take place on January 7 in that Central American country is free and fair. By doing so, the Clinton administration would help ensure that the Guatemalan people not only develop trust in their own electoral system, but further appreciate the benefits of living in a democracy.

ALEC COURTELIS, AN AMERICAN HERO

HON. ILEANA ROS-LEHTINEN

OF FLORIDA

IN THE HOUSE OF REPRESENTATIVES

Wednesday, January 3, 1996

Ms. ROS-LEHTINEN. Mr. Speaker, I would like to pay tribute to a true American hero, Miami civic leader Alec Courtelis, who died last week after a courageous 2-year struggle against cancer. My sincere condolences go to his wife Louise, son Pan, daughter Kiki, and sister Danae Voyazis.

As former President Bush said after this unfortunate loss to our Nation and south Florida, ''Who says there are no heroes any more? Just look at the life and legacy of Alec Courtelis.'' Although 68 years old and in a fight for his life with pancreatic cancer, Alec continued his tireless work for the many causes in which he believed.

The story of Alec Courtelis' life is an inspiration for all those who know that the American dream is still a reality for anyone, regardless of their background. An immigrant who came to this country from Alexandria, Egypt, Alec always rejoiced in America's unlimited opportunities. He lived his life by the motto that ''nothing is impossible in America.''

He emigrated to Miami in 1948, a city that has welcomed many immigrants from around the world. After earning his engineering degree at the University of Miami, his company helped build many prominent commercial and residential developments in south Florida, including the Falls shopping center.

A successful self-made businessman, he gave much back to the Nation and our community which had given this opportunity. He raised funds for the cause of education in Florida, including the University of Miami and the University of Florida College of Veterinary Medicine. As State University Chancellor Charles Reed said, ''No one in Florida has made a greater contribution to the betterment of this State than Alec Courtelis.''

But the greatest example he set for all of us was in the last years of his life when he showed what real courage is all about. He took the time to give great encouragement to many cancer patients in their fight with this dread disease, showing them that through positive mind-therapy, they could win against this disease.

Like the man in Rudyard Kipling's poem ''If,'' which was used in his funeral services, Alec Courtelis truly showed that:

If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And—which is more—you'll be a Man, my son!

STATEMENT BY UNDER SECRETARY JOE R. REEDER

HON. RONALD V. DELLUMS

OF CALIFORNIA

IN THE HOUSE OF REPRESENTATIVES

Wednesday, January 3, 1996

Mr. DELLUMS. Mr. Speaker, I rise to bring to your attention and to the attention of my colleagues, an exceptional statement delivered by Joe R. Reeder, Under Secretary of Defense. Mr. Reeder's analysis is one that merits our attention. I herewith submit his statement to be included in today's CONGRESSIONAL RECORD.

WORLDWIDE CONTINUING LEGAL WORKSHOP, OCT. 3, 1995

It is a pleasure to be back in Charlottesville. The first time I came to this city was in the fall of 1976 for the JAG basic course. I was glad it was only for two months because the cavaliers were suffering through some of the worst football in their history.

I also came back and taught a course as a reservist in 1981. The head of their school was Bill Suter, who later became TJAG—and as you know—is now with the Supreme Court.

I look fondly back upon my time in the JAG Corps and have acquired friends and experiences in the corps which will always be special to me.

That is why I was very pleased when Gen. Mike Nardotti asked me to share some thoughts about our Army—where we are now—where we are going—and your role in the challenges we face.

Let me start with the bottom line on America's Army.

Today's soldiers are the most highly motivated, best led, best trained, and best equipped fighting force in the world. No one disputes that—even those who would like to.

Day in, day out, we have soldiers operating in 60 to 100 countries around the world—an average of over 20,000 American soldiers are on operational deployments. That's in addition to the 120K men and women permanently stationed overseas.

If you think back to the changes made over the last 5 years—you see an active army that has gone from 780 thousand to 515 thousand seen its budget nose-dive from $90 billion to just under $60 billion—and at the same time see its missions skyrocket 300 percent.

