

The Reserves are essential members of the national security force, facing greater challenges than ever before. Today's military is leaner, yet the number of missions has steadily increased. Therefore, the services are relying more and more on reserve forces to carry out the task of protecting the U.S. and its principles. Reservists are not only an integral part of any mobilization overseas, but are increasingly on the front lines of protecting the home front from terrorist acts, information warfare, and attacks on our critical infrastructure.

With over 85,000 members nationwide, and over 600 members from Rhode Island, today's Reserves are a significant and vital part of the United States' military force. The United States military would not be the finest fighting force in the world without the commitment and professionalism of the Reserves, an integral part of the Total Force.

I commend the Reserves' commitment to the nation's defense, and I salute the dedicated members of the RIROA on this historic occasion.●

FOCUS: HOPE

● Mr. LEVIN. Mr. President, I ask to have printed in the CONGRESSIONAL RECORD an article which appears in the April 19, 1999, edition of *Forbes* magazine regarding Focus: HOPE, an extraordinary organization in Detroit, Michigan which is dedicated to human development.

The article follows.

[From *Forbes*, Apr. 19, 1999]

TEACH A MAN TO FISH

(By Srikumar S. Rao)

Eleanor Josaitis can remember the moment in March 1965 her life changed. She was in her comfortable home in a Detroit suburb watching a television program on the Nuremberg trials. A news flash cut in: Selma, Ala. Mounted troopers, wielding electric cattle prods, charged peaceful protesters. Minutes earlier she was pondering what she would have done if she had been in Nazi Germany. A new question intruded: "What will I do now?"

Two years later Detroit exploded in flames. Touring the decimated area with Father William Cunningham, her weekend parish priest, they swore to alleviate the suffering. But what could be accomplished by a housewife with two young children and a radical priest trained as an English professor?

Quite a bit, actually. Focus: Hope, the non-profit organization they birthed in Detroit's rubble, today occupies well over a million square feet on 40 acres of that once-devastated area. It started with urgent but limited goals—feeding poor mothers and their infants. Now it has grown into a powerful and world-recognized job-training machine. An education boot camp has lifted nearly 5,000 city residents to high school equivalence and placed them in real jobs. A machinist institute has trained 1,800 urban youngsters in reading blueprints and operating numerically controlled machine tools, and put them in high-paying positions with outfits like GM, Ford and Chrysler. A Center for Advanced Technologies has just started to churn out engineers with bachelor's degrees. Next up: an information technology

center, funded by the likes of Microsoft and Cisco Systems, to teach computer skills.

Josaitis, age 67, built Focus: Hope on the simple proposition that many of the chronically underemployed yearn for an opportunity to haul themselves into the middle class. She says: "We are failing our poorest citizens when we don't provide them the means to break out of their poverty."

What welfare official has not echoed precisely that thought? The Focus: Hope difference is one of execution. Josaitis runs the centers with businesslike efficiency and sets demanding standards for the students. She coddles no one: Use profane language after two warnings and you're out. Steal something and you're out immediately. She believes that discipline and responsibility are keys to improvement. Rewards must be earned.

That philosophy has made Focus: Hope a landmark in Detroit. It has attracted more than 50,000 Detroit-area volunteers, including big names at the car companies, like Ford Chief Executive Jacques Nasser. A sizable business itself, Focus: Hope employs more than 800 people and has a budget of \$68 million, half from government, a third from contracts with for-profit companies and the rest from private contributions.

That's eons away from the rather inauspicious beginnings. To get closer to the problem, Eleanor and her husband, the owner of a chain of hobby shops, sold their house and moved into an integrated neighborhood in 1968. Her mother, alarmed for their safety, even hired a lawyer to try to wrest custody of her children away. Eleanor retained custody and bears no animosity toward her mother.

She and Father Cunningham, who died of cancer in 1997, began with food. Tapping federal funding, they launched a tiny program to distribute food to pregnant women and small children. It still does that, at last count for 46,000 people a month (half the peak in 1991). The program succeeded so well that it became a model for similar efforts in other states. A food program for senior citizens followed.

But Josaitis and Father Cunningham wanted to turn the recipients into productive jobholders. They browbeat and cajoled federal agencies and private foundations to raise \$250,000 to start a job-training program. In 1981 they opened the Machinist Training Institute to train Detroit's youths in machining and metalworking, especially for the automobile industry.

It's an intensive program that can last for 57 weeks if students choose the entire curriculum. Students spend the first 5 weeks, eight hours a day, learning blueprint reading and some math and working the lathe. On the shop floor they later learn to work with mills, grinders and computer-controlled machine tools. In the classroom they learn more about manufacturing theory and quite a bit about computer-aided design and manufacturing.

In a more advanced program they work on commercial production contracts for about \$7 an hour in between doses of classroom instruction.

Among the students who start the machinist school, 70% stay to the end. For those that do, the job placement rate is 100%. "We have placed our graduates in all sorts of machine shops," says Josaitis. "Some had never previously hired a minority or a female."

