

Mr. Audini is truly a shining example of America's mature worker who is changing the stereotypes about aging and he serves as a positive role model for our younger generation. Mr. Audini has seen his work process enter the world of "high tech" and he has met the challenge of a computerized environment admirably.

Mr. Speaker, please join me in honoring Mr. Audini's enthusiasm and commitment to today's work force. He truly exemplifies that Ability is Ageless.

IN RECOGNITION OF REFLEXITE CORPORATION'S 30TH ANNIVERSARY AND 15TH ANNIVERSARY OF THE ESTABLISHMENT OF THEIR EMPLOYEE STOCK OWNERSHIP PLAN (ESOP)

**HON. NANCY L. JOHNSON**

OF CONNECTICUT

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, September 12, 2000*

Mrs. JOHNSON of Connecticut. Mr. Speaker, I enthusiastically support Reflexite Corporation's celebration of their 30th year as a company and 15th year of the establishment of their Employee Stock Ownership Plan (ESOP). On September 16, 2000, Reflexite will celebrate many accomplishments; being a world leader in the creation of microprism retroreflective technology that is unparalleled by any other company, their fundamental commitments and excellence in technology, quality and customer service, and allowing all employees to contribute to the growth of the company through ownership. In 1985, Reflexite Corporation established its ESOP and was recently recognized as the New England ESOP Company of the Year, 2000.

Since its founding, Reflexite Corporation has achieved technological breakthroughs that continue to open new markets throughout the world. Reflexite's worldwide network of member companies also strive for excellence, service, and commitment to technological advances in the industry. Reflexite Corporation is a civic minded company, reaching out to numerous groups and individuals, improving many lives. Their success has been achieved through the hard work, creativity and determination on the part of the employee-owners. It is with great pride that I rise to recognize their tremendous accomplishments and contributions to the State of Connecticut.

THANKING GEORGE NEWMAN FOR HIS SUPPORT OF THE WWII MEMORIAL

**HON. MARGE ROUKEMA**

OF NEW JERSEY

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, September 12, 2000*

Mrs. ROUKEMA. Mr. Speaker, I thank one of my constituents, George Newman of Oradell, New Jersey, for his magnanimous generosity in supporting the World War II Memorial being planned for construction in Washington, D.C. Mr. Newman is scheduled to

present a check for \$250,000 to organizers of the Memorial this Friday. This important memorial will offer our nation's thanks to the thousands of men and women who gave their lives defending freedom and opposing tyranny in the greatest battle of right and wrong we have seen in the past century. Mr. Newman, through the George W. and Amy Newman Foundation, will also contribute \$100,000 to the United States Navy Memorial in Washington and \$50,000 to the Submarine Memorial Association/U.S.S. Ling in Hackensack, New Jersey. In making these contributions, Mr. Newman will honor the veterans of what newsman Tom Brokaw called "The Greatest Generation," and demonstrate that he, himself, is an excellent example of what made the WWII generation great.

Mr. Newman is an excellent example of the "self-made man." Born in the Hell's Kitchen area of Times Square in New York, he earned money in his youth by running errands for the actors and actresses of the Theater District. He and his friends soon became a small bit of show business themselves, singing in a trio at the 42nd Street Shuttle subway station. One memorable Thanksgiving Day, he and his friends brought in \$45 between them, prompting his father to encourage him to continue his subway singing career. He continued bringing in \$15 a week throughout his youth, a large sum in those days.

Show business was not to be Mr. Newman's career, however. A job as a sign painter's helper enlightened him to the profit potential of outdoor billboards. He eventually founded Allied Outdoor Advertising Inc., which today is the leading privately owned outdoor advertising business in metropolitan New York. The company's billboards are used by many of the nation's leading major corporations to promote their products in prime advertising locations around the nation's largest city. As Mr. Newman's advertising business grew, he expanded it to take advantage of his subway experience by creating the New York Subways Co. That firm successfully bid for the right to advertise in the city's subway system and elevated train system, placing more than 26,000 advertising signs in stations across the city.

Mr. Newman's business acumen extends to real estate and transportation as well. Seeing the need for a major railroad terminal in the Meadowlands, Mr. Newman 26 years ago founded the Allied Junction Corp. and purchased the property where the new station is now being built. Similar in scale to Grand Central Station in New York, the project includes four 40-story office towers, a hotel and conference center that will create thousands of jobs and countless benefits for the people of New Jersey while at the same time addressing the region's demanding transportation needs. The project is funded in part by a \$450 million federal contract secured by former Congressman Robert A. Roe, who headed the House Public Works and Transportation Committee.

