ideal man for a job that will, in the years ahead, present extraordinary challenges. I'm sure that I don't need to remind anyone in this audience of the high priority my Administration places on the war on drugs. I pledged in my inaugural address that this scourge will stop -- and I am determined that it will. Sam will be working closely with Bill Bennett and I know that they are going to make a great team.

Let me mention another area in which Sam will face challenges -- aviation. The U.S. is the safest place in the world to fly, and it's getting safer. That safety record is your record. This Department carries a great deal of the responsibility for the safety of the skies -- and carries it with ability and pride. And I know that you join with me in saying that we won't rest until air travel in America is as safe as it can be.

By the way, in one area critical to safe skies, Sam is hitting the ground running -- forgive the pun. Next week he will head a delegation to Montreal to attend a special session of the Council of the International Civil Aviation Organization. Sam has my mandate to do all he can at that meeting to hasten the day when the international community puts an end to terrorism in the skies.

Aviation is not, of course, the only area in which Sam and you will work together for a better America. I look forward to his leadership in the areas of highways, bridges, urban mass transit, intercity rail, and maritime transportation. I think once you get to know him you'll see why I say that I can't think of anyone I'd rather have in charge than Sam Skinner.

Having said so much to you about Sam, let me now say a few words to Sam about you. Sam, it would be hard to find a more dedicated group of people in the entire Government than the men and women of the Department of Transportation. Thanks in part to their efforts, America's transportation system is the best in the world. They represent a long and proud tradition, reaching back to the very founding of our Republic -- for roads, shipping, and protecting our coasts from smugglers have been concerns of our Government from the start. Somebody said of you, Sam, that you're a visionary who thinks big. I expect that you'll find that your new colleagues are also visionaries who think big. And I know you are as proud to serve with them as I am.

So, Sam, as they say in the railroad business, welcome aboard. It's great to have you on the team.

[Now we will witness the swearing-in.]

for additional sources: see attached

(Judge)
February 2, 1989
7:00 p.m. GB

PRESIDENTIAL REMARKS: SWEARING IN OF SAMUEL K. SKINNER
MONDAY, FEBRUARY 6, 1989

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Thada Lovell DOT Pub Affairs 6-8301 26 Cos of SI&S #1 = Atlan Administrat Fact Book 12/88

You'd think all this would be enough, but I haven't finished Sam's qualifications for this job. Besides overseeing the Federal government's role in maintaining and improving our nation's transportation networks, the Secretary of Transportation has, as all of you know, one other critical duty. He commands

the Coast Guard -- and the Coast Guard serves on the front lines of our war on drugs. I can't think of anyone in America who has Sam Skinner's background in transportation and has been a distinguished U.S. Attorney, prosecuting a number of major cases.

Yes, Sam Skinner is the ideal man for a job that will, in the years ahead, present extraordinary challenges. I'm sure that I don't need to remind anyone in this audience of the high priority my Administration places on the war on drugs. I pledged in my inaugural address that this scourge will stop -- and I am determined that it will. Sam will be working closely with Bill Bennett and I know that they are going to make a great team.

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By the way, in one area critical to safe skies, Sam is hitting the ground running -- forgive the pun. Next week he will head a delegation to Montreal to attend a special session of the Council of the International Civil Aviation Organization. Sam has my mandate to do all he can at that meeting to hasten the day when the international community puts an end to terrorism in the skies.

I look forward to his leadership in the areas of

Aviation is not, of course, the only area in which Sam and you will work together for a better America. Highways, bridges, urban mass transit, intercity rail, and maritime transportation will all demand attention. I think once you get to know him you'll see why I say that I can't think of anyone I'd rather have in charge than Sam Skinner.

DOT Mission Statement U.S. Govt Manual 1988/89 p. 444, 451

Janet Hale OMB 395-3120

Having said so much to you about Sam, let me now say a few words to Sam about you. Sam, it would be hard to find a more dedicated group of people in the entire government than the men and women of the Department of Transportation. Thanks in part to their efforts, America's transportation system is the best in the world. They represent a long and proud tradition, reaching back to the very founding of our Republic -- for roads, shipping, and protecting our coasts from smugglers have been concerns of our government from the start. Somebody said of you, Sam, that you're a visionary who thinks big. I expect that you'll find that your new colleagues are also visionaries who think big. And I know you are as proud to serve with them as I am.

So, Sam, as they say in the railroad business, welcome aboard. It's great to have you on the team.

[Now we will witness the swearing-in.]

(Judge)
February 1, 1989
6:00 p.m. Staff

PRESIDENTIAL REMARKS: SWEARING IN OF SAMUEL K. SKINNER
MONDAY, FEBRUARY 6, 1989

I am here today to welcome into the Cabinet a man who I believe is destined to go down in history as one of the truly outstanding Secretaries of Transportation -- Sam Skinner.

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You'd think all this would be enough, but I haven't finished Sam's qualifications for this job. Besides overseeing the Federal government's role in maintaining and improving our nation's transportation networks, the Secretary of Transportation has, as all of you know, one other critical duty. He commands

Aug. 1988 Atlanta Admin Factbook Dec. 1988

Bob Mary DOT Pub. Affs 366-5580

U.S. Govt. Manual 1988/89 DOT pp. 449-451

Skinner bio

the Coast Guard -- and the Coast Guard serves on the front lines of our war on drugs. I can't think of anyone in America who has Sam Skinner's background in transportation and has been a distinguished U.S. Attorney, prosecuting a number of major cases.

Yes, Sam Skinner is the ideal man for a job that will, in the years ahead, present extraordinary challenges. I'm sure that I don't need to remind anyone in this audience of the high priority my Administration places on the war on drugs. I pledged in my inaugural address that this scourge will stop -- and I am determined that it will. Sam will be working closely with Bill Bennett and I know that they are going to make a great team.

Acceptance speech

Inaug Address

In aviation, Sam will face more challenges. Airline deregulation has proven a clear success. Air travel is no longer restricted to a well-heeled elite. It is within reach of virtually all Americans. Average airfares today are 39 percent 21 lower than they were just before deregulation. 39 percent lower -- what an achievement. And even as prices have dropped safety has improved. ~~Last year was the safest year ever for air travelers in the United States.~~ Safest in the world + getting safer,

DOT Off. of Econ. Shelton Jackson 366-5397

1990 = 0 fatalities

DOT Policy Bob Thurber 366-4833

That record of safety is your record, as well. For this Department carries a great deal of the responsibility for the safety of the skies -- and carries it with ability and pride. You deserve more credit than can ever be given to you for the job you're doing to make sure that America's air traffic network remains a model of safety. And I know that you join with me in saying that we won't rest until air travel is as safe as it can be.

mention FAA?

U.S Govt Manual 1988/89 DOT pp. 452-454

With rising volumes and aging equipment, we're going to have to do a lot of work if we're going to keep air travel safe and to make it even safer. I can't think of anyone I'd rather have in charge than Sam Skinner.

Having said so much to you about Sam, let me say a few words to Sam about you. Sam, it would be hard to find a more dedicated group of people in the entire government than the men and women of the Department of Transportation. Thanks in part to their efforts, America's transportation system is the best in the world. They represent a long and proud tradition, reaching back to the very founding of our Republic -- for roads, shipping, and protecting our coasts from smugglers have been concerns of our government from the start. Somebody said of you, Sam, that you're a visionary who thinks big. I expect that you'll find that your new colleagues are also visionaries who think big. And I know you are as proud to serve with them as I am.

So, Sam, as they say in the railroad business, welcome aboard. It's great to have you on the team.

Now, swearing-in?

Bob Mott DOT Pub. Affairs 366-5580

Theodore Weigle, Jr. RTA Exec. Dir., WP 12/23/88 917-0721

February 2, 1989

MEMORANDUM FOR JIM CICCONI

FROM; DENISE SCHWARZ
OFFICE OF CABINET AFFAIRS

SUBJECT; COMMENTS ON PRESIDENTIAL REMARKS; SWEARING IN CEREMONY OF SECRETARY SKINNER

Attached is a suggested insert for the President's remarks for the swearing-in ceremony for Secretary Skinner. Please insert as you deem appropriate.

Thank you.

Attachment

cc: Chriss Winston

Attachment

0000-P02
2/1/89

Proposed Insert for Remarks by the President
At the Swearing-in of Samuel K. Skinner
As Secretary of Transportation
Monday, February 6

I am pleased to be here today to present to you and the American people our nation's tenth Secretary of Transportation, Sam Skinner. I am confident in Sam's ability to take our nation's transportation systems -- already the best in the world -- and improve them, not only for tomorrow, but for the 1990s and beyond.

Transportation is the linchpin of the American economy. Good, efficient transportation helps Americans compete not only at home, but abroad. Transportation ties America's communities together. And transportation is the critical element in our personal economic progress -- getting jobs to people and people to jobs.

Sam knows these things, and that is why he is my wingman.

Sam and I share a common interest: a love of aviation. I flew planes in World War II. Sam is a licensed and active pilot. I know he will take a personal interest in improving domestic airline travel and he will work with other nations to improve the safety of international travel for all Americans.

~~By the way, in one area critical to safe airtravel skies, Sam~~ ~~In fact, Sam may be new to Washington, but judging by his actions to-date, he is making up for lost time.~~ Next week, Sam will head a delegation to Montreal to attend a special session of the International Civil Aviation Organization, a meeting I hope will lead to significant progress in making international travel safe. Sam has my mandate, which I hope the world community shares, to combat terrorism in the skies. I look forward to hearing his report upon his return.

~~Of course many other challenges we face many other.~~ ~~But other responsibilities face us in the area of transportation.~~ Highways ~~and~~ bridges ~~must be modernized and upgraded in order to allow our country to meet its future infrastructure needs.~~ As urban congestion increases and rural communities face special transportation needs, ~~so should~~ the national transportation system ~~respond by being modernized and well maintained. The ability of Americans to use all modes of transportation throughout the country is essential to our nation's economic progress and national security.~~ ~~We [illegible] urban mass transit, intercity rail, and maritime transportation~~

In keeping with this, I have challenged Sam to develop and implement a national transportation policy that covers all modes of transportation. This policy will entail a thorough and realistic evaluation of how to find effective solutions to make our transportation system safer, more efficient, more available and less expensive to all Americans. A policy of this kind can plan not only for five years from now, but can reach well into the 21st century. And I have asked Sam not only to tell us what must be done and not only how we can do it -- but to see that we get started.

The Federal Aviation Administration, an organization essential to the managment of our nation's airways, will be supported by my administration. We will do whatever it takes to make air travel safer and more available.

In addition, the U.S. Coast Guard, since 1790, has played a crucial role not only in national security, but in our efforts at drug interdiction, one of the nation's most critical problems. I am confident that Sam will take an active role and work closely with Bill Bennett in our efforts to rid our nation of drug smugglers and abusers.

I also have made clear my desire to protect our environment. We will support and fund the Coast Guard in its continuing efforts to respond expeditiously to incidents of oil pollution.

A concern to all Americans is the scourge of drunk and drugged driving in this country. As a former U.S. Attorney, Sam realizes the importance of providing safety through proper highway design, vehicle safety standards and maintenance, driver training, inspections and law enforcement leading to the elimination of this gruesome threat to the travelling public. I am confident that Sam will focus his efforts on providing a safe environment for all motorists.

The transportation needs in the U.S. continue to change and grow by the day. In this era of fiscal restraint, it will be necessary for the federal government to evaluate and provide answers that solve problems, yet remaining within our financial constraints. Sam has pledged to the Congress and the nation his intent to do this. He is committed to balancing our transportation needs and our safety needs across the board.

A nation that is strong in its ability to transport citizens and products nationally and overseas in a safe and efficient manner is a nation that is economically strong ad nationally secure. I have challenged Sam Skinner to keep us there. I am confident he will.