Those cuts would have severely wounded, if not crippled any other army, or large corporation. But not the U.S. Army.

Thanks to the Army's leadership including many of you in this Room. The Army is as ready as it has ever been—and certainly more ready than we were 5 years in Desert Storm.

In many respects this Army just keeps getting better. One concrete example is ''vigilant warrior'' in Kuwait last October.

During operation Desert Shield it took almost 30 days for our Armored Forces to arrive in Saudi Arabia. This time, the lead elements of our heavy forces—not 82d Paratroopers or 10th Mountain Division Light Fighters—but tankers from the 24th ID were on the ground in under 72 hrs.

In 2 weeks, 2 brigades of the 24th were in Kuwait and Saudi Arabia, linked up with their prepositioned warfighting equipment. Within 3 weeks, over 30 thousand servicemen were in theater—equipped for war.

Now let me touch on what lies ahead for our army.

I see several major challenges facing their army leadership.

First and foremost, we have to be tougher as our resources shrink. And I do not expect their resource picture to brighten anytime soon.

I read a poll in the Army Times a few weeks ago which proclaimed that two-thirds of the American people believe the defense budget should be reduced further.

There's just not enough money to cover all our needs. Tough choices have to be made.

Secretary Perry's top 3 are clear and unequivocal.

Our first priority is near term readiness. We cannot afford to let this slip. After the Superbowl, the 49ers get an offseason. They can eat, drink and get fat for a few months. That is a luxury your Army does not have.

Our next priority is quality of life—which surprises some people—but I see it as a steel chain link to readiness.

Quality of life directly relates to our ability to attract and retain quality people.

We face the critical challenge of finding and keeping quality people. The soldiers we have in uniform today are the best ever—hands down.

Easily the most important change in the Army in the past 25 years is the quality of our soldiers.

Last year, I had the opportunity to dine with Gen. and Mrs. George Blanchard. As some of you know, Gen. Blanchard was the Army CINC in Europe in the late 70s. He was also my Div Cdr in the 82d ABN Div.

About half way thru the meal, he turned to me said, ''Joe, it hurts me to admit this, but I have got to tell you the soldiers today are better than when I served.''

I agreed, but asked why he said that. He said for two reasons:

First, the all-volunteer Army and second, the way we treat soldiers today—among other things, their quality of life.

I told him he should not feel bad—because the quality of today's Army is his legacy.

I also told him I had a different perspective, in one respect maybe a better perspective than his. Rather than having lived through that change, I left the Army in the late 70s and was gone 14 years.

Coming back in 1993, I had the benefit of not having watched that process of change in a slow, gradual way, . . . I can tell you the difference was like night and day.

We must continue recruiting and retaining high quality people.

Our third priority is modernization. Modernization dollars have shrunk dramatically. We have been hit harder here than anywhere else.

Your Army, best in the world, but only eight in size cannot afford to lose any more modernization dollars.

We are accepting some risk in this area for two reasons.

One, our superior technology completely outmatches the entire world. We expect that no country will come close to competing with our existing systems for the next 10 years.

And two, we expect to achieve cost savings from BRAC and acquisition streamlining that will allow us to reinvest these savings into our modernization program.

We must always maintain technological superiority. This is one of my greatest concerns.

Anyone who thinks it was decency or goodness that caused Saddam Hussein or General Cedras to back off when faced by American soldiers, lives in a dream world.

In Haiti and Kuwait, lives were saved from the ravages of war—not out of goodness—but out of a knowledge of what our soldiers could and would do if forced to fight.

Technology overmatch—by deterring—saves lives. It saves not only lives—it saves money—by allowing us to maintain a smaller and more effective Army, and avoiding the prohibitive, gut-wrenching costs of war.

In these days of reduced resources, and tough program cuts we must squeeze more out of dollars. We must become more efficient. The dollars we save in efficiencies can and must be plowed back into modernization.

