

Another option, of course, is that some agreement could be reached. Then, during that week of January 22nd, 23rd, that agreement could perhaps be acted on by the Congress, and if there is an agreement reached I assume it would be approved relatively quickly—I hope so.

Another option is, then, when this continuing resolution to keep the Government operating until January 26—when we reach that point, I do not think there is any intent to have a situation where we would go back to a Government shutdown. That time has past. I feel like the Congress, House, and Senate, would try to take action that would avoid that and I know there would be a coordinated effort, hopefully, with the administration.

Of course there is always the necessity for legislation not only to be passed, but in order for it to be enacted, the President has to sign it. We have not had very good luck, lately, with the President signing measures we have sent to him.

But the intent, I believe, by the leadership on both sides of the aisle, is not to have another situation on January 26 where we would go into some sort of Government shutdown.

A BALANCED BUDGET

Mr. WARNER. Mr. President, I thank my distinguished colleague. Again, I commend him for his leadership throughout this period. That does provide, hopefully, a measure of reassurance.

This Senator is a very strong proponent and adherent to the concept of the 7-year balanced budget using the CBO figures. That is the cornerstone, because it is imperative that we redirect this Nation on a course of less Federal spending.

I shall not go into more philosophical points here. I align myself with the distinguished majority leader and the majority whip. You have led this side of the aisle in working with the other side to reach a resolution of this matter. So I am philosophically attuned and in full agreement with our leadership here. But I am concerned, again, about the economic impact here in the area that I represent.

I also must say, Mr. President, and I say to our distinguished leader, I am concerned about the national financial situation.

Mr. LOTT. Yes.

Mr. WARNER. Our financial markets—stocks, bonds, commodities and the like—are following this debate closely. The continued ability of this country to borrow, both domestically and internationally, at a reasonable rate of interest, depends on the resolution of this matter. So, while two Senators, and perhaps there are others who will join, can give some measure of reassurance at this time, I think only when final action is taken by the Congress and signed by the President of the United States, can we regain the

full confidence of the various financial institutions which are keenly aware of the actions taken here in the Congress.

So, I thank my distinguished leader, I thank the Senator from North Dakota. I yield the floor.

The PRESIDING OFFICER. The Senator from North Dakota is recognized.

THE SHUTDOWN, THE BUDGET, AND TAX CUTS

Mr. DORGAN. Mr. President, there has been some discussion today about the budget negotiations. I have a couple comments to add to this discussion.

First, with respect to the budget negotiations, there ought not be, under any condition, another Government shutdown. It is, in my judgment, a symbol for the entire country of failure when some people here in the Congress decide that shutting down the Government should be used to accomplish their ends.

A shutdown asks the American taxpayer to pay for work that is not performed. It asks some Federal employees to come to work and accept the promise of pay later, but it deprives them of their paycheck. It sends the other Federal workers home without pay, when they have bills to pay and obligations to meet and want to come to work.

The shutdown dangles Federal workers at the end of a string, saying to them: "You are the ones we will use as pawns in this budget debate."

Those who advocate shutdowns, and there are some, demonstrate that you can have a hard head and a cold heart at the same time. But that advocacy does not show any capacity to think this budget crisis through to a decent conclusion. We ought not have another Government shutdown under any conditions, because it serves no interests except to hurt this country. All of us, it seems to me, in Congress, ought to pledge never to let another Government shutdown happen again on our watch.

Now, about balancing the budget, we should balance the budget. I have said before and I will say again, because it is worth saying, I think the Republicans deserve credit for pushing for a balanced budget. You deserve credit for that. Democrats deserve credit for pushing a balanced budget with the right kind of priorities. We ought to get the best of both rather than the worst of each.

People talk about "families balance their budgets." Can anyone in here think about a family that sits around their table at night and says, "We need to develop a plan to balance our budget, so let's see, we are going to help our oldest son make payments on the Mercedes. We need to send a monthly stipend to rich Uncle Louie over in Nashville. How are we going to pay for all that? Let's cut back on mama's health care and let's pull junior out of college."

Does that sound like a logical approach for a family, in making their

decisions about how to deal with their budget situation? Not hardly. Nor is it the right way for Congress to deal with its budget situation.

Interestingly enough, we have come to a point where there is a lot of agreement on the budget-balancing question. There are a number of areas of agreement but there are a couple of large areas of disagreement.