FEBRUARY 1, 1989

MEMORANDUM FOR STEPHEN M. STUDDERT

FROM: JOHN G. KELLER, JR.
DEPUTY ASSISTANT TO THE PRESIDENT AND
DIRECTOR OF PRESIDNETIAL ADVANCE

SUBJECT: SWEARING IN CEREMONY - SECRETARY OF TRANSPORTATION
SAMUEL SKINNER

This memo summarizes the scenario for the swearing in ceremony of the Secretary of Transportation Samuel Skinner. The event is to be held at the FAA Builing Auditorium befor 150 seated quests. THE PRESIDENT will be met by Secretary Skinner and his three children, Thomas, Jane, &Steven. They will be announced on stage by an off stage announcement. THE PRESIDENT Will proceed to the podium for remarks. The swearing in ceremony will follow. The program will conclude with remarks by Secretary Skinner.

THE SECRETARY has requested that this event be held at the FAA building because of the recent controversy surrounding this this division. The site is not ideal for this type of event but is symbolic in nature. The auditorium is too small to accommadate any of the real staff of the Department to attend. But, the ceremony will be broadcast throughout the building and by satelite to other parts of the country.

The ceremony will close with the Secretary presenting the President with a painting entitled "Low Holding Over San Jancinto". This depicts Air Force I and is autographed by the pilots.

1988/89

Associate Director, Office of Research and Analysis	THOMAS N. HARVEY
Associate Director, Office of Operations Engineering	FRANK TUNG
Associate Director, Office of Technology Applications	DAVID E. LEV
Associate Director, Office of Systems Assessment	CALVIN H. PERRINE
Director of Administration	(VACANCY)

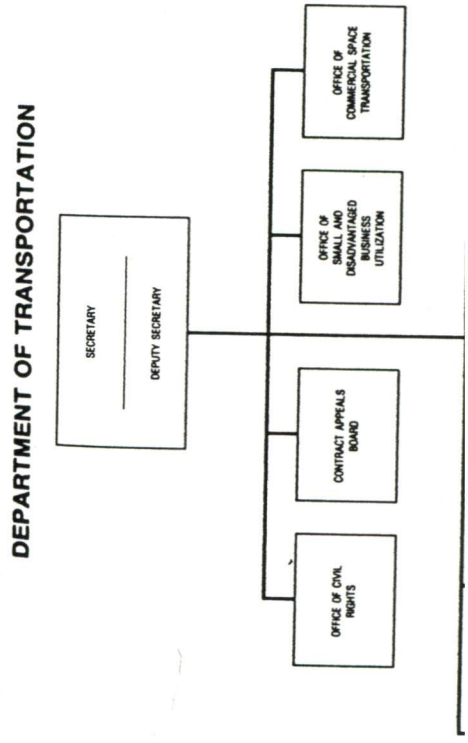
[For the Department of Transportation statement of organization, see the *Code of Federal Regulations*, Title 49, Part 1, Subpart A]

The U.S. Department of Transportation establishes the Nation's overall transportation policy. Under its umbrella there are nine administrations whose jurisdictions include highway planning, development, and construction; urban mass transit; railroads; aviation; and the safety of waterways, ports, highways, and oil and gas pipelines. Decisions made by DOT in conjunction with the appropriate State and local officials strongly affect other programs such as land planning, energy conservation, scarce resource utilization, and technological change.

The Department of Transportation (DOT) was established by act of October 15, 1966 (49 U.S.C. App. 1651 note), "to assure the coordinated, effective administration of the transportation programs of the Federal Government" and to develop "national transportation policies and programs conducive to the provision of fast, safe, efficient, and convenient transportation at the lowest cost consistent therewith." It became operational in April 1967 and was comprised of elements transferred from eight other major departments and agencies. It presently consists of the Office of the Secretary and nine operating administrations whose heads report directly to the Secretary and who have highly decentralized authority.

The central management concept of the Department is that operating programs are carried out by the operating administrations, which are organized generally by mode (e.g., air, rail, etc.). The Secretary and Deputy Secretary are responsible for the overall planning, direction, and control of all departmental activities, and the Office of the Secretary focuses its attention largely on policy formulation, resource allocation, interagency and intradepartmental coordination, evaluation of programs, and on matters of an intermodal nature requiring integration and balancing of modal interests. The Assistant Secretaries and the General Counsel are essentially staff officers, having one or more functional areas in which they assist the Secretary in matters of departmentwide scope. These officials do not exercise line control over the operating administrations.

Effective management of the Department is dependent for its efficient operation on a high degree of teamwork between the Assistant Secretaries and the heads of the operating administrations. Although operating generally within the standard regional boundaries, the field organizations of the various operating administrations differ widely in character primarily due to the nature of their work—some essentially providing funds to State and/or local governments for transportation undertakings such as road building and airport development, with others providing vital, nationwide public services such as air traffic control. The Department relies on Regional Representatives of the Secretary to coordinate the diverse programs of the Department in the field.



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Bonding Assistance Program which enables firms to obtain bonding in support of transportation-related contracts. The Center also operates several other program initiatives which provide technical assistance, outreach, and information dissemination involving women business enterprises, historically black colleges and universities, and a National Information Clearinghouse.

For further information, call 202–366–1930.

Contract Appeals The Contract Appeals Board conducts hearings and issues final decisions in appeals from contracting officer decisions under contracts awarded by the Department and its constituent administrations in accordance with the Contract Disputes Act of 1978 (41 U.S.C. 601); sits as the Contract Adjustment Board with plenary authority to grant extraordinary contractual relief under Public Law 85–804 (50 U.S.C. 1431); and hears and decides all contractor debarment cases pursuant to 41 CFR 12–1.604–1 (1984). Judges are designated as hearing officers to hear cases arising as a result of suspensions and debarments of participants in DOT financial assistance programs and perform such other adjudicatory functions assigned by the Secretary not inconsistent with the duties and responsibilities of the Board as set forth in the Contract Disputes Act of 1978.

For further information, contact the Contract Appeals Board, Department of Transportation, 400 Seventh Street SW., Washington, DC 20590. Phone, 202–366–4305.

Commercial Space Transportation The primary responsibility of the Office of Commercial Space Transportation is to promote private sector investment in and operation of expendable launch vehicles (ELV's), which are the unmanned booster rockets that place satellites in orbit. The Office provides the focal point within the Federal Government for licensing private sector launch activities and for formulating and implementing consistent policies that enable the American ELV industry to compete in both the domestic and international markets.

For further information, call 202–366–5770.

Inspector General The Department's Inspector General performs all audit functions, evaluates the effectiveness of programs to ensure uniform adherence to policy and procedures, promotes economy and efficiency in the administration of programs, and maintains a system of program review and followup on audit findings. The Inspector General performs all of the Department's investigative functions relating to waste, fraud, and abuse in Department programs and operations, including coordinating such matters with the Justice Department and other law enforcement agencies in accordance with the Inspector General Act of 1978 (5 U.S.C. App.). The Inspector General also operates the Department's Hotline Complaint Center.

For further information, call 202–366–1461, or toll free 800–424–9071.

Regional Representatives The Secretary's Regional Representatives provide a single focal point for representation of departmental or Secretarial interests in the field to assure effective administration of Federal transportation programs. The Regional Representative works with State and local agencies, public interest and user groups, and with other Federal agencies on matters involving two or more elements of the Department.

Regional Representatives of the Secretary—Department of Transportation

(Areas included within each region are indicated on the map in Appendix A.)

Region/Address	Representative
I, II, III. Philadelphia, PA 19107 (Rm. 710, 841 Chestnut St.)	Mike Kitsock
IV. Atlanta, GA 30309 (Suite 515, 1720 Peachtree Rd. NW.)	Benjamin Blackburn
V. Chicago, IL 60606 (Rm. 700, 300 S. Wacker Dr.)	Russell Olson
VI. Fort Worth, TX 76102 (Rm. 7A29, 819 Taylor St.)	John Kinnear
VII, VIII. Kansas City, MO 64106 (Rm. 634, 601 E. 12th St.)	Roger Pease
IX, X. San Francisco, CA 94105 (Suite 1005, 211 Main St.)	Robert Mayer

United States Coast Guard

The Coast Guard, established by act of January 28, 1915 (14 U.S.C. 1), became a component of the Department of Transportation on April 1, 1967, pursuant to the Department of Transportation Act of October 15, 1966 (49 U.S.C. App. 1651 note). The Coast Guard is a branch of the Armed Forces of the United States at all times and is a service within the Department of Transportation except when operating as part of the Navy in time of war or when the President directs.

The predecessor of the Coast Guard, the Revenue Marine, was established in 1790 as a Federal maritime law enforcement agency. Many other major responsibilities have since been added.

Activities

Search and Rescue The Coast Guard maintains a system of rescue vessels, aircraft, and communications facilities to carry out its function of saving life and property in and over the high seas and the navigable waters of the United States. This function includes flood relief and removing hazards to navigation.

Maritime Law Enforcement The Coast Guard is the primary maritime law enforcement agency for the United States. It enforces or assists in the enforcement of applicable Federal laws and treaties and other international agreements to which the United States is party, on, over, and under the high seas and waters subject to the jurisdiction of the United States, and may conduct investigations into suspected violations of such laws and international agreements.

The Coast Guard works with other Federal agencies in the enforcement of such laws as they pertain to the protection of living and nonliving resources and in the suppression of smuggling and illicit drug trafficking.

Marine Inspection The Coast Guard is charged with formulating, administering, and enforcing various safety standards for the design, construction, equipment, and maintenance of commercial vessels of the United States and offshore structures on the Outer Continental Shelf. The program includes enforcement of safety standards on foreign vessels subject to U.S. jurisdiction.

Investigations are conducted of reported marine accidents, casualties, violations of law and regulations, misconduct, negligence, and incompetence occurring on commercial vessels subject to U.S. jurisdiction. Surveillance operations and boardings are conducted to detect violations of law and regulations. The program also functions to facilitate marine transportation by admeasuring and administering the vessel documentation laws.

Marine Licensing The Coast Guard administers a system for evaluating and licensing of U.S. Merchant Marine personnel. This program develops safe manning standards for commercial vessels. The Coast Guard also maintains oversight and approval authority for the numerous mariner training programs.

Great Lakes Pilotage The Coast Guard administers the Great Lakes Pilotage Act of 1960 (46 U.S.C. 216), which regulates pilotage services on the Great Lakes.

Marine Environmental Response The Coast Guard is responsible for enforcing the Federal Water Pollution Control Act (33 U.S.C. 1251) and various other laws relating to the protection of the marine environment. Program objectives are to ensure that public health and welfare and the environment are protected when spills occur. Under these laws, U.S. and foreign vessels are prohibited from using U.S. waters unless they have insurance or other guarantees that potential pollution liability for cleanup and damages will be met.

Other functions include providing a National Response Center to receive reports of oil and hazardous substance spills, investigating spills, initiating subsequent civil penalty actions when warranted, encouraging and monitoring responsible party cleanups, and when necessary, coordinating federally funded spill response operations. The program also provides a National Strike Force to assist Federal On-Scene Coordinators in responding to pollution incidents.

Port Safety and Security This program is administered by the Coast Guard Captains of the Port. The Coast Guard is authorized to enforce rules and regulations governing the safety and security of ports and the anchorage and movement of vessels in U.S. waters. Port safety and security functions include supervising cargo transfer operations, both storage and stowage, conducting harbor patrols and waterfront facility inspections, establishing security zones as required, and the control of vessel movement.

Waterways Management The Coast Guard has a significant role in the safe and orderly passage of cargo, people, and vessels on our nation's waterways. It has established Vessel Traffic Services in six major ports to provide for the safe movement of vessels at all times, but particularly during hazardous conditions, restricted visibility, or bad weather. The program's goal is to ensure the safe, efficient flow of commerce. The Coast Guard also regulates the installation of equipment necessary for vessel safety.

For further information, call 202–267–1940.

