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Andrew H. Card [Secretary of Transportation] Swearing-In 3/11/92 [OA 7569]

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

March 11, 1992

REMARKS BY THE PRESIDENT
AND SECRETARY OF TRANSPORTATION ANDREW H. CARD
IN SWEARING-IN CEREMONY

Air and Space Museum
Washington, D.C.

9:04 A.M. EST

THE PRESIDENT: Thank you, Admiral, and all of you. And I feel just as excited as you do about this occasion. May I thank Reverend Keller for those stirring words, as well as the Coast Guard Band and the Hine Junior High Chorus. And I'm pleased that so many members of the Cabinet and the Congress and the White House staff could be with us this morning. We have a nice contingent from Massachusetts, led by our Lieutenant Governor, whom I don't see this minute, but who is with us -- over here, Paul Cellucci; and our State Treasurer up there, Joe Malone, longtime friends of Andy Card's. A special welcome to the former secretaries who are with. I've seen Sam Skinner and Alan Boyd; perhaps others. But it's just a great pleasure to have you all here.

I know that Sam, now Chief of Staff, who served this department -- oh, I see Bill Coleman sitting over here. Who am I missing? Let's get the former secretaries out there. Well, I think we got it -- Alan and Bill and Sam Skinner. And, as I say, I know that Sam shares my great pride for Andy Card and this wonderful family of his on this very special day. And since this is a real family affair, I think I could speak for all of us when I singled out Tabatha for singing the National Anthem so beautifully. That was first-class work.

And to those of you who know our new Secretary, you know he doesn't seek the spotlight. And I promised I'd keep the pomp and circumstance to a minimum, but, Andy, I should warn you, it will be necessary to spend the next few minutes saying some nice things about you. (Laughter.) Andy is one of this town's best-kept secrets -- one of the best-liked, most well-respected members of the team. You know the saying, "nice guys finish last"? Well, Leo Durocher never met Andy Card. (Laughter.)

And this newest member of my Cabinet can claim a distinguished career in public service at both the national and state level. He served three tours in the White House, five terms in the Mass House of Representatives, with six years as a member of the House leadership there. Transportation was one of the issues Andy gave great attention to during his time in the state legislature. Before he came to public service he was trained and worked as a design engineer. He was talking about multimodalism -- or intermodalism -- long before it was fashionable. In fact, my first meetings with him were usually inter-modal campaign experiences. (Laughter.)

And he would pick me up at Logan Airport -- I'm not going to criticize his car, it was a Chevy Chevette -- (laughter) -- and drive me around the state. One paper called him the "commuter's friend." Well, the commuter's friend has found an apt home at the Department of Transportation. And I am just totally confident that

MORE

his service will prove as loyal as our friendship -- as our enduring friendship.

I know Andy to be a proven leader and a talented manager -- experienced, efficient, energetic, a public servant of the first order, and above all, a man who gets things done. And that's important. For this job it's not enough to know your way around inside the beltway -- at DOT or working with the people who built the beltway.

So you've got a good leader. And Andy takes his new position at a very critical time. This department bears primary responsibility for putting the landmark Surface Transportation Act of 1991 into action -- the act that Sam, his predecessor, worked so hard on. This act is creating jobs today -- jobs to upgrade our nation's highway system, jobs to provide for mass transit and meet this country's transportation needs.

And when I signed the new Surface Act last December, it made available some \$11 billion to the states. And we directed this department and urged the states to put those dollars to work right away. In the nearly three months since I signed the act, we've delivered 20 percent more highway money than during the same period a year ago.

DOT continues to play a pivotal role, helping the airline industry adapt to the changes brought on by deregulation, changes which are producing economic benefits through more efficient service. DOT also has a faithful supporter of our -- been a faithful supporter of our military and their own transportation needs. And with your energy and ability, Andy, I know that this department will continue to ensure that the United States remains a world leader in providing safe and efficient transportation.

To meet each of these challenges, and they are big, Andy will be able to call on a really dedicated team of transportation officials in the department.

And to each and every one of you who serve over there, we are grateful to you. You exemplify the very, very best in public service. And I want to salute you along with your new Secretary.

And now, with all of that said, it is with great pleasure that I turn the podium over to Mr. Justice Thomas for the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr. Thank you. (Applause.)

(The oath is administered.)

SECRETARY CARD: Thank you, Justice Thomas. Thank you very much, Mr. President, for your kind remarks. My respect and admiration for you are unbounded. The United States and the entire world are fortunate to have you and your leadership of this great country.

Mr. President, I'm also grateful for the confidence that you have placed in me to guide the best agency in government, and I am truly honored. It was special for me to have Justice Thomas administer the oath, and I say thank you to you. You're a true and valued friend. And thank you, too, Reverend Keller, for your kind inspiration.

Cabinet colleagues, members of Congress, distinguished guests and friends, thank you for sharing this day with me and my family. Seeing my predecessors here -- Bill Coleman and Alan Boyd, Sam Skinner -- and remembering the fine work that John Volpe did at the Department of Transportation, I realize that I have very, very

big shoes to fill. And I am grateful for the work that was done to make it possible for me to head the department.

I also want to thank our Deputy Secretary, Admiral Bill Busey. He's provided outstanding leadership during this time of transition, and he ably guided the department as Acting Secretary. Jim, I'm honored to have you on my team.