The Meadowlands Chamber of Commerce has named Mr. Newman the "Man of the Year" and the Hackensack Meadowlands Development Commission has named him "Businessman of the Year," both in recognition of his contributions to the economic vitality of the community.

Mr. Newman has shared his good fortune with the community, contributing millions of

dollars to charitable and community organizations in an attempt to assist the less fortunate. He has generously supported the William Carlos Williams Art Center in Rutherford, which named its theater in his honor; Holy Name Hospital, which named its cardiac diagnostic center in his honor, and the Church of St. Gabriel the Archangel medical clinic in Newark. He has also given generously to many local parishes of the Catholic Church and to Catholic schools including Don Bosco Prep High School and Bergen Catholic High School. He has made repeated gifts to the American Red Cross and the Korean War Memorial.

Mr. Newman's contribution this week to the World War II Memorial reflects a long history of military service and support for veterans within his family. His ancestors, who came to this country from England in 1630, fought in the American Revolution, the Civil War, the Spanish-American War and World War I. Mr. Newman himself served in the Navy during World War II.

Mr. Newman is also a dedicated family man, married for 60 years to his wife, Amy. The couple are the parents of two (including their son, George Jr., who died of illness many years ago), and grandparents of five.

Mr. Speaker, I ask my Colleagues in the House of Representatives to join me in thanking Mr. Newman. Once again, his record of achievement in business, his generosity in philanthropy and his willingness to help the less fortunate illustrate how he is a wonderful example of "The Greatest Generation."

SPEECH OF GENERAL ERIC SHINSEKI

**HON. IKE SKELTON**

OF MISSOURI

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, September 12, 2000*

Mr. SKELTON. Mr. Speaker, on August 11, 2000, General Eric Shinseki addressed the Military Order of the World Wars in Kansas City, Missouri. I submit his speech for the RECORD:

Congressman Skelton—thank you for that generous introduction. It's good to be here with you this evening—thanks also for your service to our nation and the Army as the ranking member of the House Armed Services Committee. Your commitment to the national defense and your passion for the well-being of our men and women is legendary. We are indebted to you. Ladies and gentlemen—please join me in thanking Congressman Ike Skelton for his devotion to the soldiers, civilians, and family members of the Army.

In this room this evening are also some other patriots who have been great supporters of our military and our veterans. Many have served our nation in war; among their numbers are those who have felt the sting of battle. But all have provided our communities the kind of leadership that has made this country what it is today. To the Kansas City Chapter of the Military Order of the World Wars, thank you for your support of our soldiers and veterans.

You know, this country enjoys a unique status in the community of nations. We are a great nation, and we enjoy a vibrant and flourishing economy. No other nation enjoys

our unique status in the way that we do today. Americans enjoy these special circumstances, but many do not associate our national strength and our economic health with the readiness and professionalism of our military forces. The fact is, however, that you don't get to be a great power with the world's leading economy without also having a world class military that is respected by our allies and feared by our adversaries. Our military forces enable the great nation status enjoyed by the American people. No one understands or appreciates the importance of that link better than those who have defended this wonderful country of ours in war or those who have the responsibility of assuring the readiness of its military capabilities on a daily basis. The Military Order of the World Wars understands that linkage. Congressman Skelton understands that linkage. Both have worked to help us stay connected to the American people. They have helped us fill our ranks with the kind of youngsters who have kept our Army a force for good and an instrument of national policy. Again, we are grateful for all that you do on our behalf.

Also present in the room this evening are a very special group of international fellows. They are students at Fort Leavenworth who will spend the next year at the Command and General Staff College studying with, about, and for us. Since World War I, all of the wars we have fought and most of our significant operational deployments have seen Americans serving side-by-side with soldiers from allied nations. We will never again fight on our own. Coalition and multinational operations are a fact of life. Many of the uniforms on display this evening are the ones who have shared space on distant battlefields with us. We are honored to have so many allied officers and their spouses here this evening. We know the keenness of the selection process that went on in each of your countries, we are honored to have you join us in residence at Fort Leavenworth. You add to the education of our officers.

Buffalo wings.