Josaitis has structured tuition to reflect her philosophy: a helping hand—with strings attached. Tuition for MTI is \$14,500. Government grants pay about half that, depending on income. The balance is paid through a 5% loan from Focus: Hope. Repayment begins 90 days after graduation—by which time most students have jobs. A further incentive to

land and keep a job is that many employers, like General Motors, will pick up half of the student's loan payments.

William Motts is one of the success stories. He dropped out of high school in the 11th grade and got his girlfriend pregnant at 18. He pulled in \$6 an hour as a maintenance worker at a hotel, struggling to help support his daughter.

But he caught a break. He was steered to MTI by his father's friend who knew Father Cunningham. He entered the program in 1992 and never looked back. In 1998, he got a bachelor's degree in manufacturing engineering from the University of Detroit, Mercy. Today Motts, 25, is an engineer at General Motors earning around \$45,000, and married to a dental hygienist.

"Focus: Hope challenged me to push my boundaries," Motts says. "It forced me to be disciplined. It gave me very marketable skills."

Focus: Hope helps students surmount practical problems. For examples, it runs a day care center and before- and after-school programs, so parents can attend classes without worry.

Josaitis also doesn't want to discard potential candidates who don't have the math, reading or social skills to succeed in a program for machinists. So for the past ten years an educational boot camp called Fast Track has taken students—average age 26—with 8th grade math and reading skills and brought them up two grade levels. And two years ago, realizing some students needed even more help, she started First Step, to offer more remedial works.

More than 80% of those who enter Fast Track finish the program and go on the Machinist Training Institute. Thomas Murphy, a former sergeant major for American troops in Europe who runs Fast Track, can take some credit for that. He is bluff, tough and good-natured. The seven-week Fast Track program runs all day Monday through Friday, and Saturday mornings.

"Saturday classes serve clear notice that we expect real hard work and commitment from them in return for the opportunity we provide," Murphy says. Clock in at 8:01 and you get a demerit. Enough demerits and you get booted out.

Murphy was initially shocked when a candidate asked him if there was a place where he could nap during breaks. Turned out that he left the institute at 4 p.m., worked an eight-hour shift at a job to support his family and was back at 8 a.m. the next day. Murphy found him a place to nap and overlooked occasional tardiness.

"One of our graduates called me up the other day to announce that he was missing his first day of work in years," says Murphy. "He was closing on a brand new home. His home. The first home anyone in his family had ever owned."

Josaitis also understands that getting and holding a job requires certain social skills. Thus trainees are taught how to shake hands, make eye contact and absolutely, positively get to jobs on time.

Every month Josaitis brings a group of students to a formally laid out dining room where she teaches table manners, from which fork to use to how to make small talk. "I want you to feel comfortable when you are invited to the White House," she tells them. She also takes trainees to formal affairs, such as the opening of the Michigan Opera hosted by Ford's Nasser.

In 1993 Focus: Hope decided to offer its best and brightest students a further step up the ladder. It opened the Center for Advanced Technologies, which, in collaboration with local colleges, offers bachelor and associate degrees in manufacturing engineering and technology. The executive dean is Lloyd

Reuss, who took the nonpaying job after he was ousted as president of General Motors in 1993.

CAT students get classroom instruction plus work in a for-profit manufacturing company located on Focus: Hope grounds. Using next-generation equipment from Cincinnati Milacron, says Reuss, students produce machined parts for outfits including GM, Ford and the Department of Defense. Students accept a below-market \$8 an hour on these contracts. In return, they get free tuition.

The hands-on part of this apprenticeship is as important as the classroom instruction. Denise Ankofski, candidate for an associate degree and single mother of a 6-year-old son, was milling brake shoes for 5-ton trucks on a defense contract and figured she could do it better by splitting operations and performing them on different machines. She was encouraged to give a technical presentation and her suggestion reduced cycle time on some operations by 80%.

When they graduate, CAT students do extremely well. Last year the six CAT bachelor graduates were paid an average of \$47,200, compared with the \$45,300 earned by Massachusetts Institute of Technology mechanical engineering graduates. "Graduates are not hired for diversity reasons or charity," says Reuss. "They are hired because they are skilled workers with an excellent ethnic."•

TRIBUTE TO JEFFREY POLLOCK, OF BEDFORD, NEW HAMPSHIRE

• Mr. SMITH of New Hampshire. Mr. President, I rise today to honor Jeffrey Pollock on being named "New Hampshire's 1999 Small Business Financial Services Advocate of the Year" by the Small Business Association.

As President of New Hampshire Business Development Corporation in Manchester, New Hampshire, Jeffrey was selected for this award for his outstanding advocacy for entrepreneurs in New Hampshire. In fact, Jeffrey's strong support and dedication to small businesses has been a pivotal force in helping many small businesses succeed.