From Holbrook, Massachusetts, to the White House, I've been blessed and have been benefited to have had the opportunity to work with so many talented and dedicated people. Each and every one of them contributed to this moment. I think back on the days when Paul Cellucci and Leon Lombardi, Andrew Natsios and I worked so hard to get the President the recognition that he so rightfully deserved. They contributed to this moment, and I'm grateful to them.

Yet those of you who know me know this: That none are more important to me, and there are none from whom I have derived more support and happiness than my family. You've already met my daughter, Tabatha, and I'd like to introduce some of the other members of my family who are with me here today. I'll ask them to stand. I won't go through every name. But my grandmother from Conway, New Hampshire, is here, and my parents from Holbrook -- and why don't the family all stand up. (Applause.)

Mr. President, I promised not to tell my grandmother story today. (Laughter.) But I would be remiss if I didn't add to those that I have to thank my grandmother. I must give thanks to her because she instilled in me an early desire to be an activist in politics; to serve, to contribute, and to try to make a difference. She taught that to my father and he taught that to me, too.

As Secretary of Transportation I can assure you that I will do just that. Ethics will be my guide. And my decisions each and every day will be based on promoting safety, accessibility and efficiency in our transportation system. I know that I have the firm commitment of the Department of Transportation in support of this mission.

Mr. President, I'm deeply impressed with what happens at the Department of Transportation every day. The dedicated men and women of that department make a real difference. The Coast Guard saves a life every 90 minutes. Our FAA traffic control work force guides more than 170,000 operations a day. Our highway safety program saved nearly 20,000 lives a year. That's 52 lives every single day. Talk about responsibility and then think about the people who are making a difference on the job.

We have here with us today, Mr. President, many DOT employees whose work affects the lives of all Americans. With willing hands and open minds they make things happen, whether it's behind a desk, out at sea, in the air or on the road throughout our nation's transportation system. All of you accomplish so very much every single day, year in and year out. And I am very, very proud to be joining your team.

In closing, we know that things do not simply happen, things are made to happen. And this museum is proof that vision requires hard work and total commitment. From the Wright Brothers to Chuck Yeager, to the crew of the aircraft carrier Voyager -- that's the plane that accomplished the amazing feat of flying all the way around the world nonstop without refueling -- through all of this represented in this building, Americans have been at the forefront of making their dreams reality.

This same spirit of innovation animates America's transportation professionals. From the days our ancestors drove spikes to span the nation by rail, to a more recent construction of

true intermodal transportation links, we are a country that thrives on meeting difficult challenges.

On April 1st the Department of Transportation becomes 25 years old. The theme of our 25th year is "The Future Starts Here." How true that is. How we travel to jobs, to markets and to our homes tomorrow depends on how well the job is done at DOT today.

So let me say that all of us at the Department are ready to face head on the demanding challenges, to create jobs now and to ensure safe accessibility and efficiency in our transportation system in the coming years.

I am honored to be a member of the President's cabinet. And I'm proud to have you share in this moment. Thank you very, very much.

THE PRESIDENT: Well done, Andy.

END

9:20 A.M. EST

McGroarty/Bunton
March 6, 1992
1:45 AM
[CARD]

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN
NATIONAL AIR AND SPACE MUSEUM
MARCH 11, 1992
9:15 AM

[Introductory acknowledgements.] It's my great pleasure to join all of you here today. I know Sam Skinner, my Chief of Staff who served so ably right here in this Department, shares my great pride for Andy Card, for his family and his friends. //

Those of you who know our new Secretary know he doesn't seek out the spotlight. I promised I'd keep the pomp and circumstance to a minimum, but, Andy, I should warn you: it will be necessary to spend the next few minutes saying a number of nice things.

Andy Card is one of this town's best kept secrets -- one of the best-liked, most well-respected members of my staff. You know the saying, "Nice guys finish last." Well, Leo Durocher never met Andy Card. //

This newest member of my Cabinet can claim a distinguished career in public service at both the national and state level. He has served two tours in the White House -- five terms in the Massachusetts House of Representatives, the last six years as a member of the House leadership.

But before he came to public service, Andy was trained and worked as a design engineer. [[And to go back to the very beginning, Andy's family tells me his favorite book as a child was "The Little Engine that Could."]]

I know Andy Card to be a proven manager -- experienced, efficient and energetic; A public servant of the first order -- and above all, a man who gets things done. //

[[And that's important. For this job, it's not enough to know your way around inside the Beltway. At DOT, you're working with the people who built it.]]

Andy takes this new position at a critical time. This Department bears primary responsibility for putting the landmark Surface Transportation Act of 1991 into action. Your efforts will help America rebuild its infrastructure, upgrade our federal highway system, provide for mass transit -- and meet this country's transportation needs now and for the next five years.

DOT will also play a pivotal role helping the airline industry meet the changes and challenges in the era of deregulation. / To meet each of these challenges, Andy will be able to call on DOT's dedicated team of transportation professionals. Sam Skinner sings your praises, and that carries great weight with me. I thank all of you for the work you're doing to move this country into the next century. //

One last word to the new Secretary: Andy, you made sure the trains ran on time at the White House. I wish you every success in your new assignment. //

Now, it is with great pleasure that I witness the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr.