Most people, in assessing this problem, would start by saying you do not balance the budget by cutting your revenue. I think everybody on all sides of the aisle ought to decide to abandon tax cuts at this point until we have honestly balanced the budget, and then come back and assess the question of how you change the tax code and how you cut taxes for middle-income families.

But I say to all parties in these negotiations, it would make sense, it seems to me, to abandon the proposals to cut taxes because I think everyone in this Chamber who thinks about it honestly will understand, every dollar of tax cut during the 7 years will be borrowed and added to the Federal deficit. Every single dollar of tax cut will be borrowed. I say abandon the tax cut. Deal with the spending issues in a real way, and let us balance the budget.

The problem we have at the moment is some are insisting on a tax cut well over \$200 billion. In order to make room for that, you have to have deeper cuts in Medicare. That is where the scales are balanced, or, better said, out of balance. In order to get this tax cut on this side up to \$12,000-some, you have to pull down the Medicare costs. You have to cut Medicare to accommodate the tax cut. That is the dilemma.

Abandon the tax cut, balance the budget honestly, reach an agreement, and do it in a way that represents the best interests of the priorities of the American people. Let us make sure we have enough money for education. Let us provide for health care for senior citizens. Let us do the things that are necessary to protect this country's environment. Let us do this the right way. It can be done.

There are good Republicans and good Democrats who think clearly about these things. We ought to be able to come together to reach an agreement, in my judgment.

TWO HEROES

Mr. DORGAN. Mr. President, I would like to just briefly, today, talk about two Americans I wanted to bring to the attention of my colleagues, two heroes of mine.

I never met them. I talked to one fellow on the phone the other day. A fellow named Robert Naegele and his wife Ellis. He started a company called Rollerblade, which some may know about, the largest in-line skate company in America. It was a story I read in the Minneapolis Star Tribune, when I traveled through Minneapolis the other day by plane.

Robert Naegele sold his company 2 months ago. He apparently made an enormous amount of money, ran the company, started it from scratch, brought it to a \$250 million company and then sold it a couple months ago. Then, about a week before Christmas, 280 employees of this company began to get letters in the mail from Mr. Naegele and his wife. It turns out he decided to give the people who worked for that company, the people in the factories, the people who made the skates that made him a very wealthy man, a Christmas bonus equal to \$160 a month for every month these folks had worked for the company.

For some of them in the factory who had been there all the time he was there it meant up to \$20,000, a \$20,000 check. Do you know what he had done? He and his wife had prepaid the income taxes, so when these folks opened up this check, totally unexpected, from someone who no longer owned the company, they got a check that was tax free.

What this man was saying to them was "you mattered." You people who worked in the plant and factories and helped make these products, you are the ones who made me successful. You made me some money and I want to share it with you. What a remarkable story. What a hero.

This guy is out of step with the CEO's in our country who now say the way to the future is to downsize and lay off and decide to cut the ground out from under the feet of people who work for a company for 20 years. This fellow says to a factory worker, who the article describes—as their families are weeping with joy about this unexpected benevolence they received in the mail—he says, you matter to me. You made a difference. You made this company successful and I want to share it with you.

What a remarkable man. It seems to me if more CEO's in this country would understand what Mr. Naegele understands, this country would be a better place. Our companies could be better able to compete. You would have more loyalty, more job security for people who have spent 10 and 20 years investing their time in companies.

I read this one day. The next day I read another piece.

It was about a fellow whose company, on December 11, began to burn down—it was in a small town in Massachusetts—a man named Aaron Feuerstein. He was about to go to his 70th birthday party, a surprise party that was being thrown for him. He learned a boiler had exploded at his mill, textile plant, setting off a fire. It injured 27 people and destroyed three of the factory's century-old buildings. That employs 2,400 people in an economically depressed area.

The people who watched that mill burn felt that they were losing their jobs, and losing their future.

When Feuerstein arrived to assess the damage to a business his grandfather had

started 90 years ago, he kept himself from crying by thinking back to the passage from King Lear in which Lear promises not to weep even though his heart would "break into a hundred thousand flaws." "I was telling myself I have to be creative. . . ."