Aids to Navigation The Coast Guard establishes and maintains the U.S. aids to navigation system that includes lights, buoys, daybeacons, fog signals, marine radiobeacons, racons, and long-range radionavigation aids. Long-range radionavigation aids include loran-C and OMEGA. Aids are established in or adjacent to waters subject to the jurisdiction of the United States, although OMEGA provides global coverage, and loran-C coverage has been established in parts of the Western Pacific, Europe, and the Mediterranean to meet Department

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For further information, call 202–267–1965.

Bridge Administration The Coast Guard administers the statutes regulating the construction, maintenance, and operation of bridges and causeways across the navigable waters of the United States to provide for safe navigation through and under bridges.

For further information, call 202–267–0368.

Ice Operations The Coast Guard operates the Nation's icebreaking vessels (icebreakers and ice-capable cutters), supported by aircraft, for ice reconnaissance, to facilitate maritime transportation and aid in prevention of flooding in domestic waters. Additionally, icebreakers support logistics to U.S. polar installations and also support scientific research in Arctic and Antarctic waters.

Deepwater Ports Under the provisions of the Deepwater Port Act of 1974 (33 U.S.C. 1501), the Coast Guard administers a licensing and regulatory program governing the construction, ownership (international aspects), and operation of deepwater ports on the high seas to transfer oil from tankers to shore.

Boating Safety The Coast Guard develops and directs a national boating safety program aimed at making the operation of small craft in U.S. waters both pleasurable and safe. This is accomplished by establishing uniform safety standards for recreational boats and associated equipment; encouraging State efforts through a grant-in-aid and liaison program; coordinating public education and information programs; administering the Coast Guard Auxiliary; and enforcing compliance with Federal laws and regulations relative to safe use and safety equipment requirements for small boats.

Coast Guard Auxiliary The Auxiliary is a nonmilitary volunteer organization of private citizens who own small boats, aircraft, or radio stations. Auxiliary members assist the Coast Guard by conducting boating education programs, patrolling marine regattas, participating in search and rescue operations, and conducting courtesy marine examinations.

For further information, call 202–267–1077.

Military Readiness As required by law, the Coast Guard maintains a state of readiness to function as a specialized service in the Navy in time of war.

Reserve Training The Coast Guard Reserve provides qualified individuals and trained units for active duty in time of war or national emergency and at such other times as the national security requires. In addition to its role in national defense, the Reserve augments the active service in the performance of peacetime missions during domestic emergencies and during routine and peak operations.

Marine Safety Council The Marine Safety Council acts as a deliberative body to consider proposed Coast Guard regulations and to provide a forum for the consideration of related problems.

For further information, call 202–267–1477.

District and Field Organizations—United States Coast Guard

Organization	Address	Commander	Telephone
ATLANTIC AREA	Governors Island, New York, NY 10004–5098	Vice Adm. James C. Irwin, USCG	212–668–7196
Maintenance and Logistics Command—Atlantic	Governors Island, New York, NY 10004–5098	Rear Adm. George D. Passmore, Jr., USCG	212–668–7196
1st District—Connecticut, Maine, Massachusetts, New Hampshire, northern New Jersey, eastern New York, Rhode Island, Vermont	408 Atlantic Ave., Boston, MA 02210–2209	Rear Adm. Martin H. Daniell, Jr., USCG	617–223–8480

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1st District—Connecticut, Maine, Massachusetts, New Hampshire, northern New Jersey, eastern New York, Rhode Island, Vermont	408 Atlantic Ave., Boston, MA 02210–2209	Rear Adm. Martin H. Daniell, Jr., USCG	617–223–8480

District and Field Organizations—United States Coast Guard—Continued

Organization	Address	Commander	Telephone
2d District—Arkansas, Colorado, Illinois, Indiana, Iowa, Kansas, Kentucky, Minnesota, Missouri, Nebraska, North Dakota, Ohio, Oklahoma, western Pennsylvania, South Dakota, Tennessee, West Virginia, Wisconsin, Wyoming	1430 Olive St., St. Louis, MO 63101–2378	Rear Adm. William P. Leahy, Jr., USCG	314–425–4601
5th District—District of Columbia, Delaware, Maryland, southern New Jersey, North Carolina, eastern Pennsylvania, Virginia	431 Crawford St., Portsmouth, VA 23704–5004	Rear Adm. Alan D. Breed, USCG	804–398–6000 (switchboard only)
7th District—Florida, Georgia, Puerto Rico, South Carolina, Virgin Islands	51 SW. 1st Ave., Miami, FL 33130–1608	Rear Adm. Howard B. Thorsen, USCG	305–350–5654
8th District—Alabama, Louisiana, Mississippi, New Mexico, Texas	500 Camp St., New Orleans, LA 70130–3396	Rear Adm. William F. Merlin, USCG	504–589–6298
9th District—Great Lakes area	1240 E. 9th St., Cleveland, OH 44199–2060	Rear Adm. Richard I. Rybacki, USCG	216–522–3910
PACIFIC AREA	Coast Guard Island, Alameda, CA 94501–5100	Vice Adm. Clyde E. Robbins, USCG	415–437–3196
Maintenance and Logistics Command—Pacific	Coast Guard Island, Alameda, CA 94501–5100	Rear Adm. Walter T. Leland, USCG	415–437–3939
11th District—Arizona, California, Nevada, Utah	400 Oceangate Blvd., Long Beach, CA 90882–5399	Rear Adm. John W. Kime, USCG	213–499–5201
13th District—Idaho, Montana, Oregon, Washington	915 2d Ave., Seattle, WA 98174–1067	Rear Adm. Robert E. Kramek, USCG	206–442–5078
14th District—American Samoa, Guam, Hawaii, Pacific Islands	9th Fl., 300 Ala Moana Blvd., Honolulu, HI 96850–4982	Rear Adm. William P. Kozlovsky, USCG	808–541–2051
17th District—Alaska	P.O. Box 3–5000, Juneau, AK 99802–1217	Rear Adm. Edward Nelson, Jr., USCG	907–586–2680
U.S. COAST GUARD ACADEMY, SUPERINTENDENT	New London, CT 06320–4195	Rear Adm. R.P. Cueroni, USCG	203–444–8444

For further information, contact the Information Office, United States Coast Guard, Department of Transportation, 2100 Second Street SW., Washington, DC 20593. Phone, 202–426–2158.

Federal Aviation Administration

The Federal Aviation Administration, formerly the Federal Aviation Agency, was established by the Federal Aviation Act of 1958 (49 U.S.C. 106) and became a component of the Department of Transportation in 1967 pursuant to the Department of Transportation Act (49 U.S.C. App. 1651 note).

The Administration is charged with:

—regulating air commerce in ways that best promote its development and safety and fulfill the requirements of national defense;

—controlling the use of navigable airspace of the United States and regulating both civil and military operations in such airspace in the interest of safety and efficiency;

—promoting, encouraging, and developing civil aeronautics;

—consolidating research and development with respect to air navigation facilities;

—installing and operating air navigation facilities;

—developing and operating a common system of air traffic control and navigation for both civil and military aircraft; and

—developing and implementing programs and regulations to control aircraft noise, sonic boom, and other environmental effects of civil aviation.

nited States Coast Guard—Continued

ess	Commander	Telephone
St. Louis, MO	Rear Adm. William P. Leahy, Jr., USCG	314–425–4601
, Portsmouth,	Rear Adm. Alan D. Breed, USCG	804–398–6000 (switchboard only)
, Miami, FL	Rear Adm. Howard B. Thorsen, USCG	305–350–5654
' Orleans, LA	Rear Adm. William F. Merlin, USCG	504–589–6298
leveland, OH	Rear Adm. Richard I. Rybacki, USCG	216–522–3910
d, Alameda,	Vice Adm. Clyde E. Robbins, USCG	415–437–3196
d, Alameda,	Rear Adm. Walter T. Leland, USCG	415–437–3939
Blvd., Long 5399	Rear Adm. John W. Kime, USCG	213–499–5201
Seattle, WA	Rear Adm. Robert E. Kramek, USCG	206–442–5078
bana Blvd., –4982	Rear Adm. William P. Kozlovsky, USCG	808–541–2051
Juneau, AK	Rear Adm. Edward Nelson, Jr., USCG	907–586–2680
20–4195	Rear Adm. R.P. Cueroni, USCG	203–444–8444

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tem of air traffic control and
igation for both civil and military
raft; and
—developing and implementing
grams and regulations to control
raft noise, sonic boom, and other
ronmental effects of civil aviation.

Activities

Safety Regulation The Administrator issues and enforces rules, regulations, and minimum standards relating to the manufacture, operation, and maintenance of aircraft, as well as the rating and certification (including medical) of airmen and the certification of airports serving air carriers certified by the Office of Aviation Operations in the Office of the Secretary of Transportation.

The agency performs flight inspection of air navigation facilities in the U.S. and, as required, abroad. It also enforces regulations under the Hazardous Materials Transportation Act (49 U.S.C. App. 1801 note) applicable to shipments by air.

Airspace and Air Traffic Management The safe and efficient utilization of the navigable airspace is a primary objective of the agency. To meet this objective, it operates a network of airport traffic control towers, air route traffic control centers, and flight service stations. It develops air traffic rules and regulations and allocates the use of the airspace. It also provides for the security control of air traffic to meet national defense requirements.

Air Navigation Facilities The agency is responsible for the location, construction or installation, maintenance, operation, and quality assurance of Federal visual and electronic aids to air navigation. The agency operates and maintains voice/data communications equipment, radar facilities, computer systems, and visual display equipment at flight service stations, airport traffic control towers, and air route traffic control centers.

Research, Engineering, and Development The research, engineering, and development activities of the agency are directed toward providing the systems, procedures, facilities, and devices needed for a safe and efficient system of air navigation and air traffic control to meet the needs of civil aviation and the air defense system. The agency also performs an aeromedical research function to apply knowledge gained from its research program and the work of others to the safety and promotion of civil aviation and the health, safety, and efficiency of agency employees. The agency also supports development and testing of improved aircraft, engines, propellers, and appliances.

Test and Evaluation The agency conducts tests and evaluations of specified items such as aviation systems, subsystems, equipment, devices, materials, concepts, or procedures at any phase in the cycle of their development from conception to acceptance and implementation, as well as assigned independent testing at key decision points.

Airport Programs The agency maintains a national plan of airport requirements, administers a grant program for development of public use airports to assure and improve safety and to meet current and future airport capacity needs, evaluates the environmental impacts of airport development, and administers an airport noise compatibility program with the goal of reducing noncompatible uses around airports. It also develops standards and technical guidance on airport planning, design, safety, and operations and provides grants to assist public agencies in airport system and master planning and airport development and improvement.

Registration and Recordation The agency provides a system for the registration of aircraft and recording of documents affecting title or interest in the aircraft, aircraft engines, propellers, appliances, and spare parts.

Civil Aviation Abroad Under the Federal Aviation Act of 1958 and the International Aviation Facilities Act (49 U.S.C. App. 1151), the agency promotes aviation safety and civil aviation abroad by exchanging aeronautical information with foreign aviation authorities; certifying foreign repair stations, airmen, and mechanics; negotiating bilateral airworthiness agreements to facilitate the import and export of aircraft and components; and providing technical assistance and training in all areas of the agency's expertise. It provides technical representation at international conferences, including participation in

the International Civil Aviation Organization and other international organizations.

Other Programs The agency administers the aviation insurance and aircraft loan guarantee programs. It is an allotting agency under the Defense Materials System with respect to priorities and allocation for civil aircraft and civil aviation operations. The agency develops specifications for the preparation of aeronautical charts. It publishes current information on airways and airport service and issues technical publications for the improvement of safety in flight, airport planning and design, and other aeronautical activities. It serves as the executive administration for the operation and maintenance of the Department of Transportation automated payroll and personnel systems.