General Reimer, your new chief, believes—and I quote: ''We must find new and innovative ways to help ourselves. We must find smarter ways to do business, streamline our management processes, reduce overhead, leverage outside resources and use what we have more efficiently.''

I can think of no better group to ''help us help ourselves'' than the leadership of the JAG Corps. Because, in the end, your real clients are your soldiers and ultimately, the American taxpayer.

Let me spend a few minutes talking to you, as a lawyer who has been functioning as a client for the past 2 years. I'd like to tell you what lawyers do for me, and what lawyers do for the Army as a whole.

But before I do that, let me tell you that being a client is a real eye-opener. I have learned a great deal in this capacity about what makes clients happy and, sometimes, what frustrates them.

Maybe the best story I've seen on reversal of roles was the movie ''The Doctor,'' starring William Hurt. Hurt played the role of a great surgeon who was very flippant, played acid rock in the operating room, and was not very sensitive to the needs of his patients.

His perspective radically changes when he learned he has cancer of the eye. The balance of the movie—following this discovery—covers his frustration under the cold-blooded treatment of another ''Hot Shot'' doctor.

The last scenes of the movie are ones I will never forget. William Hurt, after recovery, is placed in charge of 10 interns. He orders them to live, for 48 hours, as patients as part of their training. The interns are forced to experience the discomforts of patients including enemas, staff rudeness, and a shocking lack of privacy.

I can assure you my client experiences have been a little more pleasant.

As Mike Nardotti and Bill Coleman can vouch, I use lawyers extensively—every day. They have traveled with me; they have provide traditional legal counsel, advice and representation; and they have assisted in crafting argument on matters of policy having very little to do with the law.

Based on my experiences, I think lawyers could be used more extensively.

The art of good advocacy is something that can be applied anywhere.

Just about everything we write—everything I have seen of any import—is expository. Everything is either asking someone to do or approve something.

Everytime I see an Army document that is asking for something important from OSD, from Congress, or from another agency, I instinctively ask to have counsel review and edit it. I do not believe I have ever failed to get back a product that was measurably better than what I had provided.

Recently I worked in a non-legal capacity, and sometimes, extensively on the rocky mountain arsenal settlement negotiations. My role was restricted to interfacing with the policy-makers of the State of Colorado—Gov. Roy Romer, Lt. Gov. Gail Schoettler, and other policy people.

Both Bill Coleman and Mike Nardotti built a great negotiation team. From the General Counsel's office, Earl Stockdale and Tammy Paragino oversaw the development of the negotiation strategy,. While JAG officers Col. Cal Lederer, Maj. Sharon Riley, Maj. Jonathan Potter, and Capt. Tom Cook played key roles on the negotiating team.

In addition to everything else he did, the quarterback of our rock mountain negotiating team, Col. John Benson, was absolutely superb in knowing when—and he was very sparing—to call me out and dust me off for action.

John's team tackled several complex and controversial issues and masterfully dealt with a wide range of groups that included the State of Colorado, the Fish and Wildlife Service, the EPA, shell Oil, and several local groups.

The efforts of Benson's team led to a cost-savings to the Army of between $1 to 2 billion and brought over 12 years of negotiations to a successful juncture.

A couple of weeks ago we awarded John Benson the legion of merit, and recognized with awards four other attorneys who were instrumental in that landmark litigation and settlement.

In the months to come, Col. Cal Lederer will lead the team in completing final negotiations.

If you forget everything else that I say to you today, the one thought I would hope you would take away—my one request—is that you set your top priority knowing intimately the business of your customers. What are their priorities today?

When I say ''the business of your customers,'' I am not talking only about the legal implications of your client's actions. I am talking about what your client does on a day-in/day-out basis—readiness challenges, maintenance challenges, personnel progression, training, finding efficiencies, and whatever else happens to be the priorities at your particular installation.