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FACT CHECK

Page 239

McGroarty/Bunton
March 10, 1992
10:30 a.m.
[CARD]

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN
NATIONAL AIR AND SPACE MUSEUM
MARCH 11, 1992
9:15 AM

[Introductory acknowledgements.] It's my great pleasure to join all of you here today. I know Sam Skinner, my Chief of Staff who served this Department so ably, shares my great pride for Andy Card, for his family and his friends. //

And since this is a real family affair, let me thank Andy's talented daughter, Tabatha, for singing the National Anthem.

Those of you who know our new Secretary know he doesn't seek out the spotlight. I promised I'd keep the pomp and circumstance to a minimum, but, Andy, I should warn you: it will be necessary to spend the next few minutes saying a number of nice things.

[[And don't worry Andy: I won't breathe a word about your grandmother story.]]

Andy Card is one of this town's best kept secrets -- one of the best-liked, most well-respected members of my team. You know the saying, "Nice guys finish last." Well, Leo Durocher never met Andy Card. //

This newest member of my Cabinet can claim a distinguished career in public service at both the national and state level. He has served ^{three} two tours in the White House -- [✓] five terms in the Massachusetts House of Representatives -- with [✓] six years as a member of the House leadership.

Before he came to public service, Andy was trained and worked as a design engineer. He was talking about "multimodalism" or intermodalism long before it was fashionable. In fact my first meetings with Andy were usually intermodal campaign experiences. He would pick me up at Logan airport, put me in his Chevy Chevette and drive me around the state. One newspaper called him the "commuters' friend." Well, the "commuters' friend" has found an apt home at the Department of Transportation, and I know his service will prove as loyal as our enduring friendship.

[[And to go back to the very beginning, Andy's family tells me his favorite book as a child was "The Little Engine that Could."]]

I know Andy Card to be a proven leader and talented manager -- experienced, efficient and energetic; A public servant of the first order -- and above all, a man who gets things done. //

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Andy takes this new position at a critical time. This Department bears primary responsibility for putting the landmark Surface Transportation Act of 1991 into action. This act is creating jobs today -- jobs to upgrade our nation's highway systems, jobs to provide for mass transit and meet this country's transportation needs. When I signed the new Surface Act into law last December, it made available some eleven billion dollars to

the states. We directed this Department, and urged the state, to put those dollars to work right away. In the ^{nearly 3} first-four months ~~since I signed the bill~~ alone, we've delivered twenty percent more highway money than during the same period a year ago.

DOT continues to play a pivotal role helping the airline industry adapt to the changes brought on by deregulation -- changes which are producing economic benefits through more efficient service. DOT also remains a faithful supporter our military and their transportation needs. To meet each of these challenges, Andy will be able to call on DOT's dedicated team of transportation professionals. I thank all of you for the work you're doing to move this country into the next century. //

Now, it is with great pleasure that I ~~turn over the podium~~ ^{like} to Mr. Justice Thomas ~~to witness the swearing-in of our new~~ ^{not that} Secretary of Transportation, Andrew H. Card, Jr.

- # # #
- notes - 4 more DOTs
- James Burnley, II
 - Neil GOLDSCHMIDT
 - William Coleman
 - Allen Boyd

- Cab. Sects - 8
- Martin Daiman
 - Barry
 - Franklin
 - Brady
 - Kemp
 - Watkins
 - Yentzer

Lt. Gov. Mass. Paul Cellucci
 Mass. State Treas. Joseph Malone
 Mass. State Rep. Anton
 Leon Lombardi
 Chron.

In period since 20% more

signed

MC

9 slew

6 w 6 outstrip

6 senate

To meet each of these challenges, Andy will be able to call on DOT's dedicated team of transportation professionals. The Department is marking the 25th anniversary of its establishment this Spring. This department has been fortunate to have a tradition of great leadership. Sam Skinner is a tough act -- a class act -- to follow. But with Andy Card, DOT couldn't have a better person at the helm or any one who cares more about doing the job DOT was created to carry out.

[Andy Card swearing in] Lisa Kaiser

Lisa Walker lead advance → 535-8650 / 703-998-2302

* Justice Clarence Thomas to swear Andy in:

□ adm. James B. Busey [Dept. Sec. Transportation]
open remarks

□ HINE Home Jr. High School singing "America the Beautiful"
John Seymour contact

□ Presentations of colors
DOT reps. (employees) Pledge of Allegiance

□ Nat'l Anthem ^{Mrs.} TAPatha Card Mueller (dog)

□ invite Rev. Richard Keller

adm. Busey intro

□ ~~off stage~~ attendance → POTUS ~~at~~
9:15 a.m.

□ Swear in by Justice Clarence Thomas

□ Andy remarks

- POTUS DEPART

□ Retire Colors

□ Recessional Coast Guard Band

□

Andy Card 22 other family members

Elected officials

Employees

Family

Government

Congress

all from → gotten their change

Get Andy - Family
9am Air and Space Museum

Live and
Nov 1973
Witness speaking in

Andy Card -
Remarks
Spoke in a live
place

A. Card memo in:

acks — all cab; Cong —
house NC + senate

any remarks to talk points

Albany Club Union Station

10 am off stage announcements

call list / on stage: Jones;
Sec; Mrs. Card,
the judge, Adm.
Bonsey, Gaster to intro

