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# FOIA MARKER

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

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**OA/ID Number:** 13610  
**Folder ID Number:** 13610-008

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**Folder Title:**  
Swearing-In of Andy Card [as Secretary of Transportation] 3/11/92 [OA 6099]

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half of jobs, family, and peace. I pledge to  
them my best efforts to focus the Presidency  
on these challenges and to provide a more  
secure future for all Americans.

Remarks at the Swearing-In  
Ceremony for Andrew H. Card, Jr.,  
as Secretary of Transportation  
March 11, 1992

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 cho-  
rus. 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 Gov-  
ernor, whom I don't see this minute but who  
is with us, over here, Paul Cellucci, and our  
State treasurer up there, Joe Malone; long-  
time friends of Andy Card's.

A special welcome to the former Sec-  
retaries who are with—I've seen Sam Skin-  
ner 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 Cole-  
man 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 Tabettha  
for singing the national anthem so beau-  
tifully. That was first-class work.

And to those of you who know our new  
Secretary, you know he doesn't seek the spot-  
light. 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. 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 Rep-  
resentatives, with 6 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 de-  
sign engineer. He was talking about  
multimodalism, or intermodalism, long be-  
fore it was fashionable. In fact, my first meet-  
ings with him were usually intermodal cam-  
paign experiences. [Laughter]

And he would pick me up at Logan Air-  
port—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 commut-  
er's friend has found an apt home at the De-  
partment of Transportation. And I am just  
totally confident that 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 responsibil-  
ity for putting the landmark Surface Trans-  
portation Act of 1991 into action, the act that  
Sam, his predecessor, worked so hard on.  
This act is creating jobs today, jobs to up-  
grade our Nation's highway system, jobs to  
provide for mass transit and meet this coun-  
try'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  
3 months since I signed the act, we've deliv-

ered 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 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.

*Note: The President spoke at 9:04 a.m. at the National Air and Space Museum. In his remarks, he referred to Admiral James B. Busey IV, Deputy Secretary of Transportation, and Tabetha Card Mueller, daughter of Secretary Card. Supreme Court Justice Clarence Thomas administered the oath of office. A tape was not available for verification of the content of these remarks.*

### The President's News Conference March 11, 1992

**The President.** Good morning. And first, on the politics, I think yesterday was a great day, and I am extremely grateful to the many people who worked so hard in these various States. We've been victorious in 15 States, and I'll continue to seek the endorsement of the party in every primary.

I've tried to let the people of this country know that we will turn this country around, and our great Nation should be a world-class leader in every category of economic and so-

cial activity. We need jobs for everyone, medical care that is available to everyone. We need to build an education system that prepares kids for the competitive challenges of tomorrow. We need housing that is affordable and plentiful. We need safer neighborhoods and job security. We need to compete internationally for world markets and increase our exports. And there are many problems and opportunities that face the Presidency.

And the voters of these eight States have given me their support. I think they feel I have the experience and leadership to take America in new directions, to reach out for the complex solutions that we must undertake.

As we renew ourselves at home, we simply cannot relinquish our leadership abroad, either. The world is a vastly changed place from even a year ago. Democracy is won, the cold war is over, and now we have an opportunity to secure peace. We cannot let this opportunity pass. And Americans must not heed the lone trumpets of retreat. We must successfully meet every challenge, domestic or foreign.

And one of these important challenges is space. And our civil space program has had remarkable technological success over the last 30 years. America's taken great pride in the achievements of astronauts and our space scientists. And now the genius of that program must focus on new initiatives for the nineties. We intend to deploy a space station by the end of this decade. We must develop a new launch system that augments the space shuttle, a new system that can carry payloads which will give America superiority and flexibility in commercial as well as in scientific fields.