During the banking crisis of the early 1990's Jeffrey worked alongside the Small Business Administration and state leaders to revive the New Hampshire Development Corporation for the purpose of providing loans to credit-starved small businesses in New Hampshire.

Today, the New Hampshire Development Corporation offers a wide array of financial products and services aimed at helping small businesses succeed. Over the past nine years, Jeffrey has been instrumental in providing \$12 million of investment to New Hampshire businesses.

In 1995, Jeffrey represented New Hampshire as a delegate to the White House Conference on Small Business, and in 1998 New Hampshire's current Governor appointed him to the State Board of Education. In addition, Jeffrey has also served on numerous state and congressional boards and advisory committees.

As a former small business owner, I recognize the important contributions that Jeffrey has made to the Small Business Administration and, especially, to small businesses across the

Granite State. Mr. President, small business is the backbone of our economy in the United States. I am proud to honor and congratulate Jeffrey for receiving this award and it is an honor to represent him in the United States Senate.●

TRIBUTE TO FREDERICK LOEFFLER

• Mr. SMITH of New Hampshire. Mr. President, I rise today to pay tribute to Rick Loeffler, on being named the "New Hampshire 1999 Small Business Person of the Year" by the U.S. Small Business Administration. This recognition is a great achievement.

Rick is the CEO of Shorty's Mexican Roadhouse, a successful chain of restaurants in New Hampshire. Rick started his business ten years ago, with thirty five employees and one restaurant. Today, Shorty's employs over four hundred and fifty people and has five locations.

Rick attributes the success of his chain to his partners and employees; always stressing the importance of attention to the customer. Rick and his employees are also involved in the community in other positive ways. Rick is a member of a number of civic organizations and serves on many charitable organization's board of directors.

As a former small business owner, I understand the difficulties of starting a business. Rick demonstrates excellent entrepreneurial spirit and management skills. New Hampshire has always been a state that prides itself on the success of small businesses and Rick is an excellent example.

Once again, I would like to congratulate Rick on receiving this prestigious award. It must have been a great sacrifice and risk to Rick as well as his wife Maureen and two daughters, to undertake the effort of starting up a new business. His dedication paid off and he has been a great asset to the state of New Hampshire. It is an honor to represent him in the United States Senate.●

TRIBUTE TO THE UNIVERSITY OF NEW HAMPSHIRE'S HOCKEY TEAM

• Mr. SMITH of New Hampshire. Mr. President, I rise today to pay tribute to the University of New Hampshire's hockey team, the Wildcats, on their outstanding season. Their stellar performance was a great accomplishment.

The University of New Hampshire hockey team had the best record in NCAA hockey this season. They were ranked number one in the nation in college hockey. Senior Captain Jason Krog was the winner of the Hobey Baker Award, the most prestigious award in college hockey. In short, they had a tremendous season.

The Wildcats competed in the NCAA final four tournament (the Frozen Four) in Anaheim, California. The team went into the final round of the tournament as the favorite. They beat

Michigan on April 1 by a score of five to three. They advanced to the finals to face the University of Maine. The game between the University of Maine and the University of New Hampshire was extremely exciting. The game went into sudden death over time before the University of Maine ultimately prevailed. Although they were not successful, the team showed true sportsmanship and team spirit in the wake of an amazing season.

Once again, I would like to pay tribute to the University of New Hampshire Wildcats hockey team, as well as their coach, Dick Umile. I wish them luck in the future and their following seasons. It is an honor to represent them in the United States Senate.●

TRIBUTE TO ARLENE MAGOON

• Mr. SMITH of New Hampshire. Mr. President, I rise today to pay tribute to Arlene Magoon for being named 1999 "New Hampshire Women in Business Advocate of the Year" by the U.S. Small Business Administration. This award is a great accreditation to her work.

Arlene is a childcare advocate and the founder and operator of American Nanny and Family Care Services, an Amherst-based child and elderly care referral agency. She founded her organization to provide family child care after she had difficulty finding childcare for her own three young children. Arlene's business offers a referral service, as well as training for child care providers in the state. Her service is an asset to the state of New Hampshire.

Arlene founded her business in 1990. She personally met with 300 New Hampshire family care providers in the process of deciding which child care facilities she feels are deserving of referrals. Over 65 percent of the childcare providers she has assisted in the past decade are still in business. Many of her business colleagues have commended her dedication and professionalism of her work.

Her service to the children of New Hampshire is a gift. I wish to thank her for her efforts and wish the best of luck in her future endeavors. It is an honor to represent her in the United States Senate.●

TRIBUTE TO CHRISTOPHER NORWOOD ON ACHIEVING THE RANK OF EAGLE SCOUT

• Mr. SMITH of New Hampshire. Mr. President, I rise today to honor Christopher Norwood, of New Hampshire, on achieving the rank of Eagle Scout. This first-rate young man was awarded the rank of Eagle Scout in March of 1999.

Through his final project, Christopher has demonstrated his unwavering dedication to his community and country. I wish to commend Christopher for receiving the highest award that is attainable in Scouting.