And 3 days later:

On the night of Dec. 14, more than 1,000 employees gathered in the gym of Central Catholic High School to learn the fate of their jobs and of the cities of Methuen and Lawrence. Feuerstein entered the gym from the back, and as he shook the now off his coat, the murmurs turned to cheers. The factory owner, who had already given out \$275 Christmas bonuses and pledged to rebuild, walked to the podium. "I will get right to my announcement," he said. "For the next 30 days—and it might be more—all our employees will be paid their full salaries. But over and above the money, the most important thing Malden Mills can do for our workers is to get you back to work. By Jan. 2, we will restart operations, and within 90 days we will be fully operational."

True to his word, Feuerstein has continued to pay his employees in full, at a cost of some \$1.5 million a week and at an average of \$12.50 an hour—already one of the highest textile wages in the world. And even better than his word, Malden Mills was up and running last week at 80% of its Polartec capacity, thanks to round-the-clock salvage work and the purchase of 15 new machines. "I haven't really done anything," says Feuerstein. "I don't deserve credit. Corporate America has made it so that when you behave the way I did, it's abnormal."

I just want to finally mention that these two men, Robert Naegele, and Aaron Feuerstein, I think are heroes. I think both recognize what a lot of this country have forgotten. A company is its workers. Yes. It is its investors, it is its innovators, it is its scientists, and it is also its workers. Workers matter, and these heroes have done what more American business leaders should do. Too many American businesses now say to those workers, "You are like a wrench. We use it, and we get rid of you when it is over."

What these people are saying is the workers are their business. They determine whether that business is successful. And both of them have said we commit ourselves to you workers. And I say to them that they are American heroes to me, and I wish there were more like them in this country.

Mr. President, I ask unanimous consent to have these two articles printed in the RECORD.

There being no objection, the articles were ordered to be printed in the RECORD, as follows:

[From the Minneapolis Star Tribune]

IT WAS A SURPRISINGLY GREEN CHRISTMAS
FOR ROLLERBLADE EMPLOYEES
(By Dee DePass)

Two weeks ago Rollerblade employee Ann Reader, six months pregnant with her third child, called her husband, Tim, from work sobbing. He immediately thought the worst, she said.

But it was good news for Reader and all of Rollerblade's 280 employees. Former Rollerblade co-owner Robert Naegele and his wife, Ellis, played Santa over the holidays, giving each of Rollerblade's employees thousands of dollars in tax-free money, figured at about \$160 for each month of service with the com-

pany. Sources familiar with the giveaway estimated the combined gifts to be \$1.5 million.

Reader, team programs manager, has worked there for more than six years—making her check worth more than \$11,000. None of the employees contacted would confirm the amount of their checks.

"It made me cry," said Reader in a shaky voice. "I think it was so generous of them. It was an amazing gesture."

Rollerblade spokesperson Deborah Autrey said, "It was a complete surprise that came out of the blue. People were laughing and crying and hugging. I have never seen people in such a stupor."

Autrey has worked at Rollerblade for four years. More than half of the employees are warehouse workers with most receiving hourly wages.

Naegele, who was chairman during the phenomenal growth of the 15-year-old firm, could not be reached for comment. Two months ago he sold his 50 percent share of Rollerblade to Nordica Inc. of Italy for an undisclosed amount. He bought 50 percent of the in-line skate company in 1985, when sales were only \$500,000. Sales in 1994 were \$265 million.

In Christmas cards to employees, Naegele wrote that he had reaped great rewards from his Rollerblade investment because of the employees' hard work and that he wanted to show his thanks, Autrey said. Enclosed in the cards were the gift checks, on which the Naegeles paid federal taxes.

"That way the employees did not get hit with a double whammy. It is a tax-free gift," said Autrey.

The checks were mailed to employees' homes the week before Christmas. The first arrived on Dec. 21 to an employee who was home on maternity leave. From there word spread among the workers, and later that day it was confirmed by the company's chief executive, John Hetterick, who had only found out the day before.

When the good news reached Matt Majka, 33, the director of product marketing, he immediately phoned his wife, Kym, and asked her to open the mail. When she did, Majka heard sobs. He has been with the company for 11 years, making his check worth an estimated \$21,120.

"It was very moving," he said.

"It was very heartfelt for us. We were extremely shocked and extremely grateful for his generosity. . . . All the words he talked about for so many years—about teamwork and that we are a family—he put his words into action."

Majka and his wife have a 4-month-old baby and a 2-year-old son, and the Naegeles' gift went to start a college fund for them, he said. The couple also had a new IBM computer under the Christmas tree.