There is a lot of excitement in and about our Army today. Many of you know that we have set a course to transform this great and magnificent army of ours from its current cold war designs to a force that is more responsive, more deployable, more versatile, more agile, more lethal, more survivable, and more sustainable force for the future crises of the 21st century. Last fall as we were about to walk from 1999 into 2000 through the door of a new century and the new millennium, I went back to the turn of the last century to try to understand what the last Chief and the last Secretary to do so were thinking; what were their concerns; what decisions did they put in place to prepare their Army for all of its responsibilities in the 20th century.

Secretary of War Elihu Root and General Nelson Miles recognized that the Army was standing not just on the threshold of a new century, but at the entrance to a new world. The war with Spain the year before had been just the second overseas deployment of the Army in history, and the first in over 50 years. The Army of 1899 was scattered from Cuba to Puerto Rico to the Philippines. The operating tempo was high, with soldiers maintaining peace, rebuilding nations, handling refugees, even helping with disaster relief after a hurricane. The Army was overseas and that looked like the wave of the future.

So, 1899 was a pivotal time. The wars in the West were won. The purpose of the Army

seemed to be changing, but in what direction? The Army had shown real growing pains when it had mobilized for war. In addition, technology was changing fast. The Army needed to rethink the future of warfare quickly.

Root recognized that the Army had to grow and change as the strategic environment of his times demanded. He tried to envision what the twentieth-century Army should become. Could he foresee a world in which nuclear superpowers threatened each other and the rest of the earth with Armageddon? Could he predict a decade-long depression? Did he know that within the 50 years the world would twice be plunged into global wars, wars unprecedented in scale and scope in all the previous history of mankind? Certainly, the answer to all these questions is no. Root foresaw none of these things. As best we can tell from documents and their writings, neither of them saw the First World War and it was only 15 years away. But with insight and courage and deliberation, they developed a vision for what the Army needed to become, given the strategic and technological realities they faced at the time. They took risks and made preparations that proved to be effective—and timeless.

Root began with fundamentals. He presented two principles that are as true today as when he wrote them 100 years ago:

"First. That the real object of having an army is to provide for war.

"Second. That the regular establishment in the United States will probably never be by itself the whole machine with which any war will be fought."

Root was reaching back toward concepts that were almost as old as the nation itself. First, being ready for war means having an army, and there's no reason to have an army that is not ready for war. The Army might be called upon to do many things, but its first purpose was warfighting. And the Army would never fight alone. Root knew that the Army would need to rely on the Navy for transport, logistics, and gunfire. It would also fight with volunteers and citizen soldiers.

Those first principles were right on the mark. And they have served as a foundation upon which Root and Miles and their successors built the twentieth-century Army. Root consolidated the professional gains that the Army had made through the establishment of the Army War College and the restructuring of the Army headquarters into a modern general staff. He brought to fruition the idea that military leadership was a calling, and one that demanded rigorous education and training. The officer corps that flourished under this system became the leaders who produced our victories in two world wars—wars unimaginable in 1899. The Army of the twentieth century, the nation whose freedom it guaranteed, owed a great deal to Elihu Root's vision preparation for the future.

As we stood on the cusp of the new millennium 10 months ago, we saw a situation remarkably similar to the one that Root and Miles faced 100 years ago. The world has changed dramatically. The cold war was a historic anomaly. We maintained relatively robust forces for 50 years because of the danger of superpower conflict. That very preparedness deterred a war too terrible to contemplate, but one that we stood trained and ready to fight for half a century.

Since 1989 we have reduced the size of the Army by 32 percent, but our operating tempo is higher than at anytime in several decades. The recent mission in Kosovo brings to 35

the number of operational mission deployments the Army has made since the end of the cold war. The world is a far less stable place than it used to be.

Moreover, the world is a far different place than it was 10 years ago. In a word, it is "wired." The information revolution has placed a computer on every desk. We are all cyber-connected to each other and everything imaginable around the world. We are renegotiating zones of privacy and business practices and property protections and the very idea of what a nation-state is. Many of the advertisements we see on television are for products that did not exist 15 years ago. It is impossible to predict with assurance what the world will look like in 5 or 10 or 25 years. But we know that it will continue to change and that the pace of change will continue to accelerate.

We must prepare to fight our future wars. We must also be ready for the next crisis. We must be able to respond to missions throughout the spectrum of operations, from the low end of disaster relief to the high end of major war. We need to take advantage of emerging technologies to counter emerging threats. And we can't make it up as we go along—we need a plan.