And I want to acknowledge the work of Admiral Dick Truly in providing valued leadership in the space program as an astronaut and as the Administrator of NASA. He deserves great credit for so many of the successes of our space efforts. And as we consider new directions in space, I intend to nominate Daniel S. Goldin, the senior vice president of TRW, Inc., to head NASA. He's a leader; Dan is a leader in America's aerospace industry and a man of extraordinary energy and vitality. And working with the

Vice President as Chairman of the Council, Dan Goldin for his leadership in space activity.

Thank you very much for your support. I'm sure you're all going to be in a little bit. But I'd like to ask you some questions. Help me answer them. Help the United Press International.

### Defense Budget

**Q.** Mr. President, when you were in your own party who were you talking to and that you really were leading us toward the 2000 goal in your opening statement affirming a Pentagon budget that would be a military superpower for the world, world-class.

**The President.** Well, I would please listen to the statement that I made to the many initiatives that I don't think there are there in your own party.

**Q.** A lot of protest votes were cast in your own party. **The President.** Well, I think a lot of that stems from the fact that I'm absolutely certain of that. I think the people will be with me in the way that I'm myself in a way that I'm in the fall.

In terms of defense, my responsibility to keep the country safe. Those recommendations from Colin Powell and the Joint Chiefs of Staff. And I think there is a lot of political pressure to pay for it, to pay for the muscle of defense. I think I have an obligation to do that. I have an obligation to the national security of this country to fulfill it by having a strategy.

So I don't know what you're talking about out of the Pentagon, but I'm sure it is shared by the President.

### Presidential Primaries

**Q.** Mr. President?

**The President.** Yes, Thank you. [Associated Press].

**Q.** Many Republicans are saying Buchanan to get out of the

WHITE HOUSE STAFFING MEMORANDUM

92 MAR 10 P3:29

DATE: 3/10/92 ACTION/CONCURRENCE/COMMENT DUE BY: ---

SUBJECT: PRESIDENTIAL REMARKS: SWEARING IN OF ANDY CARD WEDNESDAY, MARCH 11

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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			MCGROARTY	<input type="checkbox"/>	<input checked="" type="checkbox"/>

REMARKS:

The attached has been forwarded to the President.

RESPONSE:

PHILLIP D. BRADY Assistant to the President and Staff Secretary Ext. 2702

THE WHITE HOUSE  
WASHINGTON

March 10, 1992

02 MAR 10 12:32

MEMORANDUM FOR THE PRESIDENT

THROUGH:

DAVID DEMAREST *DD*

FROM:

DAN MC GROARTY *DMG*

SUBJECT:

PROPOSED REMARKS FOR SWEARING IN OF ANDY CARD

I. SUMMARY

On Wednesday, March 11 at 9:15 a.m. you will deliver brief remarks to an audience of 300 at the National Air and Space Museum at the swearing in ceremony of Andy Card as Secretary of Transportation. More than 20 members of Secretary Card's family will attend. Justice Clarence Thomas will minister the oath.

This draft includes the Department of Transportation's comments.

II. DISCUSSION

Your remarks (approximately 5 minutes / cards) focus on Secretary Card's distinguished career in public service at the state and national levels, and highlight his proven leadership.

McGroarty/Bunton  
March 10, 1992  
1:30 p.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 tours in the White House -- five terms in the Massachusetts House of Representatives -- with six years as a member of the House leadership. Transportation was one of the

issues Andy gave great attention to during his time in the legislature.

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. //

[[ 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. 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 first four months 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. //

With your energy and ability, Andy, I know the Department of Transportation will continue to ensure that the U.S. remains a world leader in providing safe and efficient transportation. 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 to Mr. Justice Thomas to witness the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr.

# # #

THE WHITE HOUSE  
WASHINGTON

THE PRESIDENT HAS SEEN  
03.10.92

March 10, 1992

02 MAR 10 P12:32

*ok with white*

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THROUGH: DAVID DEMAREST  
FROM: DAN MC GROARTY  
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~~[[I don't want to say anything about your grandmother story.]]~~ ??