I say this because I have had very fine lawyers—lawyers who obviously were capable analytically—who turned out to be of marginal use because they simply did not understand—they did not undertake to develop a rudimentary understanding of—the context of the legal problem.

It is not that they did not want to; they simply did not understand it. It is like a doctor—and there are many fine doctors who behave like this—who is technically superb, but who treats each person to be operated on as a speciment.

I am reminded of the time when my daughter was 10 months old when I was serving in the 82d airborne division. One night, we had to rush her to Womack Army Hospital with a 106 degree temperature, for what turned out to be spinal meningitis. Apart from misdiagnosing her, the doctor who treated her that night, kept referring to her as my ''son.''

Our legal community faces similar challenges in serving our clients. All of us know lawyers in private practice who might prepare a lease that costs $10,000 in legal expenses for a condo that is only $20,000 itself.

What's the problem?—Complete disregard, or lack of understanding, of the context.

I am reminded of a young aggressive Navy attorney.—The prosecutor in famous murder trial a few years ago.

During the trial, a sailor took the stand.

''Would you please tell the court if you recognize either the defendant or the plaintiff?'' asked the prosecuting attorney ''beg your pardon, sir'' said the sailor, ''but would you explain to me what those words mean?''

The prosecutor's eyes narrowed. ''Shame on you! How can you take the stand as a witness in a murder trial and not know those basic terms?''

''Sorry sir''

The prosecutor said, ''Let me rephrase the question. Tell the court where you were when the accused is said to have struck the victim.''

''Well sir, I was abaft the binnacle''

And would you please explain what those words mean''

''Shame on you sir!'' said the sailor. ''How can you work on a case about murder on a ship and not know those basic terms?''

Now, to keep our counsel as lawyers relevant, in addition to keeping track of the context, it also helps to think of our decisions in terms of business consequences. Doctors and lawyers are considered notoriously bad businessmen. And we must change that.

Sid Lanoue, our Surgeon General, is an exception. He has put every hospital on a budget that rewards preventive medicine, and lets hospitals keep savings.

I understand the JAG Corps is moving in the same direction. SJA claims officers are more aggressively recovering money from carriers for damaged household goods—and their office budgets are rewarded with a portion of the recovered money.

One aspect of lawyering that makes good business sense is how a private attorney charges for his time.

One way is the contingency fee—if the client does not win, the lawyer does not get paid.

The other way is billing rates.

I always tried as an attorney, not only to consider the dollar and cent consequences of decisions, and the time value of money—but also the money value of my time.

Ask yourself these questions: ''Would I pay for what I am doing?'' ''Am I giving the taxpayer what they are paying for?''

Everyone has a ''billing rate.''

Governmental bureaucracies are a real challenge to change, especially if attorneys are part of the foot dragging.

No one is better than attorneys at putting up roadblocks or taking them down—telling people they can not do things that otherwise make good business sense. We as attorneys must think about the practical business consequences of our advice.

Last year, the AMC legal community has also begun a program that makes good business sense. They now routinely conduct post-award contract negotiations with unsuccessful bidders.

When people think they have been treated unfairly—they litigate. These debriefings help make contractors understand why they have been treated fairly—and save millions in litigation costs.

Let me just make a couple other observations about being an Army lawyer.

Army attorneys in one respect have a tougher job than their civilian counterparts, who are constrained only by the code of professional responsibility.

Army lawyers, on the other hand, under EC 7–14—must also be fair—must not employ the awesome power of Government to effect an unjust end.

Looking back, I am not proud of everything I did as a Government attorney. I am sure there were times that I was over-zealous. I abided by code but did not always focus on what was just or fair.

Some of those who have never served in private practice may not appreciate the power the Government was available to effect unjust ends.

If I had to do it over again, I would be more oriented to pursue my work because it was just and fair—not solely because I had a legal argument.

Why? Because it's just good lawyering. People who believe they have been wronged usually will not give up easily.

When it comes to fairness, people demand more from their Government than they do from others.