And so it is that last October, the Army charted its course for transforming itself into a force more capable than the magnificent force we field today. We intend that it will be a force capable of handling the full array of missions that we have been called upon to do in the last 10 years—in many ways, we have described the 1990's as the first 10 years of the 21st century in terms of the kinds of missions we see for ourselves in the years ahead. But what we will not lose sight of is what Elihu Root concluded 100 years ago—our non-negotiable contract with the American people is to be trained and ready to fight and win the nation's wars.

This we will do—and just as Root and Miles could not see all the technological advances that were going to present themselves as opportunities in the 20th century, we cannot today settle on the technologies that will go into the design of the hardware that will describe the objective force we are trying to design for the 21st century. But what Root and Miles were able to do was to position their army for all the unseen opportunities that were to lay ahead by putting into place the system for training soldiers and developing leaders who were going to have to make those decisions when the time was ripe. And so it is with our responsibilities today. Much has been written over the past 10 months about the technologies that the Army will need to transform itself. The debate about combat platforms has turned hot and in some cases mean-spirited as the competition for inclusion has become intense. I have even received the concerns of allied armies about the fear of an ever-expanding technological gap between the American army and those of our closest allies. I think the lessons of Root and Miles are important—their conclusions are as important today as they were then. It isn't about technology, although technology is important; it isn't about platforms, although combat platforms is important. It is about leadership and character and doctrine. It is about the preparation of the Army to be ready to fight each and every day with the technologies it has available, and it is about the development of visionary, courageous leaders who have the skill and determination to leverage the technologies as they become apparent and embed them into the formations that will fight them. Focus on

warfighting; develop the leaders for the next conflict. If you do that well, those leaders will be able to get the right technologies into place in time. But without that kind of leadership or without warfighting formations which have been disciplined to execute one's warfighting doctrine, all the technology in the world will make no difference. Warfighting is ultimately a human dimension in which the most dedicated, disciplined, and best trained will prevail.

It is about leadership and in this Army, we consider it our stock in trade. To our allied officers, your attendance at Leavenworth is important for us—for the American officers attending the course and for our force as a whole. You give our officers other perspectives on our common challenges. Our differences in culture, language, nationality, and geography give us each our different outlooks on military operations. We must understand and appreciate the importance of interoperability—but not just technical and tactical interoperability but interoperability of the mind. The lessons you learn in professional give-and-takes with your fellow officers, inside the classroom and at the officers' club, will be among the most important that you take away from this course.

Equally important will be the professional associations you make with your fellow students. The future battlefields will be joint and multinational and you will find yourselves serving with the officers you are studying with this year—just as I have experienced. I can tell you that as commander of the stabilization force in Bosnia, the relationships that I had developed with my counterparts in years past, whether in operational assignments, or in the Command and General Staff College or the National War College, helped us to bridge the gaps. Personal relationships and a common professional understanding turned those differences into strengths.

We, in this country, have put tremendous effort into our professional education systems. The pay-off for that investment has been a consistently high quality of officer leadership. I would also tell you that our noncommissioned officer education system is equally the finest in the world and it has produced the very finest NCO Corps in the history of our army.

In the gulf war, one of the take away lessons was that our technological and materiel superiority made us successful. Those who fought the war would give you a slightly broader lesson. As one division commander proclaimed, we could have traded equipment with the Iraqis and still beat them in 100 hours. That may sound like vain boasting, but his point was that our professional education system and the professionalism of our soldiers and their leaders were the foundations of our warfighting prowess—not technology.

That has always been true. In the Army we do two things every day—we train soldiers and we grow them into leaders. Some of that work happens in our operational units. Some of it happens in quiet moments when our officers and soldiers can read about their profession, its history, its methods, and its doctrine. But the foundation of it all resides in our professional schools.

I'm glad that you have all come to study with us. I appreciate the value that you bring to our professional education system. I thank you for breaking bread with us tonight. And though I don't look forward to our joining ranks on a future battlefield, I do look forward to the trust and confidence that we will build together as professional soldiers.

## EXTENSIONS OF REMARKS

Thank you and God bless you.

### TRIBUTE TO FRANCIS CARROLL OF WORCESTER, MASSACHUSETTS

#### HON. JAMES P. MCGOVERN

OF MASSACHUSETTS

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, September 12, 2000*

Mr. MCGOVERN. Mr. Speaker, I rise today to recognize the work of Francis R. Carroll of Worcester, Massachusetts. A veteran of the United States Navy, for over 32 years Mr. Carroll has worked as a staunch advocate for small businesses in developing and administering health insurance products, programs, and benefits, as well as donating his time in extensive public and community service.