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[[ 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. ]]

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With your energy and ability, Andy, I know the Department of Transportation will continue to ensure that the U.S. remains a world leader in providing safe and efficient transportation. I thank all of you for the work you're doing to move this country into the next century

Now, it is with  
to Mr. Justice Thomas  
Secretary of Transport

Moving this sentence is all we really have to do - as I reread it, it was out of place anyway.  
JMG

2 little more sentence  
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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.)

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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

**SECRETARY CARD SWEARING-IN \ AIR AND SPACE MUSEUM  
WEDNESDAY, MARCH 11, 1992 \ 9:15 AM**

**THANK YOU ADMIRAL BUSEY FOR THAT INTRODUCTION. MY THANKS TO REVEREND KELLER FOR THE INVOCATION, AS WELL AS THE COAST GUARD BAND AND THE HINE JUNIOR HIGH SCHOOL CHORUS. I'M PLEASED THAT SO MANY MEMBERS OF THE CABINET AND CONGRESS COULD JOIN US THIS MORNING. GOOD MORNING TO OUR MASSACHUSETTS CONTINGENT: LT. GOV. PAUL CELLUCCI AND STATE TREASURER JOSEPH MALONE.**

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**- 2 -**

**AND A SPECIAL WELCOME TO THE FORMER DOT SECRETARIES WHO ARE PRESENT: JAMES BURNLEY; NEIL GOLDSCHMIDT; WILLIAM COLEMAN; AND ALAN BOYD. IT'S MY GREAT PLEASURE TO BE 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.

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 TOURS IN THE WHITE HOUSE -- FIVE TERMS IN THE MASSACHUSETTS HOUSE OF REPRESENTATIVES -- WITH SIX YEARS AS A MEMBER OF THE HOUSE LEADERSHIP. TRANSPORTATION WAS ONE OF THE ISSUES ANDY GAVE GREAT ATTENTION TO DURING HIS TIME IN THE LEGISLATURE.

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.

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. //

**[[ 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. 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.**

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**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 STATES, TO PUT THOSE DOLLARS TO WORK RIGHT AWAY. IN THE NEARLY THREE MONTHS SINCE I SIGNED THE ACT, 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 OF OUR MILITARY AND THEIR TRANSPORTATION NEEDS.**

**WITH YOUR ENERGY AND ABILITY, ANDY, I KNOW THE DEPARTMENT OF TRANSPORTATION WILL CONTINUE TO ENSURE THAT THE U.S. REMAINS A WORLD LEADER IN PROVIDING SAFE AND EFFICIENT TRANSPORTATION.**

**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 THE PODIUM OVER TO MR. JUSTICE THOMAS FOR THE SWEARING-IN OF OUR NEW SECRETARY OF TRANSPORTATION, ANDREW H. CARD, JR.**

**# # #**

**SECRETARY CARD SWEARING-IN \ AIR AND SPACE MUSEUM  
WEDNESDAY, MARCH 11, 1992 \ 9:15 AM**

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**# # #**

THE WHITE HOUSE  
WASHINGTON

March 10, 1992

MEMORANDUM FOR THE PRESIDENT  
THROUGH: DAVID DEMAREST *DD*  
FROM: DAN MC GROARTY *DMG*  
SUBJECT: PROPOSED REMARKS FOR SWEARING IN OF ANDY CARD

I. SUMMARY

On Wednesday, March 11 at 9:15 a.m. you will deliver brief remarks to an audience of 300 at the National Air and Space Museum at the swearing in ceremony of Andy Card as Secretary of Transportation. More than 20 members of Secretary Card's family will attend. Justice Clarence Thomas will minister the oath.

This draft includes the Department of Transportation's comments.

II. DISCUSSION

Your remarks (approximately 5 minutes / cards) focus on Secretary Card's distinguished career in public service at the state and national levels, and highlight his proven leadership.

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 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. //

[[ 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. 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 first four months 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 to Mr. Justice Thomas to witness the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr.

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March 10, 1992  
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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.