Reader said she bought bikes for her two children (and a bike baby carrier for the newest family member) and she plans to put some of the money away in savings.

Majka marveled at what the gift meant to scores of his co-workers. "There are some people who have worked in our warehouse and have been here for a long time," he said. "For some people, they have received a very substantial check, maybe half their year's salary. It's pretty amazing." At least two employees have been there for all of the company's 15 years.

"I happened to talk to Bob [Naegele] later that night," Majka said. "I told him, 'You can't imagine the impact you have had on everyone.' He bellowed and said; 'That is just what I wanted to hear.' He said, 'This is not mine. It is a gift I had to share.'"

[[From Time Magazine, Jan. 8, 1996]

THE GLOW FROM A FIRE

(By Steve Wulf)

Methuen, Massachusetts, is a small city not unlike the Bedford Falls of *It's a Wonderful Life*. Over the years, the working-class town on the border of New Hampshire and Massachusetts has come to rely on the good heart of one man. While Aaron Feuerstein may not look much like Jimmy Stewart, he is the protagonist of a Christmas story every bit as warming as the Frank Capra movie—or the Polartec fabric made at his Malden Mills.

On the night of Dec. 11, just as Feuerstein was being thrown a surprise 70th birthday party, a boiler at Malden Mills exploded, setting off a fire that injured 27 people and destroyed three of the factory's century-old buildings. Because Malden Mills employs 2,400 people in an economically depressed area, the news was as devastating as the fire. According to Paul Coorey, the president of Local 311 of the Union of Needletrades, Industrial and Textile Employees, "I was standing there seeing the mill burn with my son, who also works there, and he looked at me and said, 'Dad, we just lost our jobs.' Years of our lives seemed gone."

When Feuerstein arrived to assess the damage to a business his grandfather had started 90 years ago, he kept himself from crying by thinking back to the passage from *King Lear* in which Lear promises not to weep even though his heart would "break into a hundred thousand flaws." I was telling myself I have to be creative," Feuerstein later told the *New York Times*. "Maybe there's some way to get out of it." Feuerstein, who reads from both his beloved Shakespeare and the Talmud almost every night, has never been one to run away. When many other textile manufacturers in New England fled to the South and to foreign countries, Malden Mills stayed put. When a reliance on fake fur bankrupted the company for a brief period in the early '80s, Feuerstein sought out alternatives.

What brought Malden Mills out of bankruptcy was its research-and-development team, which came up with a revolutionary fabric that was extremely warm, extremely light, quick to dry and easy to dye. Polartec is also ecologically correct because it is made from recycled plastic bottles. Clothing made with Polartec or a fraternal brand name, Synchronia, is sold by such major outdoors clothiers as L.L. Bean, Patagonia, Eastern Mountain Sports and Eddie Bauer, and it accounts for half of Malden's \$400 million-plus in 1995 sales.

Even though the stock of a rival textile manufacturer in Tennessee, the Dyersburg Corp., rose sharply the day after the fire, L.L. Bean and many of Malden's other customers pledged their support. Another apparel company, Dakotah, sent Feuerstein a \$30,000 check. The Bank of Boston sent \$50,000, the union \$100,000, the Chamber of Commerce in the surrounding Merrimack Valley \$150,000. "The money is not for Malden Mills," says Feuerstein. "It is for the Malden Mills employees. It makes me feel wonderful. I have hundreds of letters at home from ordinary people, beautiful letters with dollar bills, \$10 bills."

The money was nothing to the workers compared to what Feuerstein gave them three days later. On the night of Dec. 14, more than 1,000 employees gathered in the gym of Central Catholic High School to learn the fate of their jobs and of the cities of Methuen and Lawrence. Feuerstein entered the gym from the back, and as he shook the snow off his coat, the murmurs turned to cheers. The factory owner, who had already given out \$275 Christmas bonuses and

pledged to rebuild, walked to the podium. "I will get right to my announcement," he said. "For the next 30 days—and it might be more—all our employees will be paid their full salaries. But over and above the money, the most important thing Malden Mills can do for our workers is to get you back to work. By Jan. 2, we will restart operations, and within 90 days we will be fully operational." What followed, after a moment of awe, was a scene of hugging and cheering that would have trumped the cinematic celebration for *Wonderful Life's* George Bailey.