Major Field Organizations—Federal Aviation Administration

Region/Field Office	Address	Director
ALASKAN—Alaska	P.O. Box 14, 701 C St., Anchorage, AK 99513	Franklin L. Cunningham
CENTRAL—Iowa, Kansas, Missouri, Nebraska	601 E. 12th St., Kansas City, MO 64106	Paul K. Bohr
EASTERN—New York, New Jersey, Pennsylvania, Delaware, Maryland, West Virginia, Virginia	Federal Bldg., JFK International Airport, Jamaica, NY 11430	Joseph M. Del Balzo
GREAT LAKES—Illinois, Indiana, Michigan, Minnesota, North Dakota, Ohio, South Dakota, Wisconsin	2300 E. Devon Ave., Des Plaines, IL 60018	William H. Pollard
NEW ENGLAND—Maine, Vermont, New Hampshire, Massachusetts, Connecticut, Rhode Island	12 New England Executive Park, Burlington, MA 01803	Timothy P. Forte, *Acting*
NORTHWEST MOUNTAIN—Colorado, Idaho, Montana, Oregon, Utah, Washington, Wyoming	17900 Pacific Highway S., Seattle, WA 98168	Wayne Barlow
SOUTHERN—Alabama, Georgia, Florida, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee	P.O. Box 20636, Atlanta, GA 30320	Garland P. Castleberry
SOUTHWEST—Arkansas, Louisiana, New Mexico, Oklahoma, Texas	P.O. Box 1689, Fort Worth, TX 76101	C.R. Melugin, Jr.
WESTERN-PACIFIC—Arizona, California, Hawaii, Nevada	P.O. Box 92007, Los Angeles, CA 90009	Homer C. McClure
AVIATION STANDARDS NATIONAL FIELD OFFICE	P.O. Box 25082, Oklahoma City, OK 73125	John M. Howard
EUROPE, AFRICA, and MIDDLE EAST OFFICE	15, Rue de la Loi B-1040, Brussels, Belgium	Benjamin Demps, Jr.
FAA TECHNICAL CENTER	Atlantic City, NJ 08405	Edward T. Harris
MIKE MONRONEY AERONAUTICAL CENTER	P.O. Box 25082, Oklahoma City, OK 73125	James E. Richardson

For further information, contact the Office of Public Affairs (Public Information Center, APA–200), Federal Aviation Administration, Department of Transportation, 800 Independence Avenue SW., Washington, DC 20591. Phone, 202–267–3484.

Federal Highway Administration

The Federal Highway Administration (FHWA) became a component of the Department of Transportation in 1967 pursuant to the Department of Transportation Act (49 U.S.C. App. 1651 note). It administers the highway transportation programs of the Department of Transportation under pertinent legislation and the provisions of law cited in section 6(a) of the act (49 U.S.C. App. 1655).

FHWA encompasses highway transportation in its broadest scope, seeking to coordinate highways with other modes of transportation to achieve the most effective balance of transportation systems and facilities under cohesive Federal transportation policies pursuant to the act.

FHWA is concerned with the total operation and environment of highway systems, including highway and motor

appld 12/22/89

SAMUEL KNOX SKINNER

Samuel K. Skinner has served since 1984 as Chairman of the Regional Transportation Authority of Northeastern Illinois, the United States' second largest public mass transportation system. Mr. Skinner is also a senior partner in the Chicago office of the international law firm of Sidley & Austin.

Mr. Skinner joined Sidley & Austin after ten years' government service in the office of the United States Attorney for the Northern District of Illinois. Here he served from 1968 to 1975 as an Assistant United States Attorney and then as First Assistant to then U.S. Attorney James R. Thompson. In 1975, Mr. Skinner was appointed United States Attorney for the Northern District by President Gerald R. Ford. At the time of his appointment, Mr. Skinner was the first career prosecutor in the history of the Northern District of Illinois to be named to that position.

During his tenure as U.S. Attorney, Mr. Skinner was also a member of the Department of Justice White-Collar Crime Committee and the United States Attorney General's Advisory Committee. He received the Department of Justice Outstanding Service award on two occasions. In 1983, Mr. Skinner was appointed by President Ronald Reagan to the President's Commission on Organized Crime, which he served as Vice Chairman.

Mr. Skinner received his undergraduate degree in accounting from the University of Illinois in 1960. He then served as an officer in the United States Army during 1960 and 1961, and is an honor graduate of the Armor Officers' Basic Course at Fort Knox, Kentucky.

From 1961 to 1968, Mr. Skinner was employed in various marketing and managerial positions in the data processing division of IBM Corporation. In 1967 he was designated, with two others, as the company's outstanding salesmen in the United States. One year earlier he had received his degree from DePaul University College of Law in Chicago, where he had also been a member of the law review.

Mr. Skinner has served as Chairman of the Illinois Capital Development Board, the Governor's Fraud Prevention Commission and the Governor's Task Force on Energy Conservation and Coal Conversion. He has served on numerous boards and civic committees. Mr. Skinner is also the recipient of numerous awards and has been named one of the Chicago Junior Chamber of Commerce's ten outstanding young citizens of Chicago and one of the outstanding alumni of DePaul University.

Mr. Skinner is 50 years old and has three children -- Thomas, a Chicago lawyer presently serving as Assistant to the Governor for Economic Development; Steven, a third-year law student at the University of Chicago; and Jane, a senior at Northwestern University.

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hand.

And we can't turn back clocks and I don't want to. But when our fathers were young, Mr. Speaker, our differences ended at the water's edge. And we don't wish to turn back time, but when our mothers were young, Mr. Majority Leader, the Congress and the Executive were capable of working together to produce a budget on which this nation could live. Let us negotiate soon, and hard. But in the end, let us produce.

The American people await action. They didn't send us here to bicker. They ask us to rise above the merely partisan. (Applause.) "In crucial things, unity" -- and this, my friends, is crucial.

To the world, too, we offer new engagement and a renewed vow; we will stay strong to protect the peace. The "offered hand" is a reluctant fist; once made, strong and can be used with great effect.

There are today Americans who are held against their will in foreign lands and Americans who are unaccounted for. Assistance can be shown here and will be long remembered. Goodwill begets goodwill. Good faith can be a spiral that endlessly moves on.

"Great nations like great men must keep their word." When America says something, America means it, whether a treaty, or an agreement, or a vow made on marble steps. (Applause.) We will always try to speak clearly, for candor is a compliment. But subtlety, too, is good and has its place.

While keeping our alliances and friendships around the world strong, ever strong, we will continue the new closeness with the Soviet Union, consistent both with our security and with progress. One might say that our new relationship in part reflects the triumph of hope and strength over experience. But hope is good. And so is strength. And vigilance.

Here today are tens of thousands of our citizens who feel the understandable satisfaction of those who have taken part in democracy and seen their hopes fulfilled.

But my thoughts have been turning the past few days to those who would be watching at home.

To an older fellow who will throw a salute by himself when the flag goes by, and the woman who will tell her sons the words of the battle hymns. I don't mean this to be sentimental. I mean that on days like this, we remember that we are all part of a continuum, inescapably connected by the ties that bind.

Our children are watching in schools throughout our great land. And to them I say, thank you for watching democracy's big day. For democracy belongs to us all, and freedom is like a beautiful kite that can go higher and higher with the breeze.

And to all I say, no matter what your circumstances or where you are, you are part of this day; you are part of the life of our great nation. (Applause.)

A president is neither prince nor pope, and I don't seek "a window on men's souls." In fact, I yearn for a greater tolerance, an easy-goingness about each other's attitudes and way of life.

There are few clear areas in which we as a society must rise up united and express our intolerance. The most obvious now is drugs. And when that first cocaine was smuggled in on a ship, it may as well have been a deadly bacteria, so much has it hurt the body, the soul of our country. And there is much to be done and to be said, but take my word for it -- this scourge will stop. (Applause.)

I'm the one who won't raise taxes. My opponent now says he'll raise them as a last resort, or a third resort. When a politician talks like that, you know that's one resort he'll be checking into. My opponent won't rule out raising taxes. But I will. The Congress will push me to raise taxes, and I'll say no, and they'll push, and I'll say no, and they'll push again, and I'll say to them, "Read my lips: no new taxes."

Let me tell you more about the mission.

On jobs, my mission is: 30 in 8. Thirty million jobs in the next eight years.

Every one of our children deserves a first rate school. The liberal democrats want power in the hands of the federal government. I want power in the hands of parents. I will increase the power of parents. I will encourage merit schools. I will give more kids a Head Start. And I'll make it easier to save for college.

I want a drug free America -- and this will not be easy to achieve. But I want to enlist the help of some people who are rarely included. Tonight I challenge the young people of our country to shut down the drug dealers around the world. Unite with us, work with us. "Zero tolerance" isn't just a policy, it's an attitude. Tell them what you think of people who underwrite the dealers who put poison in our society. And while you're doing that, my administration will be telling the dealers: whatever we have to do we'll do, but your day is over, you're history.

I am going to do whatever it takes to make sure the disabled are included in the mainstream. For too long they've been left out. But they're not going to be left out anymore.

I am going to stop ocean dumping. Our beaches should not be garbage dumps and our harbors should not be cesspools. I am going to have the FBI trace the medical wastes and we are going to punish the people who dump those infected needles into our oceans, lakes and rivers. And we must clean the air. We must reduce the harm done by acid rain.

I will put incentives back into the domestic energy industry, for I know from personal experience there is no security for the United States in further dependence on foreign oil.

In foreign affairs I will continue our policy of peace through strength. I will move toward further cuts in the strategic and conventional arsenals of both the United States and the Soviet Union. I will modernize and preserve our technological edge. I will ban chemical and biological weapons from the face of the earth. And I intend to speak for freedom, stand for freedom, and be a patient friend to anyone, east or west, who will fight for freedom.

It seems to me the Presidency provides an incomparable opportunity for "gentle persuasion."

ENERGY/WASTE DISPOSAL -- DUMPSITES

There is hardly a community in the land that is not afflicted with the problem of toxic waste. We have put major funding into the Superfund program, yet it is seriously lagging. Any further delay where there is a threat to public health is simply intolerable. We must speed up the cleanup of toxic waste dumps.

There is a need to push harder on enforcement. There is a need to streamline and accelerate the process, to promote voluntary settlement procedures, and to reduce the regulatory barriers to new and innovative cleanup technologies.

Unfortunately, some of the worst offenders are our own federal facilities. As President, I will insist that in the future federal agencies meet or exceed environmental standards: the government should live within the laws it imposes on others.

The problem we have created is so large and so hugely expensive that we cannot expect to correct it overnight, but attack it we will, as rapidly as we can.

* * *

NUCLEAR WASTE STORAGE

Nuclear waste cannot be placed where people live. It's as simple as that. We need to store this waste as far away from people as possible. We need to transport waste to storage sites absolutely safely -- without error. And, once it arrives there, we're going to have to store it in ways that are, literally, airtight -- and which protect humankind.

- o We have the technical means to do so. We support the compromise reached in Congress that essentially resolved this issue.

* * *

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TRANSPORTATION

In order to improve America's transportation system, I support more economic deregulation, less government interference, and greater public-private cooperation in the construction and operation of public mass transit. My goal is to make travel safer, more efficient, and less expensive for the American consumer.

For example, I supported giving states the right to raise their speed limits to 65 miles an hour. Three fourths of the states have already passed legislation allowing motorists to travel 65 mph, indicating widespread support for this measure.

Deregulation has also improved the airline industry. Thanks to deregulation, millions of Americans who had never flown before because of cost have been able to afford flying on U.S. carriers. But air transportation must be safe as well as cheap. With the continued improvements currently being made to the air safety computer network across the U.S. and further emphasis by the carriers on efficiency and timeliness, air travel will remain safe and inexpensive.

This Administration has pioneered private sector initiatives in public transit -- including encouraging public-private cooperation in both construction and operation of public mass transit systems from buses to subways. That effort is bearing fruit, producing better service at lower costs -- and it is one I will support to the fullest in the interest of both passengers and the American people.