11 March Weds

NO FIGHTS
open press

long, narrow room

Stage

Coast Guard Band

dept. sec. — Admiral Bonsey welcome folks /
mat's author, judge

Potts, present in, remarks

Gloria Harris

— Home Dr. High sing (12) Am. the Beautiful

* 300 people - DOT EMPLOYEES

Present colors down center aisle

Tabatha w/ band do Nat'l Anthem

DOT employees lead pledge

pastor invokes

* ~~Adm~~

Adm Plusey intro POTUS

POTUS

swear^g in

read remarks

[A there be any train leaving @ 10?]

on Wednesday

feel the floor vibrating - sound of horses

press coverage -

ack: attend

cab/ Mc
former DOT sec's
family

3 maybe DOT fam sec's

20 cong.
Cabinet

22 POT Sr. staff

(with ~~staff~~)
WHITE HOUSE

TBD

McGroarty/Bunton
February 19, 1992
4:45 pm
[CARD]

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN
DEPARTMENT OF TRANSPORTATION
FEBRUARY 21, 1992
??:00 AM?

[Introductory acknowledgements.] It's my great pleasure to join all of you here today at DOT. I know Sam Skinner, my Chief of Staff who served so ably right here in this Department, shares my great pride for Andy Card, for his family and his friends. //

Those of you who know our new Secretary know he doesn't seek out the spotlight. I promised I'd keep the pomp and circumstance to a minimum, but, Andy, I should warn you: it will be necessary to spend the next few minutes saying a number of nice things.

Andy Card is one of this town's best kept secrets -- one of the best-liked, most well-respected members of my staff. You know the saying, "Nice guys finish last." Well, Leo Durocher never met Andy Card. //

This newest member of my Cabinet can claim a distinguished career in public service at both the national and state level. He has served two tours in the White House -- five terms in the Massachusetts House of Representatives, the last six years as a member of the House leadership.

But before he came to public service, Andy was trained and worked as a design engineer. [[And to go back to the very

- DOT
366-1111

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beginning, Andy's family tells me his favorite book as a child was "The Little Engine that Could."]]

I know Andy Card to be a proven manager -- experienced, efficient and energetic; A public servant of the first order -- and above all, a man who gets things done. //

[[And that's important. For this job, it's not enough to know your way around inside the Beltway. At DOT, you're working with the people who built it.]]

Andy takes this new position at a critical time. This Department bears primary responsibility for putting the landmark Surface Transportation Act of 1991 into action. Your efforts will help America rebuild its infrastructure, upgrade our federal highway system, provide for mass transit -- and meet this country's transportation needs now and for the next five years.

Andrew Card [Andy was with me in December down in Dallas when we signed the transportation bill into law. He knows how much this legislation means to the men and women who earn their living building America's bridges and roads.]

Texas

Was not on travel manifest

DOT will also play a pivotal role helping the airline industry meet the changes and challenges in the era of deregulation. / To meet each of these challenges, Andy will be able to call on DOT's dedicated team of transportation professionals. Sam Skinner sings your praises, and that carries great weight with me. I thank all of you for the work you're doing to move this country into the next century. //

One last word to the new Secretary: Andy, you made sure the trains ran on time at the White House. I wish you every success in your new assignment. //

Now, it is with great pleasure that I witness the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr.

#

To Don
Date 2-19-9 Time 11:40AM

WHILE YOU WERE OUT

M. Kristen
of Scheduling
Phone 7560 ?

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

~~EMERGENCY~~

Message Franklin -
after march 4th

Andy's - either Friday
or after march 4th

Operator Nancy

McGroarty/Bunton
February 19, 1992
4:45 pm
[CARD]

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN
DEPARTMENT OF TRANSPORTATION
FEBRUARY 21, 1992
??:00 AM?

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Those of you who know our new Secretary know he doesn't seek out the spotlight. I promised ~~Andy~~ ^{Andy} I'd keep the pomp and circumstance to a minimum, but ^{Andy,} I should warn you: it will be necessary to spend the next few minutes saying a number of nice things.

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Before Andy was trained and worked as a design engineer. [[His family tells me his favorite book as a child was "The Little Engine that Could."]]

I know Andy Card to be a proven manager -- experienced, efficient and energetic. A public servant of the first order -- and above all, a man who gets things done. //

[[Beltway joke....]]

Andy takes this new position at a critical time. Transportation implement the landmark Surface Transportation Act of 1991... Work to make certain federal funds get.... Also face the challenges -- helping the airline industry meet the changes and challenges in the era of deregulation. //

In his work, Andy will be able to call on a dedicated team of Transportation professionals. Sam Skinner has sung your praises, and that carries great weight with me. I thank all of you for the work you're doing to move this country into the next century. //

One last word to the new Secretary: Andy, you made sure the trains ran on time at the White House....

Now, it is with great pleasure that I witness the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr.

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retary and Mrs. Bowen became close friends of the Bush family. President Bush spoke with Secretary Bowen today to express his sympathies.

Memorandum on Transportation of Humanitarian Assistance to the Former Soviet Union

January 21, 1992

Memorandum for the Secretary of Defense

Subject: Transportation of Humanitarian Assistance to the Former Soviet Union

Pursuant to the laws of the United States, including section 109 of the "Dire Emergency Supplemental Appropriations and Transfers for Relief From the Effects of Natural Disasters, for Other Urgent Needs, and for Incremental Cost of 'Operation Desert Shield/Desert Storm' Act of 1992" (Public Law 102-229):

1. I designate as emergency requirements, pursuant to the terms of the Balanced Budget and Emergency Deficit Control Act of 1985, as amended, the full amount for which section 109 provides.