Another aspect of context involves change—especially those changes over which we do not exercise control—shrinking resources, new technology, new missions.

Last May, Judge Frank Posner of the 7th circuit was the keynote speaker at the American Law Institute in Chicago. His speech was critical of the ACI. He chastised the entire body for failing to adapt or to

even acknowledge revolutionary changes taking place in society.

While I did not agree with everything he said, he was right that attorneys cannot function as elite professionals in a vacuum.

Obviously today's world is much more complicated than just a few years ago. It was much easier to give advice. As often as not, SJA advice was more confined to military criminal law and a few community matters.

The end of the Cold War has contributed to changing this.

Commanders now find themselves anywhere in the world—assigned any number of unusual missions.—Reducing street crime on the streets of Port 'A Prince, or guarding refugees in Panama—the different scenarios are endless.

In the past the SJA was always considered part of the special staff. A specialist who could keep to himself. No more the SJA has become a member of the commander's battle staff. He plays a role—like that of the G2—assessing the battlfield—identifying potential legal, and ethical landmines.

In Panama, Haiti, Somalia, and Rwanda our SJAs are one of the most important staff members, helping their commanders avoid these landmines.—Stepping forward and guiding them through these minefields.

It is in this regard I would ask you to do ever more. In this period of resource constraints, we need our attorneys more than ever—to keep stepping forward.

Help us streamline our processes.—Not something lawyers are well-known for doing, but vitally important. Help make the rules and procedures more understandable—more accessible—and more relevant to the needs of your commander.

The law, ethically applied and sensibly interepreted—invariably is fair and makes sense. And your role in interpreting and applying the law, if anything, is more important today than ever before.

Let me close by thanking each of you for what you've done up to now, what you're doing this week, what you must keep doing in order to keep our Army the finest in the world.

IN RECOGNITION OF THE LIFELONG CIVIC ACHIEVEMENTS OF HAMILTON C. FORMAN

HON. PETER DEUTSCH

OF FLORIDA

IN THE HOUSE OF REPRESENTATIVES

Wednesday, January 3, 1996

Mr. DEUTSCH. Mr. Speaker, for the past 50 years in Broward County, one man has been at the forefront of civic progress in South Florida. Whether it was a fight for the preservation of the Everglades or the integration of our schools, Hamilton C. Forman has taken a leading role in finding solutions to our communities' problems. In recognition of these civic accomplishments, the B'nai B'rith Foundation of the United States is awarding Hamilton Forman the Great American Traditions Award on Saturday, January 6.

The Hamilton Forman story began in the rural section of Broward County during the pre-Depression era. His family worked as dairy farmers in an isolated section of the county. Yet, even though Hamilton Forman grew up in a remote section of Broward County, it did not restrain him from devising a clear vision on how he wanted Broward County, his home, to develop. He wanted to create a booming economy in South Florida built around warm weather and migration. With this idea in mind, he invested a good portion of his life's savings in real estate located across the region. By the end of World War II he had amassed hundreds of acres of local real estate and established himself as a role model for entrepreneurial success and civic involvement.

But the achievements of Hamilton C. Forman over the last 50 years cannot simply be summarized by saying that he was instrumental in building a hospital or that he donated money and time to a charitable organization. The primary contribution Hamilton C. Forman has given to South Florida is that he has repeatedly offered his services to the community over the last 50 years. It is this rare example of continued leadership and civic involvement that I wish to pay special tribute to today. Since World War II, Hamilton Forman has chosen to involve himself in a wide array of issues facing our diverse society and I would like to take this time to thank him for this untiring involvement in the welfare of South Florida.

IN HONOR OF MAY AARONSON

HON. CONSTANCE A. MORELLA

OF MARYLAND

IN THE HOUSE OF REPRESENTATIVES

Wednesday, January 3, 1996

Mrs. MORELLA. Mr. Speaker, I rise today to call attention to my constituent, May Aaronson, of Chevy Chase, MD, who will celebrate her 84th birthday on January 6.