* * *

CIVIL AVIATION

I've been a pilot since I was 19, flying a TBM Avenger in the South Pacific, so I have a high regard for the men and women who manufacture our airplanes, fly them, control them through the air, maintain them on the ground and serve our air transportation system.

I was an early supporter of economic deregulation of the U.S. airline industry, which has proven to be one of the greatest reforms in the past half century for the traveling public. Millions of Americans, who in years past could not afford to fly, do so routinely today. Average fares in current dollars are 39 percent lower since airline passenger travel last year was made on discount fares. Aviation deregulation now saves consumers $11 billion annually through improved productivity and lower air fares. The record demand for air travel has produced a record employment level of some 500,000 jobs in the airline industry.

As President, I will:

- Ensure that funding to complete the National Airspace System (NAS) Plan is made available. This $12 billion program to replace virtually all of the equipment and computer software in the air traffic controL system is improving safety and increasing capacity to meet needs into the next century.

- Continue our strong effort to retain current controllers in the system as well as to bring adequately trained new controllers on board as quickly and as safely as possible in order to accommodate present needs and future growth.

- Provide the leadership needed to break the logjam that has prevented any new major airport in this country from being built since the early 1970s. I will ensure that the federal government and local

communities work together to develop additional airport capacity to satisfy the needs of increasing numbers of aviation system users, recognizing both legitimate interstate commerce concerns and the role of local communities in making decisions concerning airport development.

- o Oppose unreasonable restrictions on airport access which effectively could eliminate the use of airports by small businesses, hospitals and individuals.

- o Seek action by the Congress to give our transportation experts the flexibility needed to allocate federal funds to meet the most compelling airport capacity needs.

- o Increase American jobs and trade opportunity by assuring American air carriers are afforded full and fair access to international route authorities.

Many have suggested that the Aviation Trust Fund should be taken "off budget." But taking the Trust Fund off budget, by itself, is not going to provide the type of air transportation system that will be needed in the future. Rather, to take us into the 1990s and beyond, we need a broad national consensus, requiring cooperation by Congress and strong support from state and local authorities, to further expand and modernize the nation's airports and our air traffic control system. I am committed to fulfilling the essential commitment of our Aviation Trust Fund -- that the monies collected from user fees be spent so that America will continue to grow.

The flying public, and the pilots who serve the public, deserve the most modern and safest system possible. Working with state and local officials, and with industry and representatives of labor, I believe that we at the federal level can make the world's best aviation system even better.

* * *

REPLY TO THE
AMERICAN AUTOMOBILE ASSOCIATION

Thank you for your letter and your question regarding the possible imposition of a federal gasoline tax increase to fund deficit reduction. It gives me the chance to say what I've said so many times before: No New Taxes!

The problem with the deficit isn't that we tax too little, it's that we spend too much. A gas tax increase to balance the budget would particularly hurt lower wage earners, families with both spouses working, and farmers and residents of Western states who have to drive long distances. I think it's ironic that, at a time when there is genuine concern for the working poor, liberal policy makers would consider so regressive a measure.

Let me say it one more time: As President, I will oppose any attempt to raise taxes to balance the budget. That means gas taxes, too. I hope you and your members will join me in fighting for a more productive economy, with more jobs -- and for a budget balanced not on the backs of the taxpayers, but through tough budgeting and prudent management.

* * *

RAILROADS

Strong budget pressures and changing national priorities have limited federal involvement in American passenger rail over the last 7 years -- and will no doubt continue to do so as we gain control over the deficit. Nevertheless, the last 7 years have seen tremendous improvements in Amtrak's performance. Its ridership in 1988 is at the half-way mark for an all-time high. The $2 billion Northeast Corridor Improvement Program has been completed, refurbishing the busiest part of Amtrak's system -- the Washington, DC/Boston corridor.

The economy of Amtrak's operation has also improved, with an estimated 65 cents of every dollar of cost covered by revenue in 1988, as compared to only 48 cents in 1981.

We want to keep a strong passenger rail system -- and part of that equation is to continue to make Amtrak more efficient and to ensure that it has the equipment it needs to provide service that is comfortable and safe. Budget pressures being what they are, we will need to look to both public and private sectors for future financing.

* * *

REPLY TO
AMERICAN PUBLIC TRANSIT ASSOCIATION

Every day, city streets and suburban highways are literally clogged with frustrated commuters forced to begin or end their working day in a slow-motion routine. In the average city, driving to or from work can only be done at an agonizingly slow 30 miles per hour.

In many larger American cities, the struggle to get to and from work can effectively add another two hours to the work day. In reality, that slow motion routine is becoming more like a freeze frame, where traffic is virtually frozen in time.

Since its inception in 1961, the Federal mass transportation program has provided more than $53 billion for the purchase of such equipment as buses and rail cars, construction of subways and a variety of track and signal work, as well as planning, research and demonstration projects designed to recognize that transit is a vital force in the daily lives of millions of American workers and commuters.

By the end of fiscal year 1987, Federal grants had assisted in the purchase of 66,927 buses, almost 80 percent of them the large 35-to-40-foot standard coach, 6,896 rail cars and 26 ferry boats.

For all that, recent estimates indicate that less than three percent of total trips taken in America on a given day are made on mass transit. We would be kidding ourselves if we thought we couldn't do better.

I consider myself to be a transit advocate. Along with many members of the American Public Transit Association, we really fit the definition of the new transit advocate. We know we can do better. And, we will. The new transit advocates are the ones who are determined to make the program work better, who see to it that every dollar is wisely spent and who ensure that good management practices are followed.

They are also the ones who recognize that mass transit cannot exist in a vacuum. It deals with other support services whose existence and success are dependent on community goals and other public objectives. And it must operate within the context of a comprehensive national transportation strategy.

Recognizing that the old approaches have failed, I believe we are taking advantage of emerging opportunities to find more creative and innovative solutions to the problem of mobility by fully involving our communities in the process.

When Barbara and I return home to Houston, for example, I am continually impressed by the attention to transit that is in evidence. After extensive community discussion and a commitment of local funding for transportation improvements, transitways and other innovative projects are well on their way to solving an acute problem of traffic congestion.

On a national level, I believe development of successful strategies is more likely when skilled transit managers, local officials, developers, entrepreneurs, private providers and citizen groups can freely flex their imaginations.

In the past eight years, the Federal mass transit program has encouraged many creative new strategies which now touch the financing, management and operation sides of many American transit systems. I daresay that transportation planning is more open today to different points of view than ever. My policy has been and will continue to be a policy of inclusion that brings together neighborhoods, community planners, transit professionals, public officials and the elderly and handicapped, who have special mobility problems.

I believe we have created an environment in which different professions, diverging community and personal goals and competing legislative agendas are united by the common purpose of improving mobility through increasing the use of mass transit.

* * *

NATIONAL MARITIME POLICY

No one can dispute that our nation's maritime industry and merchant marine has suffered a serious decline during the past three decades. At the conclusion of World War II, the United States had the largest and strongest merchant fleet in the World. Following the war, as commerce returned to normal, U.S. overseas trade expanded rapidly, but the U.S. fleet and supporting industry declined precipitously, both in absolute and relative numbers. Today the condition has become so serious that dependence on foreign carriers measurably and unfavorably impacts the balance of trade.

Even more ominously, the President's Commission on Merchant Marine and Defense reported to the President that the situation poses "a clear and growing danger to the national security in the deteriorating condition of America's maritime industries." Although no single policy or program can restore our nation's merchant marine overnight, the President's Commission found that the federal government should consider a number of specific, positive steps to assist in the overdue revitalization of the U.S. maritime industry and merchant marine. The Bush-Quayle campaign supports:

- The establishment of an Executive Branch maritime liaison;
- Strict adherence to existing U.S. maritime laws;
- Establishment of maritime concerns as a priority in international trade negotiations;
- Institution of a comprehensive review of U.S. government policy regarding maritime promotional programs, productivity enhancement and procurement procedures;
- The preservation and integrity of the Jones Act;
- A comprehensive review of U.S. laws as they apply to foreign flag cruise vessels operating primarily from U.S. ports;

The Bush-Quayle campaign is committed to a comprehensive maritime policy with the ultimate goal of restoring the United States maritime industry in the interests of economic and national security.

* * *

NYT 12/23/88

Samuel Knox Skinner

Secretary of Transportation

By JOHN H. CUSHMAN Jr.
Special to The New York Times

WASHINGTON, Dec. 22 — Samuel Knox Skinner, designated today as Secretary of Transportation in the Bush administration, will come to the job with a background in mass transportation and with close ties to the political organization of the President-elect.

Those credentials are due partly to a 20-year association between the 50-year-old Chicago lawyer and Gov. James R. Thompson Jr. of Illinois, who was Mr. Skinner's mentor and one of Mr. Bush's key political supporters.

Mr. Skinner's association with the Republican Governor goes back to 1968, when Mr. Skinner became an assistant United States Attorney working under Mr. Thompson in the Northern District of Illinois. He was named by President Ford in 1975 to replace Mr. Thompson as the Chicago area's Federal prosecutor. Governor Thompson named Mr. Skinner to the chairmanship of the Regional Transportation Authority of Northeastern Illinois in 1984.

> He has solid experience in transportation and solid political ties.

Mr. Skinner, a pilot qualified to fly in all weather conditions, continues to run the transportation authority, which is the second-largest mass transportation organization in the nation. He also is a senior partner at the international law firm of Sidley & Austin in Chicago.

Rolling Up the Sleeves

That background, Mr. Skinner said today, "has given me the unique perspective to face many of the issues within the Department of Transportation." He added, "I am here to roll up my sleeves and get to work as part of the Bush administration."

In meeting the nation's transportation needs, he said, "Safety must always be our No. 1 priority."

Mr. Skinner was Illinois campaign director for Mr. Bush in the primaries, when an Illinois victory cemented an insurmountable lead for Mr. Bush over Senator Bob Dole of Kansas, and in the general election campaign, when Mr. Bush defeated Gov. Michael S. Dukakis in the big industrial state.

At times, Mr. Skinner's links to the state's Republican political apparatus have been criticized. In 1987, The Chicago Sun-Times cited him as one of a handful of lawyers with close ties to the Governor whose firms were given lucrative assignments by the state to handle the business affairs of insolvent insurance companies. The state insurance director said at the time that he saw no impropriety in giving the work to "people I know."

Made Fraud a Target

Mr. Skinner has made a point of fighting fraud. As United States Attorney, he won indictments of dozens of people who accepted welfare checks while on the Federal and city payrolls, including that of the Chicago Transit Authority.

He has also served on Governor Thompson's Fraud Prevention Commission and on President Reagan's Commission on Organized Crime. Mr. Skinner's eldest son, Thomas, a Chicago lawyer, is an assistant to Governor Thompson for economic development. Mr. Skinner and his wife, Sue, have two other children: Steven, a third-year law student at the University of Chicago, and Jane, a senior at Northwestern.

Mr. Skinner, who graduated from the University of Illinois in 1960, served two years as an Army officer before becoming a manager at the International Business Machines Corporation. He received his law degree in 1966 at DePaul University in Chicago.

As director of the Chicago transit authority, Mr. Skinner says he put mass transit in the region on a sound financial basis for the first time in years. The regional agency still needs billions of dollars in investments, but the state Government has decided to foot more of the bill at the state and local level and to avoid reductions in services or big fare increases.



The New York Times

Samuel K. Skinner, who was named Transportation Secretary.

Needs on a Huge Scale

As Transportation Secretary, Mr. Skinner can be expected to face a tangle of competing interests and a need for investment on a huge scale at a time of tight Federal budgets.

A national commission early this year called for doubling the amount the nation spends on public works each year. Much of the money would go to roads, bridges, highways and rail systems. Congressional leaders already are signaling that a public works spending bill will be a high priority.