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[[ 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. 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 first four months 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 to Mr. Justice Thomas to witness the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr.

# # #

THE WHITE HOUSE

WASHINGTON

March 9, 1992

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAVE DEMAREST

FROM: DAN MC GROARTY *DMG*

SUBJECT: PROPOSED REMARKS FOR SWEARING IN OF ANDY CARD

I. SUMMARY

On Wednesday, March 11 at 9:15 a.m. you will deliver brief remarks to an audience of 300 at the National Air and Space Museum at the swearing in ceremony of Andy Card as Secretary of Transportation. More than 20 members of Secretary Card's family will attend. Justice Clarence Thomas will minister the oath.

II. DISCUSSION

Your remarks (approximately 4 minutes / cards) focus on Secretary Card's distinguished career in public service at the state and national levels, and highlight his proven leadership.

# Transportation MASTER

PRESIDENTIAL REMARKS:

SECRETARY CARD SWEARING IN  
AIR AND SPACE MUSEUM  
MARCH 11, 1992  
9:00 AM

\* MENTION  
GRANDMOTHER  
STORY (D<sup>2</sup> +  
SMITH)

[Introductory acknowledgements. Include thanks to Jim Busey (Deputy Secretary) for service as Acting Secretary.]  
It's my great pleasure to join all of you here today.

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 to say a number of nice things.

Andy Card's great ability is certainly no secret in this town -- he is one of the best-liked, most 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 tours in the White House, five terms in the Massachusetts House of Representatives -- with six years as a member of the House leadership. Transportation was one of the issues Andy was best known for during his time in the legislature. He was talking about "multimodalism" or intermodalism long before it became 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 proceed to drive me around

→

add

gave great attention to

the state. One newspaper called him the "commuters' friend." Well he has certainly been my friend for years.

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.

*leader + talented (Detels)*



[[ 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. ]]

*BUT KNOW HIM TOO FOR HIS GREAT SENSE OF*

*DELETE Rogich*

*PROPRIETY AND FOR HIS LOYALTY. (ROGICH)*



Andy takes this new position at a critical time. The Nation's military and economic security relies heavily on efficient transportation by land, sea and air. Furthermore, this Department bears primary responsibility for putting the landmark Surface Transportation Act of 1991 into action.

*There is no fed. highway system. Nor do we want to imply there is. (OMB)*

Your efforts are creating jobs today -- jobs to upgrade our nation's federal 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 right away some eleven billion additional dollars to the states. I directed the Department, and urged the states, to put those dollars to work right away. And I'm pleased to see everything that Andy and the Department are doing to follow through. In the period since I signed the bill, twenty percent more highway



money has been obligated than during the same period a year ago. Keep up the good work.

DOT will also continue to play a pivotal role helping the airline industry meet the changes and challenges in the era of deregulation. I want to be sure, also, that we are doing everything we can to bring the enormous economic benefits of efficient air service -- especially flights to and from other countries -- to as many American communities as possible.

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. It has had a lot of good 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.

With your energy and ability, Andy, I know the Department of Transportation will continue to ensure that the United States is a world leader in providing safe and efficient transportation. I thank all of you for the work you are doing to move this country into the next century.

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

*add*  
"Train ran on time" reference deleted by both DOT + OMB. *del*

**WHITE HOUSE STAFFING MEMORANDUM**

92 MAR 9 AIO: 49

DATE: 3/6/92 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 3/9/92 4:00pm

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN

SUBJECT: UNION STATION - MARCH 11, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

**REMARKS:**

Please forward your comments directly to Dan McGroarty, Rm. 122, x2930, no later than 4:00 p.m., MONDAY, MARCH 9, with a copy to this office. Thank you.

**RESPONSE:**

*with minor additions AS noted - S.R.*

**PHILLIP D. BRADY**  
 Assistant to the President  
 and Staff Secretary  
 Ext. 2702

92 MAR 6 P2:44

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

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN  
UNION STATION  
MARCH 11, 1992  
:00 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.