2. Effective upon satisfaction of applicable congressional notification requirements, I direct the Secretary of Defense to transfer funds under section 109 as it incorporates by reference section 301(b) of H.R. 3807 as passed the Senate on November 25, 1991.

3. The authorities and duties of the President under section 301 of H.R. 3807 as passed the Senate on November 25, 1991, and referred to in section 109 (except the designation of emergency relating to funding addressed in paragraph 1 and the direction addressed in paragraph 2) are hereby delegated to the Secretary of Defense.

You are directed to publish this memorandum in the *Federal Register*.

George Bush

Note: This memorandum was released by the Office of the Press Secretary on January 22.

The President's News Conference January 22, 1992

Secretary of Transportation

The President. Let me just say that I am nominating Andy Card, Andrew H. Card, Jr., to be the Secretary of Transportation. His distinguished career and Government service at both the State and the national level give him the unique background for serving the Nation's transportation interests. He's a friend of many years who started his career as a legislator in the Massachusetts House of Representatives. I have valued that experience often in the last 3 years here in Washington.

As Deputy Chief of Staff, he has offered wise and loyal counsel on legislation, on management of Federal programs, and on inter-governmental relations. Scores of people from all walks of life know him as the White House manager who will listen to their concerns and get things done. That's true here. That's true on Capitol Hill.

And I also want to express my appreciation once again to Sam Skinner for his expert and dedicated stewardship over at that Department, culminating in the landmark Transportation Act. He was known over there for his foresight and innovation, and he's brought that same energy, distinctive energy, to the White House.

Our Nation's transportation system faces many important challenges in the years ahead. And a vast new highway system is taking shape under the Surface Transportation Act that was just signed into law. Whether it be in aviation, railroads, mass transit, shipping, or the Coast Guard, I know that Andy Card's leadership will be an important ingredient in providing the most effective transportation system possible.

I look forward to having him in this important position on the administration team, look forward to having him as a valued counselor and member of the President's Cabinet. And he will do a first-rate job at Transportation, just as his predecessor did.

Thank you very much. Andy, do you want equal time here?

Mr. Card. I'm honored and quite privileged to be part of the President's team, and I'm flattered that he would choose me to be part of his Cabinet. I look forward to working with the other members of the Cabinet, with the rest of the Bush administration, and I want to carry on the fine tradition that Secretary Skinner brought to the Department of Transportation.

Mr. President, I'm proud to be part of the team. Thank you.

The President. We're scooting over to the State Department for an event. But maybe I should take a question or two. I know you're all interested in this appointment.

State of the Union Message

Q. Mr. President, are you going to go for a middle income tax cut? And are you going to cut the Pentagon budget by \$50 billion? And are you going to break the budget agreement?

The President. Helen [Helen Thomas, United Press International], you have 6 days to wait for answers to all those questions. So, I'm not going to now start taking specifics on the State of the Union. I'm confident that what we suggest will be widely received, well-received by the American people. I think we're transcending politics. So, I'm confident what I propose will have strong support from all elements on the Republican side—

Q. How about the conservatives?

The President. —strong support there. And I think we're going to have a very good package. But we're going to eschew some of the pure political approaches. We're going to try to do something that will stimulate the economy and avoid these things that may have strong primary political appeal but would hurt the economy in the long run by shooting interest rates up. So, just stayed tuned, and I'll give you all the answers to that one.

Q. Can I follow that on a nonspecific—

The President. Yes, you can.

Q. Do you agree with those who say, even from among your own party, that you really don't have a message you've presented so far?

The President. No, I don't agree with them.

Q. Why not?

The President. But I think the State of the Union will give us a strong opportunity to get it across. Because we're in a political season, Ann [Ann Compton, ABC News]. And I point out what we've done in various areas: the benefits of a transportation bill, what we're doing in terms of a brand new education program. And it's pretty hard when you're out there getting hammered by the—the only way for the opposition to win in the political season is to tear down the President. The American people see that.

So, what I've got to do is get out and above all that by this State of the Union and then following up vigorously, which we will do.

Japan-U.S. Trade Agreements

Q. Mr. President, there's concerns from the comments from Prime Minister Miyazawa and other industrials in Tokyo that there may be some backsliding in Japan on agreements they made during your trip. What is your reaction?

The President. I was pleased with the correction or the comments coming out of Japan yesterday. I was not pleased with the statements that challenged the ability of American workers. I have full confidence in the American workers' competence, their ability. I do think that our products have to be competitive, and there's no question about that. But we've got the best workers in the world. So, when I saw a statement challenging that, I was upset.

But I was also pleased when I saw a reaffirmation of these goals that were established, and we'll have more to say on that, on a computer agreement that has had strong support, and I've seen very little coverage on that. It's a very good agreement. And the Japanese have every intention of fulfilling that agreement.

So, you know, I hope they don't judge American policy by some of the outrageous statements I've seen against them. And I won't judge Japanese policy by some of the outrageous statements I've seen against us. You need a steady hand here. You need to build on the progress we've made.