High on the list of spending priorities is the modernization of equipment used to control air traffic. Air travel is the nation's fastest-growing form of transportation, and Federal plan to modernize the traffic-control system is behind schedule and over budget and is expected to cost $25 billion by the turn of the century.

Some lawmakers favor making the Federal Aviation Administration independent of the Transportation Department. While the Reagan Administration does not favor removing the agency's regulation of safety from the department, the outgoing Transportation Secretary, Jim Burnley, has suggested making the agency's air traffic control network into a quasi-public corporation, like Amtrak or the Post Office.

Another vexing issue is how quickly to spend money from taxes and fees on air traffic. The fees are now put into a trust fund to finance the modernization of airports and traffic control centers. Aviation interests have argued that the fund, which is running a surplus that helps reduce the Federal deficit, should be spent more quickly.

William Kane Reilly

Environmental Protection Agency Administrator

By PHILIP SHABECOFF
Special to The New York Times

WASHINGTON, Dec. 22 — With the selection of William K. Reilly to be Administrator of the Environmental Protection Agency, President-elect Bush has found a man likely to seek consensus and use negotiation to achieve tough environmental goals.

Mr. Reilly is a career environmentalist. He is president of the Conservation Foundation and the World Wildlife Fund, two leading conservation organizations.



Edward Joseph D

Skinner Gets Transport Post

My next announcement concerns the future of America's transportation system. Right now it is the best in the world and I intend to keep it that way so this afternoon, I'm taking a first step toward that goal by announcing my intention to nominate Samuel S. — Samuel K. Skinner to serve as our next Secretary of Transportation.

Sam brings to Washington the knowledge and experience of 20 years in public life. He stands at the pinnacle of not one but two distinguished and complementary careers — first as Assistant U.S. Attorney for the Northern District of Illinois and then as U.S. Attorney in that district and finally as vice chairman of the President — President Reagan's Commission on Organized Crime. Sam has proven himself to be among the ablest law-enforcement officials in the nation. And in recent years, Sam Skinner has been an effective and visionary transportation leader as well.

ON TERRORISTS NYT 12/23/88

"You've got to evaluate the threat. . . . You have to look at it on a case-by-case basis."

GEORGE BUSH

Pres. remarks on Skinner press conference 12/22/88

As chairman of the Regional Transportation Authority of Northeastern Illinois, he has already helped restore the country's second-largest mass transportation system to fiscal health and public confidence. I know Sam's experience and great skill will serve him well as he works to get all the legs of our transportation system — air, land and sea — working together. And I mention this law-enforcement experience for a reason. He also has in his portfolio, as you all know, a number of agencies that affect us — every one of us — in very important ways. And just to cite one example, I expect that under Sam Skinner the Coast Guard will be a continuing leader in the war against drugs and illegal dumping that is a cause of this ocean pollution.

The last Cabinet post for which I will announce a nomination today is a new one — the Secretary of Veterans Affairs — and I believe we have a special responsibility to the brave men and women who serve this, their country, in the armed forces. And I believe that this department should be headed by someone who understands their needs. And my good friend Ambassador Ed Derwinski is a World War II veteran, having served in the Pacific Theater with the Army. He's a member, as I am, of the American Legion and the Veterans of Foreign Wars.

Derwinski Record on Veterans

He has a long record of support for veterans and for a strong national defense in the Congress, where he served with great distinction for 24 years as the Representative from Illinois. And since he left the House, he's been a senior official at the Department of State, serving first as counselor, now as Under Secretary. And he brings to this new post a well-earned reputation as an outstanding leader, a record of cooperating in bipartisan fashion with members of Congress and a deep understanding of the issues facing America's veterans. And I know he's going to be one of the stars in our — in our Cabinet

Lujan View of Interior Task

MR. LUJAN: Thank you very much Mr. President. It's rather ironic. Yesterday I was talking to my wife — she's out in New Mexico and — on the telephone and about selling our two-bedroom condominium here in Washington cause we were going on — on home. And today I suppose the position is that of landlord over the largest ownership of — of property and the difference cannot — cannot be overlooked in — in my — in my opinion. I — I will say this, Mr. President. I am very committed, as — as you are, to the preservation of this — of this heritage that has been left to us. And we want to pass it on to our children and their children in a better — in better shape than it was passed to us. One of my — my favorite poems, I guess, is 'For Whom the Bell Tolls.' And I've used it in many, many contexts. But in this particular one the — the part that says that if a little piece of Europe falls off, Europe is the less for it. Well the same applies to our public lands. If — if one little piece of our public trust is — is desecrated, we all suffer from it. So each one of us has more than our backyard to care for. And I thank you very much, Mr. President, for — for this opportunity.

MR. BUSH: Lou.

MR. SULLIVAN: President-elect Bush, I'm proud to be your nominee for the Secretary's position at Health and Human Services. I look forward to the challenges I will face once confirmed by the Senate, and to the opportunity to contribute to improving the health and the lives of all Americans. You will be a superb President, Mr. Bush. I look forward to serving with you. You've demonstrated leadership and courage throughout your long career of public service. It is an honor to be asked to join your team and I look forward to serving you and the American people.

The President-elect and I share the common goal of wanting make a difference in the lives of our fellow citizens. I agree with his policies and, upon my confirmation by the Senate, will implement them with enthusiasm, faithfully and vigorously. Without going into great detail, because discussion of specifics should await my confirmation hearings, the President-elect and I have discussed a number of public health priorities for the nation.

Sullivan Outlines Priorities

First, we must develop new initiatives and opportunities to improve the efficiency, the effectiveness and equity of our nation's health care system. Two, we must bring runaway health care costs under control without compromising quality health care or access to health care. We must address the disparities that exist in the availability and the quality of health care for Americans of all economic means, especially finding ways to improve this care for the nation's minorities and our disadvantaged citizens. And, four, we must work tire — tirelessly to find cures and better treatment for dreaded disease like cancer, heart disease and AIDS through strengthening our efforts in biomedical research.

I wish to emphasize that in the area of abortion, my personal position is that I am opposed to abortion except in the case of rape, incest or threat to the life of the mother. I'm also opposed to Federal funding of abortion except in the case of a threat to the life of the mother. This position is the same of that of President-elect Bush, with whom I agree completely.

The priorities previously cited are just a

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MR. BUSH: Ed.

MR. DERWINSKI: Th
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ON ABORTION

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MR. REILLY: Mr. Pres
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...in medicine, academic administration and public health. And since 1981, he's been professor of medicine, dean and currently president of Morehouse School of Medicine at Morehouse College in Atlanta. Dr. Sullivan and I have talked about the health and welfare challenges facing this country. We're going to work together to keep health care services affordable for all Americans and to improve the quality and efficiency of those health programs now in place; to implement the welfare reforms that have been passed — welfare reform package that is designed to give disadvantaged citizens the tools they need to become self-sufficient; to help me also invest in our children; to try to conquer the terrible tragedy of AIDS; to face the many other problems on the horizon. And most importantly, Dr. Sullivan and I see eye-to-eye on the critical issues facing the next Secretary of H.H.S. I value his experience, his help and his counsel. And I'll value those in the years ahead.

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... president of the Conservation ... for 10 years and since its merger with the World Wildlife Fund in 1985, of the World Wildlife Fund-U.S. as well. And as such, he understands not only the overwhelming domestic imperative to take steps to protect our environment but the need for the international cooperation that I spoke about in the campaign. He brings to this very important post not only this experience at the top of one of the nation's pre-eminent conservation organizations, but previ experience — previous experience as the executive director of the Task Force on Land Use and Urban Growth and as a staff member of the President's Council on — on Environmental Quality — the C.E.Q. So I'm proud to reach directly into the conservation community to find someone to lead this agency. And I expect to be a very active President in protecting the environment so I know that Bill Riley and I will be working together very closely.

And now I'd like to ask each of these gentlemen to say a word and then I'll be glad to respond to some questions. Manuel.

Lujan View of Interior Task

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Sullivan Outlines Priorities

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...families are the backbone of our society. Health care, welfare, literacy — these issues overlap. In President-elect Bush's campaign, he stood strong for investing in our children, and I stand at his side. As you can see, there is much to do.

Skinner's remarks 12/22/88 press conference

MR. BUSH: Sam.

Skinner View on Transportation

MR. SKINNER: Thank you, Mr. President-elect. I am both challenged and humbled by the assignment you have given me. It is indeed an honor to serve as a member of your Cabinet.

Our nation faces a number of challenges in the transportation sector. All of these must be met with a commitment to efficiency and cost effectiveness and, of course, safety must always be our number one priority.

. . .

Whether it is to continue the important upgrade of our Federal aviation systems to meet the demands of an unprecedented period of rapid development and expansion, working with the President's new drug czar to improve on the Coast Guard's interdiction efforts, or continuing a commitment to a deregulated transit — portation economy wherever possible or providing leadership in developing the innovative approaches to meeting our massive infrastructure improvement and maintenance requirements, I can promise you, and I assure you, that I am looking forward to this assignment. I'm here to roll up my sleeves and get to work as part of the Bush Administration.

MR. BUSH: Ed.

MR. DERWINSKI: Thank you Mr. President-elect.

I can't resist telling you ladies and gentlemen that approximately 22 years ago, when I was already a somewhat senior member of Congress, a young innocent freshman from Texas came and joined us. And I remember meeting then-Congressman George Bush that day and thinking to myself 'Now this man has a future.' And that kind of wise judgment has always stood me well in my career.

... the President-elect called me this morning and asked me if I would accept this responsibility. I was pleased to say yes. And made the point to me, as he did to you just now, that this nation owes a great debt of gratitude to its veterans, especially those with service-connected disabilities. I also have a somewhat different challenge than the other gentlemen here with me in that I inherit a — the Veterans Administration and the new Veterans Department technically goes into effect on the 15th of March. That

ON ABORTION

NYT 12/23/88

"I am opposed to abortion except in the case of rape, incest or threat to the life of the mother."

LOUIS W. SULLIVAN

gives me 10 weeks to put together, hopefully, an efficient but streamlined new bureaucracy. It is our hope to have it function in a most efficient fashion so we could maximize the resources that we've put into the field in support of our veterans.

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OUIS W. SULLIVAN
ed funds for medical school

aid that Sullivan "has done a job" at Morehouse and will ensitivity" to his Cabinet

David Satcher, who has on several boards and com- with Sullivan and is the t of the Meharry School of e at Fisk University in Ten- said Sullivan has been es- active in championing re- or health problems, such as forms of cancer, sickle-cell and hypertension, that are t among minorities.

r Sullivan," Satcher said, ehouse School of Medicine n on a mission of "preparing physicians to serve in und- communities and to pro- nary care."

te the early controversy llivan's selection and the estioning expected at Sen- firmation hearings, those e watched Sullivan say his approach eventually will . The aura he gives off is a Boston southern gentle- aid Atlanta Mayor Young's ffy. "But he is very aggres- ut his agenda."

SAMUEL KNOX SKINNER

Illinois Transit Chief Is Ex-Prosecutor

By Bill Peterson
Washington Post Staff Writer

CHICAGO, Dec. 22—Samuel Knox Skinner, picked by President-elect George Bush to be secretary of transportation, is a tough, pragmatic Chicago lawyer who has spent much of his career in the shadow of his political mentor and close friend, Illinois Gov. James R. Thompson (R).

Skinner, nicknamed "Sam the Hammer" during his days as a federal prosecutor here, has been associated with the four-term governor since the early 1970s, and was top deputy to then-U.S. Attorney Thompson during one of the biggest federal corruption trials in Illinois history: the bribery case against former governor Otto Kerner (D), who was convicted in 1973.

Although he later served as U.S. attorney and directed Bush's presidential campaign in Illinois this year, Skinner, 50, would be one of the least-known members of Bush's Cabinet. His appointment was widely viewed as a political payoff to Thompson for the governor's help in carrying this critical state both in the primary and general election.