Throughout his life, Mr. Carroll has assisted others through his professional career and charitable activities. His professional career includes currently serving as the CEO and Chairman of the Small Business Service Bureau, Inc. (SBSB), a nationwide organization with over 50,000 small businesses and self-employed members. Formerly, he was the president of the SBSB China Trade Group, which led small business trade delegations and conducted studies of the public health systems of the People's Republic of China and the People's Republic of Vietnam.

In addition, Mr. Carroll has been a presidential appointee to the National Advisory Council, U.S. Small Business Administration and the U.S. State Department Trade Development Agency. He was also a founding member of the Democratic National Committee, Small Business Council and a delegate to the White House Conference on Small Business, appointed by Massachusetts Governor Edward J. King and U.S. Senator JOHN KERRY. In 1984, Mr. Carroll was one of 25 chosen from the United States as an Official Observer of the El Salvador run-off election.

Most recently Mr. Carroll demonstrated his commitment to the community as the General Chairman of the Korean War Memorial Committee of Central Massachusetts which sponsored the 50th Anniversary Korean War Spectacular Salute to Our Korean War Heroes at Mechanics Hall in Worcester, Massachusetts. Other causes Mr. Carroll has given hours of service to include the Ireland/Worcester Heart Research Program, the McAuley-Nazareth Home for Boys in Massachusetts and the Living Memorial Hospital in Lien Hiep, Vietnam. He was formerly a member and commander of the Vernon Hill Post 435, American Legion.

For his service, Mr. Carroll has been awarded with the Leo Z. Gordon Humanitarian Award, the American Legion Citizen of the Year Award, and the Cathy Donahue Service Award. He was also an honoree at the Year 2000 Worcester State College Annual Scholarship Tea.

Mr. Speaker, I ask my colleagues in the House of Representatives to join me in honoring Francis Carroll for his work and service in the Worcester community. He has shown unwavering commitment to the community and deserves our recognition and praise. I wish him the best of luck in all of his future endeavors.

*September 13, 2000*

HONORING RAYMOND C. BURTON

#### HON. JAMES L. OBERSTAR

OF MINNESOTA

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, September 12, 2000*

Mr. OBERSTAR. Mr. Speaker, I am very pleased to honor today Mr. Raymond C. Burton, who will retire at the end of this year, bringing to a close a distinguished career in railroading that has spanned three decades.

When Ray began working for the old Santa Fe Railway in 1963, he could not have foreseen the profound changes coming to the railroad industry. Particularly since 1982, however, when he was elected president and Chief Executive Officer of TTX Company, Ray Burton has been on the cutting edge of those changes.

Under Ray's leadership, TTX has led the way in innovation, design, and deployment of the equipment needed to construct today's modern, intermodal transport network. It was this exceptional leadership that twice earned him the Railway Age "Railroader of the Year" award—making him one of just three individuals to be so honored.

This past July, Ray Burton was promoted to the post of Chairman and CEO of TTX, a fitting reward for a man who has led his company—and his industry—into the 21st Century well equipped to meet the challenges ahead. Ray will be missed when he retires, but the seeds he planted will continue to bear fruit for many more years to come.

### CELEBRATE INDIA'S 53RD YEAR OF INDEPENDENCE

#### HON. LUIS V. GUTIERREZ

OF ILLINOIS

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, September 12, 2000*

Mr. GUTIERREZ. Mr. Speaker, it is a great privilege for me to pay tribute to the Chicago's Federation of Indian Associations for its invaluable work honoring India on the occasion of the 53rd anniversary of India's independence.

The Federation is enriched by the diversity of member organizations who have found a common mission in promoting the Indian community and honoring India. The Federation is strongly committed to serving the Indian community and works tirelessly to meet this goal.

To celebrate the special occasion of India's 53rd year of independence, the Federation will host more than twenty-five thousand visitors from Indiana, Michigan, Iowa and Wisconsin to witness a spectacular parade carefully planned to showcase India's rich cultural heritage. The India Independence Day Parade will be celebrated on Saturday, August 19th. The parade will feature colorful floats each representing various states of India. The parade will honor India's rich heritage, including its music, costumes, fashion and dance. The Federation will also host a Millennium Banquet and Cultural Program on Friday, August 18th to celebrate this special occasion.

I congratulate and recognize Chicago's Federation of Indian Associations for their commitment, dedication and service to the Indian Community.