Economic Growth Initiatives

Q. Mr. President, you used much the same words that you used this morning, eschewing

Administration of George Bush

a political approach, would send interest

The President. Ri

Q. —earlier this you would oppose a Can we construe fro that you will oppose

The President. Y see. And I'll stay w in terms of definitio I think it will be we will do is to target gro omy. And I saw last y get which it was, on t was just kind of a bre constraints on spend all this Government see the caps on the s program would have do give everybody a tax rates shot up the very

So, our proposal w of politically popular on those things that investment, savings, wh

Q. Mr. President, y ago about political o the Presidency.

The President. Th

Q. The President.

The President. To dency, the President.

Q. But Republican ing apart your econ saying they haven't be are reports that you're of staff shakeup. First als not been bold enc become more bold i do you have a shakeup

The President. On we'll have strong s There's some, one or running around up th difficult to support m I mean, we all know son. But I think the publicans in the Ho will be supportive w package is.

What was the secon



2ND STORY of Level 1 printed in FULL format.

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January 23, 1992, Thursday, NORTH SPORTS FINAL EDITION

SECTION: NEWS; Pg. 24; ZONE: C; O'Malley & Collin INC

LENGTH: 822 words

BYLINE: By Kathy O'Malley and Dorothy Collin

BODY:

Air wars

Look for a decision on a new airport on or about Feb. 10. INC. hears Jim Edgar and his advisers are waiting to see Rich Daley's final financing plan before making the decision.

Springpatch

Word is House Speaker Mike Madigan held up final agreement on the emergency budget package until he was reassured about the impact of cuts on the Illinois Arts Council. The council's chairman: Shirley Madigan. But, hey, to paraphrase the late Richard J. Daley, "If a man can't help his wife . . ."

City that works . . .

but doesn't get paid. Because of "transitioning" in city departments (that means reorganization in plain English), pockets of payrollers are still waiting for their Jan. 16 checks. Was the mayor paid? "His department wasn't reorganized," said a press aide.

Politics as usual

INC. thinks that President Bush's choice of top aide Andy Card for secretary of transportation means New Hampshire's roads will be paved with platinum by primary day, Feb. 18. A key strategist who rescued Bush's presidential hopes in New Hampshire in 1988, Card was the expert on Massachusetts and Michael Dukakis who came up with Willie Horton.

FYI
oops

Power plays

Power of incumbency No. 1: Sen. Alan Dixon and Rich Daley were appointed to the Senate Urban Task Force by Majority Leader George Mitchell. Dixon just happens to be one of Mitchell's deputy leaders. . . . Power of incumbency No. 2: The first witnesses before the House Ways and Means subcommittee considering extending unemployment insurance were Rep. Dan Rostenkowski and House Minority Leader Bob Michel. Rostenkowski just happens to be the very powerful chairman of the full Ways and Means Committee.

Late, great Hollywood

When an all-star gridlock occurred backstage at Saturday's Golden Globe Awards, "JFK" director Oliver Stone was overheard commenting to Kevin Costner, "And they criticized our movie for being too long." . . . Things were running overtime, too, at Wednesday's L.A. Film Critics awards luncheon. When "Bugsy" director Barry Levinson finally took the podium at 3:30, four hours after the festivities had begun, he got a big laugh when he looked at his watch and asked, "What time will dinner be served?"



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Star tracks

Elizabeth Taylor obviously doesn't plan to go gently into her seventh decade. Taylor, who'll be turning 60 on Feb. 27, spent part of Wednesday looking at the place where she's having her birthday party: Disneyland. . . . When a Hollywood hospital offered a walk-on role in Burt Reynolds' "Cop-and-a-Half" movie as an auction item, two of the bidders were George Segal and James Caan.

Mother knows best

Looks like Nancy Reagan's lunches with Fox honcho Barry Diller have paid off - at least for one of the kids. INC. hears that Diller is very high on Ron Reagan, whose foray into TV Talkshowland was short-lived, and is about to give the kid another shot. The Fox TV show that he'll be hosting is tentatively titled "Q," and it'll lean more toward the investigative side than toward the I-Was-A-Teenage-Dominatrix genre.

Dialing around

In Hollywood, nothing arouses suspicion like a little thoughtfulness. A top Hollywood writer has been getting a curious number of "just wanted to check in" calls in the last week or two from directors and producers who are, at best, casual acquaintances. "Then it finally occurred to me," he told an INC. source. "Premiere magazine has started to work on its annual 'Most Powerful People in Hollywood' story - and they compile the list by talking to other people in the business."

Political shorts

INC. hears Bob Pechous will withdraw from the 3rd District congressional race and endorse Rep. Bill Lipinski. A debate of sorts will take place Friday between Lipinski and Rep. Marty Russo when they tape "Newsmakers," which will be broadcast at 10 a.m. Sunday on WBBM-TV. . . . Ron Gibbs, former lobbyist for the city in Washington, will announce Thursday that he's running against state Sen. Walter Dudycz on the Northwest Side.

INC.lings

Thursday birthdays: Princess Caroline, 34; Jeanne Moreau, 64; Robin Zander, 39; Rutger Hauer, 48; Richard Dean Anderson, 39; Gil Girard, 49; Chita Rivera, 59; Q101's Dan Walker, 38; Tyrone Power Jr., 33. . . . WCKG jock Allan Stagg did become the dad of a third son, as INC. reported, but it's not the third with current wife Cathy. Y108 jock Corrine Stone, Stagg's previous wife, points out that she is the mom of his other two sons. . . . When "Casablanca" is re-released nationally April 10, its two-week run in Chicago will be at the Music Box, 3733 N. Southport Ave. . . . Labor Secretary Lynn Martin and Oprah Winfrey were named two of America's best-mannered citizens by Marjabelle Stuart, the etiquette priestess. President and Mrs. Bush topped the list. INC. isn't sure if the selection was made before or after Bush threw up on the Japanese prime minister.