The selection of Skinner, a senior partner in the Chicago law firm of Sidley & Austin, was attacked today by Sen. Howard M. Metzenbaum (D-Ohio). Metzenbaum said the Senate should not confirm Skinner without investigating why, as a federal prosecutor, Skinner "failed to pursue allegations of fraudulent testing of NutraSweet," the artificial sweetener, by the G.D. Searle Co. and later joined the firm that defended Searle in the case.

Skinner issued a statement saying he "conducted himself in accordance with Department of Justice guidelines" in the Searle case.



SAMUEL K. SKINNER
... a close associate of Gov. Thompson

Skinner is highly regarded by those who have worked with him as a federal prosecutor, private attorney and chairman of the Regional Transportation Authority of Northeastern Illinois (RTA), the nation's second-largest transportation system. As an instrument-rated pilot, he also is familiar with air traffic control problems at O'Hare International Airport, the world's busiest airport.

RTA Executive Director Theodore Weigle Jr., whom Skinner lured away from the Washington Area Metropolitan Transportation Authority, said of Bush's choice: "He's a visionary. He thinks big. He's been playing in the big leagues for quite a long time on his own. He's not the least bit intimidated by big issues or big politics."

At the RTA, Skinner is credited with putting a bloated and financially troubled agency on a sound financial footing and developing a long-range strategic transportation plan for the Chicago area. He reduced the RTA's staff by 20 percent and passed on increased costs to transit customers through fare hikes.

Skinner began his career as an IBM salesman. He graduated from night law school at De Paul University in 1966, and went to work in the U.S. attorney's offfice here in 1967, the same year he was named IBM's outstanding salesman in the 17-state Midwestern region.

He began working with Thompson in 1971, and headed the Special Investigation Division (SID) that built cases leading to the conviction of several Chicago aldermen, a number of suburban officials, more than 40 Chicago policemen and scores of businessmen.

But it was the Kerner case that made Thompson a major political figure. Skinner, more abrasive and less politically astute than Thompson, was the chief technician behind the scenes in the 15-month case. He won the Justice Department's highest honor, the Outstanding Service Award, for his pretrial work in the Kerner case. He won the same award two years later for his work with SID.

"Sam was the glue that held the Kerner case together," said Robert Hartley, author of "Big Jim Thompson of Illinois," adding: "He and Thompson were thrown together for an enormous amount of time. They've been almost hooked at the hip every since."

LIAM K. REILLY

ofessional Environmentalist Known as 'the Great Includer'

By Michael Weisskopf

a small environmental policy think

the administration as threatening to

tal Defense Fund and president of

(Judge)
February 1, 1989
~~draft~~ 6 —

PRESIDENTIAL REMARKS: SWEARING IN OF SAMUEL K. SKINNER
MONDAY, FEBRUARY 6, 1989

I am here today to welcome into the Cabinet a man who I believe is destined to go down in history as one of the truly outstanding Secretaries of Transportation -- Sam Skinner.

Sam has already made a name for himself as a miracle worker in transportation. Several years ago, my good friend Governor ~~John~~ Jim Thompson of Illinois put him in charge of the Regional Transportation Authority of Northeast Illinois. At the time the R.T.A., as it is known, was plagued with financial troubles and declining levels of service. Some said that Sam's job was impossible. But Sam rolled up his sleeves and set to work. And in short order he put the R.T.A. on a sound financial footing for the first time in years.

But Sam's expertise in transportation does not stop there. He's an instrument rated pilot who has flown in and out of Chicago's O'Hare Airport, the busiest in the nation, more times than he can count. When it comes to air travel, he will bring a pilot's perspective to the highest levels of our government, and that means a perspective that puts safety first, above all other considerations.

You'd think all this would be enough, but I haven't finished Sam's qualifications for this job. Besides overseeing the Federal government's role in maintaining and improving our nation's transportation networks, the Secretary of Transportation has, as all of you know, one other critical duty. He commands

the Coast Guard -- and the Coast Guard serves on the front lines of our war on drugs. I can't think of anyone in America who has Sam Skinner's background in transportation and has been a distinguished ~~assistant~~ U.S. Attorney, prosecuting a number of major cases.

Skinner bio

Yes, Sam Skinner is the ideal man for a job that will, in the years ahead, present extraordinary challenges. I'm sure that I don't need to remind anyone in this audience of the high priority my Administration places on the war on drugs. I pledged in my inaugural address that this scourge will stop -- and I am determined that it will. Sam will be working closely with Bill Bennett and I know that they are going to make a great team.

Acceptance speech Inaug speech

In aviation, Sam will face more challenges. Airline deregulation has proven a clear success. Air travel is no longer restricted to a well-healed elite. It is within reach of virtually all Americans. Average airfares today are 39 percent lower than they were just before deregulation. 39 percent lower -- what an achievement. And even as prices have dropped safety has improved. Last year was the safest year ever for air travelers in the United States.

That record of safety is your record, as well. For this Department carries a great deal of the responsibility for the safety of the skies -- and carries it with ability and pride. You deserve more credit than can ever be given to you for the job you're doing to make sure that America's air traffic network remains a model of safety. And I know that you join with me in

saying that we won't rest until air travel is as safe as it can be.

With rising volumes and aging equipment, we're going to have to do a lot of work if we're going to keep air travel safe and to make it even safer. And with the federal budget extremely tight, it may be time to look for imaginative new ways to finance improvements, including privatization and increasing the flexibility with which we allocate funds to meet airport capacity needs. I can't think of anyone I'd rather have making those decisions than Sam Skinner.

Having said so much to you about Sam, let me say a few words to Sam about you. Sam, you won't find a more dedicated group of people in the entire government than the men and women of the Department of Transportation. Thanks in part to their efforts, America's transportation system is the best in the world. They represent a long and proud tradition, reaching back to the very founding of our Republic -- for roads, shipping, and protecting our coasts from smugglers have been concerns of our government from the start. Somebody said of you, Sam, that you're a visionary who thinks big. I expect that you'll find that your new colleagues are also visionaries who think big. And I know you are as proud to serve with them as I am.

So, Sam, as they say in the railroad business, welcome aboard. It's great to have you on the team.

February 2, 1989

MEMORANDUM FOR JIM CICCONI

FROM; DENISE SCHWARZ
OFFICE OF CABINET AFFAIRS

SUBJECT; COMMENTS ON PRESIDENTIAL REMARKS; SWEARING IN CEREMONY OF SECRETARY SKINNER

Attached is a suggested insert for the President's remarks for the swearing-in ceremony for Secretary Skinner. Please insert as you deem appropriate.

Thank you.

Attachment

cc: Chriss Winston

Attachment

0000-P02
2/1/89

Proposed Insert for Remarks by the President
At the Swearing-in of Samuel K. Skinner
As Secretary of Transportation
Monday, February 6

I am pleased to be here today to present to you and the American people our nation's tenth Secretary of Transportation, Sam Skinner. I am confident in Sam's ability to take our nation's transportation systems -- already the best in the world -- and improve them, not only for tomorrow, but for the 1990s and beyond.

Transportation is the linchpin of the American economy. Good, efficient transportation helps Americans compete not only at home, but abroad. Transportation ties America's communities together. And transportation is the critical element in our personal economic progress -- getting jobs to people and people to jobs.

Sam knows these things, and that is why he is my wingman.

Sam and I share a common interest: a love of aviation. I flew planes in World War II. Sam is a licensed and active pilot. I know he will take a personal interest in improving domestic airline travel and he will work with other nations to improve the safety of international travel for all Americans.

In fact, Sam may be new to Washington, but judging by his actions to-date, he is making up for lost time. Next week, Sam will lead a delegation to Montreal to attend a special session of the International Civil Aviation Organization, a meeting I hope will lead to significant progress in making international travel safe. Sam has my mandate, which I hope the world community shares, to combat terrorism in the skies. I look forward to hearing his report upon his return.

But other responsibilities face us in the area of transportation. Highways and bridges must be modernized and upgraded in order to allow our country to meet its future infrastructure needs. As urban congestion increases and rural communities face special transportation needs, so should the national transportation system respond by being modernized and well maintained. The ability of Americans to use all modes of transportation throughout the country is essential to our nation's economic progress and national security.

In keeping with this, I have challenged Sam to develop and implement a national transportation policy that covers all modes of transportation. This policy will entail a thorough and realistic evaluation of how to find effective solutions to make our transportation system safer, more efficient, more available and less expensive to all Americans. A policy of this kind can plan not only for five years from now, but can reach well into the 21st century. And I have asked Sam not only to tell us what must be done and not only how we can do it -- but to see that we get started.

The Federal Aviation Administration, an organization essential to the managment of our nation's airways, will be supported by my administration. We will do whatever it takes to make air travel safer and more available.

In addition, the U.S. Coast Guard, since 1790, has played a crucial role not only in national security, but in our efforts at drug interdiction, one of the nation's most critical problems. I am confident that Sam will take an active role and work closely with Bill Bennett in our efforts to rid our nation of drug smugglers and abusers.

I also have made clear my desire to protect our environment. We will support and fund the Coast Guard in its continuing efforts to respond expeditiously to incidents of oil pollution.

A concern to all Americans is the scourge of drunk and drugged driving in this country. As a former U.S. Attorney, Sam realizes the importance of providing safety through proper highway design, vehicle safety standards and maintenance, driver training, inspections, and law enforcement leading to the elimination of this gruesome threat to the travelling public. I am confident that Sam will focus his efforts on providing a safe environment for all motorists.

The transportation needs in the U.S. continue to change and grow by the day. In this era of fiscal restraint, it will be necessary for the federal government to evaluate and provide answers that solve problems, yet remaining within our financial constraints. Sam has pledged to the Congress and the nation his intent to do this. He is committed to balancing our transportation needs and our safety needs across the board.

A nation that is strong in its ability to transport citizens and products nationally and overseas in a safe and efficient manner is a nation that is economically strong ad nationally secure. I have challenged Sam Skinner to keep us there. I am confident he will.

(Judge)
February 2, 1989
7:00 p.m.

PRESIDENTIAL REMARKS: SWEARING IN OF SAMUEL K. SKINNER
MONDAY, FEBRUARY 6, 1989

I am here today to welcome into the Cabinet a man who I believe is destined to go down in history as one of the truly outstanding Secretaries of Transportation -- Sam Skinner.

Sam has already made a name for himself as a miracle worker in transportation. Several years ago, my good friend Governor Jim Thompson of Illinois put him in charge of the Regional Transportation Authority of Northeast Illinois. At the time the R.T.A., as it is known, was plagued with financial troubles and declining levels of service. Some said that Sam's job was impossible. But Sam rolled up his sleeves and set to work. And in short order he put the R.T.A. on a sound financial footing for the first time in years.

But Sam's expertise in transportation does not stop there. He's an instrument rated pilot who has flown in and out of Chicago's O'Hare Airport, the busiest in the nation, more times than he can count. When it comes to air travel, he will bring a pilot's perspective to the highest levels of our government, and that means a perspective that puts safety first, above all other considerations.

You'd think all this would be enough, but I haven't finished Sam's qualifications for this job. Besides overseeing the Federal government's role in maintaining and improving our nation's transportation networks, the Secretary of Transportation has, as all of you know, one other critical duty. He commands

the Coast Guard -- and the Coast Guard serves on the front lines of our war on drugs. I can't think of anyone in America who has Sam Skinner's background in transportation and has been a distinguished U.S. Attorney, prosecuting a number of major cases.

Yes, Sam Skinner is the ideal man for a job that will, in the years ahead, present extraordinary challenges. I'm sure that I don't need to remind anyone in this audience of the high priority my Administration places on the war on drugs. I pledged in my inaugural address that this scourge will stop -- and I am determined that it will. Sam will be working closely with Bill Bennett and I know that they are going to make a great team.

Let me mention another area in which Sam will face challenges -- aviation. The U.S. is the safest place in the world to fly, and it's getting safer. That safety record is your record. This Department carries a great deal of the responsibility for the safety of the skies -- and carries it with ability and pride. And I know that you join with me in saying that we won't rest until air travel in America is as safe as it can be.