When May was 45, after raising three children and volunteering in many community activities, May Aaronson enrolled in college. She went on to graduate at the top of her class at Howard University and then embarked on a 31-year career at the National Institute of Mental Health in the field of early child development. Her work there has had lasting impact on the health and well-being of countless children, especially at-risk youngsters.

She helped to create a model in-home education program for at-risk preschoolers; she authored a book for young parents on how to raise a healthy infant; and she coauthored and authored measurement tools for parent and child behavior and interaction. In her work for the Department of Health and Human Services she reviewed and oversaw grants in the area of Early Child Development and helped create a national network of information sharing about programs providing services for young children. She also created a screening test, the Children At Risk Screener, to aid in the important task of identifying preschoolers who need early educational, psychological or medical intervention. This typifies her work as it combines her creativity with practicality in designing a test in the form of a game that can be administered in less than 10 minutes.

May Aaronson is also proud of the accomplishments and contributions of her children: Doris Aaronson, a professor of psychology at New York University; David Aaronson, a professor of law at American University; and Jean Rosenfeld, a clinical social worker.

Two years ago, at the age of 82, she retired. As May celebrates her 84th birthday, she studies computer science, and she works as a volunteer on the Montgomery County Hotline, reaching out to those in need.

Mr. Speaker, May Aaronson is a role model for women, for senior citizens, and for all Americans. Please join me in celebrating the birthday of this remarkable woman!

THANK YOU MR. DIJOSEPH

HON. JACK QUINN

OF NEW YORK

IN THE HOUSE OF REPRESENTATIVES

Wednesday, January 3, 1996

Mr. QUINN. Mr. Speaker, I rise today in memory of Elma Town Supervisor John F. DiJoseph.

John DiJoseph tirelessly dedicated his life to the enhancement of the Elma community, and proved himself to be extraordinarily available to his constituents, or as he thought of Elma's citizens, friends.

Since 1975, Mr. John DiJoseph has been involved in his community's local politics and various community organizations, including Celebrity Waiters Dinner for the Leukemia Society, Kiwanis, Elma Historical Society, Executive Committee of the New York State Association of Towns, Eric County Association of Town Governments, Elma Conservation Club, Erie County Agricultural Society, Elma Fire Council, Elma Fire Companies, Elma Community Council Services, Saint Vincent de Paul Roman Catholic Church, and others too numerous to mention.

In 1980, John DiJoseph first served the Town of Elma in public office as Councilman, and served in that capacity with distinction until 1986, when he became Town Supervisor. As Supervisor, John DiJoseph will best be remembered by his community, as the Elma Town Board Proclamation so eloquently stated, as someone "to strive to emulate his total dedication to family and to his extended family, and the citizens of Elma."

Mr. Speaker, today I would like to join with the citizens of Elma, and indeed, the entire western New York Community, to honor Mr. John F. DiJoseph, who is survived by his wife, Shirley; his children, John, Jr., Michael, and Norine; his parents, Frank and Mary; his brother, Patrick; and sister, Laureen for his distinguished service to the Town of Elma.

PERSONAL EXPLANATION

HON. JIM LIGHTFOOT

OF IOWA

IN THE HOUSE OF REPRESENTATIVES

Wednesday, January 3, 1996

Mr. LIGHTFOOT. Speaker, due to my son's hospitalization I was unable to be present and voting on January 3, 1996.

Had I been present I would have voted in favor of overriding the veto of H.R. 1530, the National Defense Authorization Act and in favor of overriding the veto of H.R. 2076, the Commerce, Justice, State, and the Judiciary Appropriations Act.

SUPPORT GEPHARDT MOTION

HON. GLENN POSHARD

OF ILLINOIS

IN THE HOUSE OF REPRESENTATIVES

Wednesday, January 3, 1996

Mr. POSHARD. Mr. Speaker, I rise in strong support of the motion to reopen the departments and agencies which have been closed