GRAPHIC: PHOTO: (Mike) Madigan.

TERMS: BRIEFS

Withdrawal/Redaction Sheet (George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Notes	Handwritten notes, re: Andrew Card swearing-in ceremony. (1 pp.)	n.d.	P-5	

Collection:

Record Group: Bush Presidential Records
Office: Speechwriting, White House Office of
Series: Speech File, Backup
Subseries:
WHORM Cat.:
File Location: Andrew H. Card [Secretary of Transportation] Swearing-In 3/11/92

**Open on Expiration of PRA
(Document Follows)**
 By SN (NLGB) on 4/5/2005

Date Closed: 11/22/2004	OA/ID Number: 07569
FOIA/SYS Case #:	
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P-2/P-5 Review Case #:	
MR Case #:	Appeal Case #:
MR Disposition:	Appeal Disposition:
Disposition Date:	Disposition Date:

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Andy Card
meets in

- [Cam Findlay (Findlay) 6594
called @ 8:30

↓
top 3 challenges @ transportation

↓
Andy Card
Sneaking-In

• Brad Card [Andy's brother]

↓

① implementation of trans. bill - novel new prog. & require
restm^t of adm.

got all this #2 got out quickly & jobs require
imaginative leadership / think^g

② sustain success of airline deregulation

politicians
not
someth^g
& talk ab^t in
election yr.

③ maritime reform -

④ nat'l rail strike will end^g strike in 18 hrs
similar event might be coming up this summer

[call Dept. Asst. Sec. Kelly Johnston (Trans)
366-4570]

- Assoc. am. in almost top job - pulled back the offer
- AAR

Andy - 6623 [Lisa] 170
9/16

Johns -

Gov. Wilson
 Kim Belshe
 Sac. III
 916-654-2872

Gov. Wilson
 Trade Rep
 Ira Goldman
 916-445-6075

April Geary

Flynn Bowie
 ↓
 USC Alumni Office

Dot Gaddis
 ↓
 Dean Humphreys' office
 803-777-4259

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

March 11, 1992

REMARKS BY THE PRESIDENT
AND SECRETARY OF TRANSPORTATION ANDREW H. CARD
IN SWEARING-IN CEREMONY

Air and Space Museum
Washington, D.C.

9:04 A.M. EST

THE PRESIDENT: Thank you, Admiral, and all of you. And I feel just as excited as you do about this occasion. May I thank Reverend Keller for those stirring words, as well as the Coast Guard Band and the Hine Junior High Chorus. And I'm pleased that so many members of the Cabinet and the Congress and the White House staff could be with us this morning. We have a nice contingent from Massachusetts, led by our Lieutenant Governor, whom I don't see this minute, but who is with us -- over here, Paul Cellucci; and our State Treasurer up there, Joe Malone, longtime friends of Andy Card's. A special welcome to the former secretaries who are with. I've seen Sam Skinner and Alan Boyd; perhaps others. But it's just a great pleasure to have you all here.

I know that Sam, now Chief of Staff, who served this department -- oh, I see Bill Coleman sitting over here. Who am I missing? Let's get the former secretaries out there. Well, I think we got it -- Alan and Bill and Sam Skinner. And, as I say, I know that Sam shares my great pride for Andy Card and this wonderful family of his on this very special day. And since this is a real family affair, I think I could speak for all of us when I singled out Tabatha for singing the National Anthem so beautifully. That was first-class work.

And to those of you who know our new Secretary, you know he doesn't seek the spotlight. And I promised I'd keep the pomp and circumstance to a minimum, but, Andy, I should warn you, it will be necessary to spend the next few minutes saying some nice things about you. (Laughter.) Andy is one of this town's best-kept secrets -- one of the best-liked, most well-respected members of the team. You know the saying, "nice guys finish last"? Well, Leo Durocher never met Andy Card. (Laughter.)

And this newest member of my Cabinet can claim a distinguished career in public service at both the national and state level. He served three tours in the White House, five terms in the Mass House of Representatives, with six years as a member of the House leadership there. Transportation was one of the issues Andy gave great attention to during his time in the state legislature. Before he came to public service he was trained and worked as a design engineer. He was talking about multimodalism -- or intermodalism -- long before it was fashionable. In fact, my first meetings with him were usually inter-modal campaign experiences. (Laughter.)

And he would pick me up at Logan Airport -- I'm not going to criticize his car, it was a Chevy Chevette -- (laughter) -- and drive me around the state. One paper called him the "commuter's friend." Well, the commuter's friend has found an apt home at the Department of Transportation. And I am just totally confident that

MORE

his service will prove as loyal as our friendship -- as our enduring friendship.

I know Andy to be a proven leader and a talented manager -- experienced, efficient, energetic, a public servant of the first order, and above all, a man who gets things done. And that's important. For this job it's not enough to know your way around inside the beltway -- at DOT or working with the people who built the beltway.