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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. //

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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. 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.

# # #

But I know him for his GREAT SENSE of propriety & loyalty.



**WHITE HOUSE STAFFING MEMORANDUM**

DATE: 3/6/92 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 3/9/92 4:00pm

SUBJECT: PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN  
UNION STATION - MARCH 11, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<del>3/12/92 N/C</del> SCOWCROFT <i>(538) (20300)</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO <i>vlu</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY <i>n/c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY	<input type="checkbox"/>	<input checked="" type="checkbox"/>

REMARKS:

Please forward your comments directly to Dan McGroarty, Rm. 122, x2930, no later than 4:00 p.m., MONDAY, MARCH 9, with a copy to this office. Thank you.

RESPONSE:

PHILLIP D. BRADY  
 Assistant to the President  
 and Staff Secretary  
 Ext. 2702

92 MAR 6 P2:44

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

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN  
UNION STATION  
MARCH 11, 1992  
:00 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.

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# # #

*Grandmother  
speech  
??*

1763

92 MAR 9

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/6/92 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 3/9/92 4:00pm

SUBJECT: PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN UNION STATION - MARCH 11, 1992

P5: 34

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS:

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RESPONSE:

March 9, 1992

TO: DAN MCGROARTY

The NSC staff concurs with the draft presidential remarks.

*Brent Scowcroft*  
Brent Scowcroft

PHILLIP D. BRADY  
Assistant to the President  
and Staff Secretary  
Ext. 2702

cc: Phillip D. Brady

92 MAR 6 P2:44

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

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WHITE HOUSE STAFFING MEMORANDUM

92 MAR 9 P3:58

DATE: 3/6/92 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 3/9/92 4:00pm

SUBJECT: PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN  
UNION STATION - MARCH 11, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS:

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RESPONSE:

*Good  
Please see  
one addition  
on page 2.  
Thanks  
JPM*

PHILLIP D. BRADY  
Assistant to the President  
and Staff Secretary  
Ext. 2702

92 MAR 6 P2: 44

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

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UNION STATION  
MARCH 11, 1992  
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# # #

92 MAR 6 6:43  
Dorrance Smith

Not to mention  
Grandmother speech  
RE: lengthy speech  
own speech south

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

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UNION STATION  
MARCH 11, 1992  
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# # #

WHITE HOUSE STAFFING MEMORANDUM

92 MAR 9 A 9:49

DATE: 3/6/92 ACTION/CONCURRENCE/COMMENT DUE BY: MONDAY, 3/9/92 4:00pm

SUBJECT: PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN  
UNION STATION - MARCH 11, 1992

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS:

Please forward your comments directly to Dan McGroarty, Rm. 122, x2930, no later than 4:00 p.m., MONDAY, MARCH 9, with a copy to this office. Thank you.

RESPONSE:



PHILLIP D. BRADY  
Assistant to the President  
and Staff Secretary  
Ext. 2702

92 MAR 6 P2: 44

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

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UNION STATION  
MARCH 11, 1992  
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# # #


Rm 122

✓

THE WHITE HOUSE  
WASHINGTON

March 9, 1992

MEMORANDUM FOR DANIEL MCGROARTY  
SPEECHWRITING

FROM: NELSON LUND   
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: Presidential Remarks: Secretary Card Swearing-  
in, Union Station, March 11, 1992

At the request of Phillip D. Brady, Counsel's office has reviewed the captioned matter. We have no legal objection to the draft remarks attached.

Attachment

cc: Phillip D. Brady

92 MAR 9 12:44

32 MAR 6 P2:44

McGroarty/Bunton  
March 6, 1992  
1:45 AM  
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Now, it is with great pleasure that I witness the swearing-in of our new Secretary of Transportation, Andrew H. Card, Jr.

# # #

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

PRESIDENTIAL REMARKS: SECRETARY CARD SWEARING-IN  
UNION STATION  
MARCH 11, 1992  
:00 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.

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