By the way, in one area critical to safe skies, Sam is hitting the ground running -- forgive the pun. Next week he will head a delegation to Montreal to attend a special session of the Council of the International Civil Aviation Organization. Sam has my mandate to do all he can at that meeting to hasten the day when the international community puts an end to terrorism in the skies.

Aviation is not, of course, the only area in which Sam and you will work together for a better America. Highways, bridges, urban mass transit, intercity rail, and maritime transportation will all demand attention. I think once you get to know him you'll see why I say that I can't think of anyone I'd rather have in charge than Sam Skinner.

Having said so much to you about Sam, let me now say a few words to Sam about you. Sam, it would be hard to find a more dedicated group of people in the entire government than the men and women of the Department of Transportation. Thanks in part to their efforts, America's transportation system is the best in the world. They represent a long and proud tradition, reaching back to the very founding of our Republic -- for roads, shipping, and protecting our coasts from smugglers have been concerns of our government from the start. Somebody said of you, Sam, that you're a visionary who thinks big. I expect that you'll find that your new colleagues are also visionaries who think big. And I know you are as proud to serve with them as I am.

So, Sam, as they say in the railroad business, welcome aboard. It's great to have you on the team.

[Now we will witness the swearing-in.]

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handful) among LBOs, which get in trouble frequently but usually are reorganized in a

…the bank loans, which frequently amount to 50% of the total debt, are primarily at floating rates. This problem is mitigated

Mr. Jensen is a Harvard business school professor. This is adapted from a portion of the congressional testimony he is to deliver today.

…ded put, LBOs increase the likelihood that a company will go bankrupt. Just as …surance policy costs more for a person age 70 than one of 20—because of the …ous higher expected payout—a company whose cash flow covers 150% of debt service is riskier than one whose cash flow covers 300% of debt service. To the extent that the government writes a free put to companies, this has more value to a highly leveraged firm.

* * *

Divestiture of risky assets increases the value of the embedded put and thus transfers wealth from society to private holders. The current version of RJR Nabisco combines risky (tobacco), less risky (food) and riskless (cash) assets. In the event of a Chapter 11 filing, with the current structure, the cash and the assets of the food division would help pay the claims of smokers. If the combined resources were insufficient, the embedded put would be exercised. The litigants, employees, suppliers and society as a whole would pick up the residual claims. Restructuring and replacing the cash and assets of the food division out of the reach of smokers and others increases the chance that the embedded put will be exercised.

Corporate managers are hired by shareholders with the express purpose of maximizing stock value while operating within the law. Therefore, managers should not be faulted for performing LBOs. But as the cost is born by society at large, it is appropriate to change the legal structure to remove these bankruptcy-related incentives. One way to do this would be to require pre-funding of certain corporate obligations, including retirement health benefits and potential damage awards for litigation. (Pension benefits and certain bond debentures already require pre-funding.) This would allow LBOs to benefit shareholders, but protect other stakeholders from corporate gamesmanship.

Mr. Burnham is chief financial officer of Progenics Pharmaceuticals Inc., in Tarrytown, N.Y.

Airline Deregulation Still Flies

WSJ 2/1/89

By George W. James

Sometimes it seems that only busy aircraft manufacturers and economists are happy with airline deregulation a decade after its onset. The record needs wider appreciation.

Airline-employee productivity has jumped 29%. The industry's costs—which are best judged from 1983 on, to remove the influence of pre-deregulation labor contracts and to allow for the growing impact of new carriers—show compensation per employee rising only 5.8%, while in the five years preceding deregulation it rose 68%.

Most airline passengers benefited through increased competition. Average fares per mile for the period from January 1978 through September 1988 rose at less than half the rate of the Consumer Price Index. At the beginning of airline deregulation, less than half of air travel was on discount and the discount averaged about a third off of full fare. Ten years later, well over 90% of air travel is on discount and the average discount is more than 60%.

If we could stop here, certainly Nobel Prizes in economics could be awarded to the advocates of airline deregulation. But average fares began to rise in 1987. After an early spurt of new entrants into the business, the number of carriers has dwindled, and consumer choice among carriers has narrowed at some "hub" airports particularly. Media near these hubs have reported extensively on fare levels for passengers served by them. Now the airport executives are openly expressing the same concern.

With fewer competitors, increasing fares and congested airports and airways, is it not time for reregulation?

No, it is not. Profits in the industry aren't near normal, let alone what might be considered excessive—for the past decade they've been only a sixth of the U.S. industry average.

The surviving airlines suffered heavy losses in the early stages of deregulation, then fought back. Through two-tier labor contracts, frequent-flier programs, aircraft leasing from manufacturers, strengthened international routes and international hub feeds, development of computerized reservations systems, and sophisticated fare-setting, they found ways to make it in a more open market.

Some have suggested that reregulation should take the form of greater antitrust enforcement to handle mergers and acquisitions. They overlook the fact that nearly all carriers who were "taken over" were at, or near, financial failure—including People Express, Frontier, PSA, AirCal, Western and Ozark. We would have arrived at dominance by six to eight large carriers with or without more antitrust enforcement.

As for congestion, it must be remembered that the airway/airport system was never deregulated, only the airlines. Reregulation of the airlines would not facilitate the expansion of airport/airway capacity. In fact, the deregulated carriers are trying to accelerate expansion of the system. Moreover, they actually are assisting in congestion relief by dominating particular hubs, purchasing larger aircraft for use there, and carrying more passengers per flight. Further, large carriers are dispersing to other hubs outside the major metropolitan areas, including Raleigh/Durham, N.C; Nashville, Tenn.; Charlotte, N.C.; Dayton, Ohio, and San Jose, Calif.

Will fares continue to go up? Of course they will, and they should. Airlines now have a remarkable cost-control and productivity record and a poor financial performance. They must improve profitability in order to pay for the $60 billion of new equipment that will help alleviate hub congestion, replace older aircraft, lower noise levels, better meet future safety regulations, and provide a high level of service to the traveling public.

Airline passengers, and consumers of all products, have demonstrated over the past decade that high quality, convenient and efficient services provided at a fair price are most important to them. These include clean, quiet airplanes; flights at the times that they want; a wide selection of destinations around the world; and—most of all—safety and reliability. The airlines that are best able to meet these demands will survive.

Mr. James heads a Washington consulting firm that publishes current data on the airline industry.

'Wherefore Art Thou Alfa-Romeo?'

By Joe Queenan

Back in December, aspiring novelist Beth Ann Herman was given a $15,000 book party at a Beverly Hills auto dealership in return for making sure that the heroine of her novel, "Power City," drove a Maserati—and drove it often enough that readers would notice. Now that product plugs have successfully been inserted in brand-new works of fiction, it is only a matter of time before some product-placement outfit arranges to have plugs retroactively planted in the classics. Thus, one day soon we might open our newspaper …

the product plugs will be thematically plausible within the parameters of their context."

Miss Moffet says her company agreed to the ads because of mounting financial pressures on the publishing industry in general. She concedes that when Prose Pluggers, a Miami product-placement firm, approached her about the subject, she was unalterably opposed. But she be-

to replace the set that was stripped from his beloved friend Patroclus, the new breastplate will carry a tiny emblem depicting either a polo player or an alligator, depending on how licensing arrangements go. The possibility that Achilles will wield a sword designed by Wilkinson Blades is still being considered, as is a scenario in which Hector will tell his beloved wife Andromache: 'In ancient Troy, the word around town is German: Becks.' "

Other fictional masterpieces slated

THE WALL STREET JOURNAL.

Warren H. Phillips
Chairman, Chief Executive

Ray Sha…
Preside…

Peter R. Kann
Publisher

Norman Pearlstine

Robert L. Bart…

THE WHITE HOUSE

WASHINGTON

February 2, 1989

MEMORANDUM FOR STEPHEN M. STUDDERT

FROM: JOHN G. KELLER, JR.
DEPUTY ASSISTANT TO THE PRESIDENT AND
DIRECTOR OF PRESIDENTIAL ADVANCE

SUBJECT: SWEARING IN CEREMONY FOR SECRETARY OF TRANSPORTATION

This memo summarizes the scenario for the swearing in ceremony of the Secretary of Transportation, Samuel Skinner. The event will be held at the Federal Aviation Administration, on Monday, February 6, 1989. There will be 150 seated attendees.

Upon arrival, THE PRESIDENT will be met by Secretary Designate Samuel Skinner and his three children, Thomas, Jane and Steven Skinner. Following greetings, Secretary Designate Skinner and his children will escort THE PRESIDENT to the off-stage announcement area. Upon announcement, all will proceed on Stage. The President will proceed to his place on Stage for Invocation, Pledge, and National Anthem. THE PRESIDENT will join Governor Jim Thompson and nine Department of Transportation employees already on stage. The nine employees are from different divisions and are referred to as the "Unsung Heroes" of the department. After the pledge and National Anthem, THE PRESIDENT will be introduced by Governor Jim Thompson for brief remarks. Upon conclusion of Brief Remarks, THE PRESIDENT will then proceed to the stand-up mic to view the swearing in ceremony. Secretary Skinner will make brief remarks. Upon conclusion of Secretary Skinner's remarks, THE PRESIDENT will depart the Federal Aviation Administration Building for the White House.

Secretary Skinner has requested that this event be held at the Federal Aviation Administration Building because of the recent controversy surrounding the Federal Aviation Administration's relationship with the Department of Transportation. This site is not ideal for this type of event, but is symbolic in nature. The auditorium is too small to accommodate any of the staff of the department. However, the ceremony will be broadcast throughout the building and via satellite to other Department of Transportation locations in the country.

PROPOSED SUMMARY SCHEDULE

Monday, February 6, 1989

2:20 pm — THE PRESIDENT departs White House en route Federal Aviation Administration Building.

DRIVE TIME: 10 Minutes

2:30 pm — THE PRESIDENT arrives Federal Aviation Administration Building and proceeds to Holding Room.

Met by:

Mr. Samuel Skinner
Secretary Designate

Mr. Thomas Skinner
Mr. Samuel Skinner's Son

Miss Jane Skinner
Mr. Samuel Skinner's Daughter

Mr. Steven Skinner
Mr. Samuel Skinner's Son

2:32 pm — THE PRESIDENT, escorted by Secretary Designate Skinner and his three children, proceeds to Off-Stage Announcement Area.

2:34 pm — THE PRESIDENT, Secretary Designate and his three children, arrive Off-Stage Announcement Area and hold briefly.

EVENT: SWEARING IN CEREMONY OF SECRETARY OF TRANSPORTATION

OPEN PRESS

RUFFLES AND FLOURISHES

OFF-STAGE ANNOUNCEMENT

HAIL TO THE CHIEF

BRIEF REMARKS

SWEARING IN CEREMONY

2:35 pm THE PRESIDENT, accompanied by Secretary Designate Skinner and his three children, is announced on Stage by an Off-Stage Announcement and remains standing.

2:36 pm Invocation

2:38 pm Pledge of Allegiance

2:39 pm "National Anthem"

2:41 pm THE PRESIDENT is introduced by Governor Jim Thompson for Brief Remarks.

2:42 pm THE PRESIDENT gives Brief Remarks.

2:48 pm THE PRESIDENT concludes Brief Remarks and proceeds to View Swearing In Ceremony.

2:49 pm Secretary Skinner remarks.

2:54 pm Secretary Skinner concludes remarks.

2:55 pm — THE PRESIDENT departs Stage and proceeds to Holding Room.

2:57 — THE PRESIDENT arrives Holding Room.

2:59 pm — THE PRESIDENT departs Holding Room and proceeds to Motorcade.

3:00 pm — THE PRESIDENT boards Motorcade and departs Federal Aviation Building en route White House.

DRIVE TIME: 10 Minutes

3:10 pm — THE PRESIDENT arrives White House.