True to his word, Feuerstein has continued to pay his employees in full, at a cost of some \$1.5 million a week and at an average of \$12.50 an hour—already one of the highest textile wages in the world. And even better than his word, Malden Mills was up and running last week at 80% of its Polartec capacity, thanks to round-the-clock salvage work and the purchase of 15 new machines. "I haven't really done anything," says Feuerstein. "I don't deserve credit. Corporate America has made it so that when you behave the way I did, it's abnormal."

Union chief Coorey begs to differ. Says he: "Thank God we got Aaron."

DAW AUNG SAN SUU KYI

Mr. LEAHY. Mr. President, the January 7, 1996 *New York Times Magazine* contains an interview with the leader of Burma's democracy movement, Daw Aung San Suu Kyi.

Many of us have followed her situation, during six years of house arrest, and her recent release by the Burmese authorities. She is a woman of remarkable courage, honesty and clarity of purpose. She wants to do whatever she can to improve the lives of her people, and she has devoted her life to that goal. She believes unequivocally that democracy is the only way, and she has the trust and support of the overwhelming majority of Burmese citizens.

As she says in the interview, the Burmese authorities continue to refuse to even discuss a process for instituting democracy, because they are too fond of their power and privileges. But Suu Kyi knows that eventually the SLORC will have to sit down and negotiate with her. As she points out, that is what happened in South Africa, and even in the former Yugoslavia although there only after the slaughter of a quarter of a million people and the destruction of much of Bosnia. Those two examples represent the SLORC's options. Either a peaceful way out, or mass demonstrations and an explosion of violence that will make them wish they had listened to her.

Mr. President, I am pleased to be an original cosponsor of Senator McConnell's legislation to impose sanctions on the Burmese government. Senator McConnell has been a strong advocate for human rights and democracy in Burma, and I applaud him for it. It is important that the United States have a consistent policy, and I believe that until the SLORC demonstrates a genuine willingness to negotiate the transition to democracy with Suu Kyi, our policy should be to isolate the SLORC from the world community it yearns to

be part of. In that regard, I would note that the SLORC has named 1996 "Visit Myanmar Year." I hope that anyone considering accepting the SLORC's invitation will read the interview with Suu Kyi, and be aware that they may find themselves staying in hotels and traveling on roads that were built with forced labor.

Mr. President, I am not going to ask that the entire interview be printed in the *RECORD*, but I urge all Senators to read it. I do ask unanimous consent that Suu Kyi's response to the question "What do you want people in the United States to know about you?" be printed in the *RECORD*.

There being no objection, the material was ordered to be printed in the *RECORD*, as follows:

EXCERPT FROM INTERVIEW WITH SUU KYI

Q: What do you want people in the United States to know about you?

A: That we are not near democracy yet and that there are, so far, no signs that we are progressing toward democratization. The National Convention [that SLORC was holding to draft a constitution], as it stands, is not a step toward democratization at all.

I think a lot of Americans very much take their rights for granted. And I think many of them do not know what life is like for those of us whose security is not guaranteed by a democratic constitution. So I would like to ask them to try to put themselves in our shoes, and ask how they would feel if they were deprived of all rights. I would like them to see us not as a country rather far away whose sufferings do not matter, but as fellow human beings in need of human rights and who could do so much for the world, if we were allowed.

EXPANDED IRA'S

Mr. LOTT. Mr. President, as we continue to debate the budget, I think it's interesting to note that the United States now has the lowest savings rate of any industrialized nation in the world.

If the situation does not change quickly, many Americans may have no choice but to live below the poverty level during their retirement years.

Retirees can no longer depend solely on their Social Security and pensions to support them in retirement. I believe it is our responsibility to give the American people, not only an alternative, but in reality, a life preserver for their retirement years.

We must encourage people to save for their own retirement. For that reason, I believe it is critical that we expand the current IRA's, allowing more people to use them for savings and investment. We should do this as a part of any budget package which is agreed upon or as stand-alone legislation.

With that in mind, I ask unanimous consent to have printed in the *RECORD* a wonderful example of how the private sector is trying to deal with this growing threat to our Nation's future well-being. This is an open letter from Mr. Charles R. Schwab to the President and Members of Congress.

There being no objection, the letter was ordered to be printed in the *RECORD*, as follows: