

agreements are common with large manufacturing companies that make significant contributions to the tax base and have large work forces.

"They provide the necessary incentive to encourage expansion and relocation," said Bill Evans, vice president of the Fresno County Economic Development Corp.

Any program that generates new jobs is welcome in a county where the labor pool is expanding at twice the pace of job creation.

Zacky Farms began business in Los Angeles in 1928 and expanded its operations to Central California and the Fresno area in 1971.

TRIBUTE TO PICATINNY ARSENAL

HON. RODNEY P. FRELINGHUYSEN

OF NEW JERSEY

IN THE HOUSE OF REPRESENTATIVES

Wednesday, June 19, 1996

Mr. FRELINGHUYSEN. Mr. Speaker, when "Braveheart" won the Oscar for best motion picture this year, everyone knew about it, because an Oscar is the top award for the motion picture industry. The Emmys, the Tonys, the Pulitzers, the Nobels, and others are just like it. We recognize these awards and immediately equate them with excellence and unparalleled achievement in a certain field of endeavor. They represent the "creme de la creme," the best of the best. And when people win them, they receive well-deserved recognition.

But 2 weeks ago, a group of neighbors, friends, relatives, and peers in our community who work at Picatinny Arsenal won the top military awards for installation excellence, and no one seemed to notice. In fact, they won the top three awards, including the highly coveted President's award—an extremely rare feat in the military and one which is referred to as the Triple Crown in the hallowed halls of the Pentagon. At the ceremony, I sat next to Senator STROM THURMOND—who's served in the Senate longer than anyone else—and even he was shaking his head in amazement that one base won all the awards.

I was fortunate to have been with base commander Brig. Gen. James W. Boddie, Rockaway Mayor John Inglesino, and a group of Picatinny employees when they received the Army's top award, and I must admit it was an awesome explosion of pride. Military brass up to and including Secretary of Defense William Perry clapped long and loud, saluted time and again, and sat up and took notice of the success of Picatinny Arsenal.

The Defense Department created these awards to recognize excellence and to reward improvement in quality, performance, and productivity. The criteria that is used is exactly the same that private businesses are rated on when being judged for the prestigious Malcolm Baldrige Awards for Quality.

But what makes this achievement much more amazing is that all of this took place during what Secretary Perry called in his remarks "the toughest times in the U.S. military." Indeed, several top officers told stories of the pain and reality of working in the times of base closures and defense downsizing, when both civilian and military employment rolls are being reduced.

"You can't cut excellence," said Lt. Col. Carl Smith, in reference to the shrinking military. Smith is a staff officer who works for the as-

sistant chief of staff for installation management. I asked him how rare it was that Picatinny hit the grand slam of military awards. "It is a milestone, because most of the time the larger installations—the Fort Benning—are the top-dog winners. To have a smaller installation like Picatinny come in and win all three really is precedent-setting."

I couldn't say it any better myself.

On Memorial Day, we'll salute and remember the men and women who gave the ultimate sacrifice for this Nation. And when we do, we often think of veterans and those who currently serve our Nation in the armed services.

The men and women at Picatinny Arsenal are these people. They build the munitions and armaments that our soldiers in Bosnia and throughout the world are using. They assure that we have the best technology and arms to keep the peace.

When I traveled to Bosnia in December and met with our troops on the eve of their deployment, I saw determination, professionalism, and a willingness to do the job. When Secretary Perry led the thundering and raucous applause to congratulate Picatinny employees for being the best of the best, I saw joy and pride of a job well done.

Congratulations, Picatinny. I salute you, and salute those who gave their lives and those who have defended our country on this Memorial Day.

ACTING TO SHAPE THE FUTURE: MACHASKEE ADDRESSES WORLD NEWSPAPER CONGRESS

HON. LOUIS STOKES

OF OHIO

IN THE HOUSE OF REPRESENTATIVES

Wednesday, June 19, 1996

Mr. STOKES. Mr. Speaker, just recently, the 49th World Newspaper Congress gathered in Washington, DC. Using the theme, "Vision for the Future," the group addressed the challenges which must be met if newspapers are to retain their vital place in the world.

One of the highlights of the World Newspaper Congress was a keynote address delivered by Alex Machaskee, the president and publisher of the Plain Dealer newspaper which serves my congressional district. Mr. Machaskee has enjoyed a distinguished career at the Plain Dealer, which spans approximately 36 years, serving at the helm as president and publisher since 1990. The newspaper has maintained a daily circulation level of approximately 400,000 and a Sunday circulation of 550,000. Among major metropolitan newspapers in the United States, the Plain Dealer ranks first in circulation penetration in the home county.

In his remarks at the World Newspaper Congress, Mr. Machaskee outlined how the Plain Dealer is meeting the current global competition. He said, in part,

We are exploring and entering new areas to meet changing needs and a changing world. Indeed, in all that we do, we are acting to shape our future so it does not become necessary to react to save our existence.

Mr. Speaker, I am pleased to share the entire text of Mr. Machaskee's remarks with my colleagues and others throughout the Nation. It represents worthwhile and insightful reading.

ACTING TO SHAPE THE FUTURE

(By Alex Machaskee)

I want to express my thanks to Donald Newhouse, who addressed this Congress in Berlin in 1993 and "nominated" me to provide an update on the message he shared at that time. As you certainly know by now, this year's theme is "Vision for the Future," and those of you who were in Berlin three years ago may recall that Donald conveyed his own "vision for the future" at that time. Donald expressed the hope that his young grandson, Andrew, and his peers will still receive their news from newspapers when they are adults. Grandfather Donald expressed another hope for the future as well—that Andrew wouldn't be his only grandchild! Well, I am pleased to report to you that Donald's vision is already coming true. First, as an industry, we are beginning to successfully address the challenges we must meet if newspapers are to retain their vital place in our world and in the world of our children and grandchildren. Second—and of equal importance to Donald—young Andrew now has a little brother, Alexander, giving Donald two grandsons!

Back in 1993, Donald talked about the need for newspapers to "constantly reinvent ourselves," and he suggested five "seismic changes" that all of us in the industry must address. He mentioned (1) competition from mass marketers; (2) database marketing; (3) consolidation among retailers; (4) magazines and cable television focusing on narrower demographic groups; and (5) the multi-year recession which, fortunately, is now behind us. Donald cited *The Plain Dealer* as a case study in dealing with these seismic changes. Much of what he talked about was still in process at the time—most significantly the construction of our \$200 million, state-of-the-art production and distribution center. So, Donald suggested that an update of our vision of the future might be in order.

Before I bring you up to date, I believe we all could agree that since 1993, two additional factors have had a crucial impact on our industry: the dramatic increase in newsprint prices, which have skyrocketed 55% in the United States since Donald addressed the Congress; and the intensifying competition for people's time and attention, especially from the Internet. Nearly 30 years ago, when I was promotion manager at *The Plain Dealer*, I told a marketing group: "Intelligent and foresighted planning permits the marketing-oriented newspaper to act to shape its future rather than react to save its very existence." That message is really at the heart of the philosophy that drives us at *The Plain Dealer*. Throughout our organization, we are acting to shape our future—to protect our news-on-paper franchise and to ensure our role as a primary provider of information for my own grandchildren, as well as Andrew and Alexander.

When we set out several years ago to "reinvent" *The Plain Dealer*, we determined that we needed to produce a more relevant newspaper for current and potential subscribers and that we had to create the capability to provide quality color reproduction for advertisers, better sectionalizing and more zoning availabilities for target marketing. Key to the strategy we developed was the "reallocation of resources" from redundant manufacturing and distribution activities to areas that would improve the content of the newspaper. We knew that enhancing our core product was the most essential component of our strategy. After all, the finest facilities and technologies in the world mean nothing unless the quality of the content is there.

So we adopted the phrase "Leadership in editorial excellence"—not only as a promotional tagline emblazoned on our trucks