So you've got a good leader. And Andy takes his new position at a very critical time. This department bears primary responsibility for putting the landmark Surface Transportation Act of 1991 into action -- the act that Sam, his predecessor, worked so hard on. This act is creating jobs today -- jobs to upgrade our nation's highway system, jobs to provide for mass transit and meet this country's transportation needs.

And when I signed the new Surface Act last December, it made available some \$11 billion to the states. And we directed this department and urged the states to put those dollars to work right away. In the nearly three months since I signed the act, we've delivered 20 percent more highway money than during the same period a year ago.

DOT continues to play a pivotal role, helping the airline industry adapt to the changes brought on by deregulation, changes which are producing economic benefits through more efficient service. DOT also has a faithful supporter of our -- been a faithful supporter of our military and their own transportation needs. And with your energy and ability, Andy, I know that this department will continue to ensure that the United States remains a world leader in providing safe and efficient transportation.

To meet each of these challenges, and they are big, Andy will be able to call on a really dedicated team of transportation officials in the department.

And to each and every one of you who serve over there, we are grateful to you. You exemplify the very, very best in public service. And I want to salute you along with your new Secretary.

And now, with all of that said, it is with great pleasure that I turn the podium over to Mr. Justice Thomas for the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr. Thank you. (Applause.)

(The oath is administered.)

SECRETARY CARD: Thank you, Justice Thomas. Thank you very much, Mr. President, for your kind remarks. My respect and admiration for you are unbounded. The United States and the entire world are fortunate to have you and your leadership of this great country.

Mr. President, I'm also grateful for the confidence that you have placed in me to guide the best agency in government, and I am truly honored. It was special for me to have Justice Thomas administer the oath, and I say thank you to you. You're a true and valued friend. And thank you, too, Reverend Keller, for your kind inspiration.

Cabinet colleagues, members of Congress, distinguished guests and friends, thank you for sharing this day with me and my family. Seeing my predecessors here -- Bill Coleman and Alan Boyd, Sam Skinner -- and remembering the fine work that John Volpe did at the Department of Transportation, I realize that I have very, very

big shoes to fill. And I am grateful for the work that was done to make it possible for me to head the department.

I also want to thank our Deputy Secretary, Admiral Bill Busey. He's provided outstanding leadership during this time of transition, and he ably guided the department as Acting Secretary. Jim, I'm honored to have you on my team.

From Holbrook, Massachusetts, to the White House, I've been blessed and have been benefited to have had the opportunity to work with so many talented and dedicated people. Each and every one of them contributed to this moment. I think back on the days when Paul Cellucci and Leon Lombardi, Andrew Natsios and I worked so hard to get the President the recognition that he so rightfully deserved. They contributed to this moment, and I'm grateful to them.

Yet those of you who know me know this: That none are more important to me, and there are none from whom I have derived more support and happiness than my family. You've already met my daughter, Tabatha, and I'd like to introduce some of the other members of my family who are with me here today. I'll ask them to stand. I won't go through every name. But my grandmother from Conway, New Hampshire, is here, and my parents from Holbrook -- and why don't the family all stand up. (Applause.)

Mr. President, I promised not to tell my grandmother story today. (Laughter.) But I would be remiss if I didn't add to those that I have to thank my grandmother. I must give thanks to her because she instilled in me an early desire to be an activist in politics; to serve, to contribute, and to try to make a difference. She taught that to my father and he taught that to me, too.

As Secretary of Transportation I can assure you that I will do just that. Ethics will be my guide. And my decisions each and every day will be based on promoting safety, accessibility and efficiency in our transportation system. I know that I have the firm commitment of the Department of Transportation in support of this mission.

Mr. President, I'm deeply impressed with what happens at the Department of Transportation every day. The dedicated men and women of that department make a real difference. The Coast Guard saves a life every 90 minutes. Our FAA traffic control work force guides more than 170,000 operations a day. Our highway safety program saved nearly 20,000 lives a year. That's 52 lives every single day. Talk about responsibility and then think about the people who are making a difference on the job.

We have here with us today, Mr. President, many DOT employees whose work affects the lives of all Americans. With willing hands and open minds they make things happen, whether it's behind a desk, out at sea, in the air or on the road throughout our nation's transportation system. All of you accomplish so very much every single day, year in and year out. And I am very, very proud to be joining your team.

In closing, we know that things do not simply happen, things are made to happen. And this museum is proof that vision requires hard work and total commitment. From the Wright Brothers to Chuck Yeager, to the crew of the aircraft carrier Voyager -- that's the plane that accomplished the amazing feat of flying all the way around the world nonstop without refueling -- through all of this represented in this building, Americans have been at the forefront of making their dreams reality.

This same spirit of innovation animates America's transportation professionals. From the days our ancestors drove spikes to span the nation by rail, to a more recent construction of

true intermodal transportation links, we are a country that thrives on meeting difficult challenges.

On April 1st the Department of Transportation becomes 25 years old. The theme of our 25th year is "The Future Starts Here." How true that is. How we travel to jobs, to markets and to our homes tomorrow depends on how well the job is done at DOT today.

So let me say that all of us at the Department are ready to face head on the demanding challenges, to create jobs now and to ensure safe accessibility and efficiency in our transportation system in the coming years.

I am honored to be a member of the President's cabinet. And I'm proud to have you share in this moment. Thank you very, very much.

THE PRESIDENT: Well done, Andy.

END

9:20 A.M. EST