

this measure will be merely a prelude to Congress coming to grips with the much larger issue of the aging of America and the future of our retirement programs. The steps that we must take in the future will never—in any way—be as popular as this measure, but we must have the political fortitude to make those decisions as well. That is our job, that is our duty.

WORKER TRAINING AND THE BOSTON HARBOR CLEANUP

Mr. KENNEDY. Mr. President, Ben Franklin once said that “an investment in knowledge always pays the best interest.” The same can be said about an impressive initiative on worker training undertaken in recent years by the Massachusetts Water Resources Authority as part of the current environmental cleanup of Boston Harbor.

In replacing outdated and obsolete water treatment plants with new state-of-the-art facilities, MWRA invested in retraining its existing work force in the skills needed to operate the new facility, rather than lay off hundreds of employees and recruit new workers with the needed skills. The strategy worked, and has led to lower costs for the new plant, lower costs for rate-payers, and a newly skilled work force with high employee morale.

I commend MWRA for this practical demonstration of the effectiveness of job retraining and the wisdom of tapping the untapped potential of its experienced work force.

Too often, such retraining initiatives are the exception, not the norm. We live in an era when workers are too easily under-valued and under-appreciated by employers. The MWRA example can be a lesson to the Nation that a wise course is available. I ask for unanimous consent that an article by Douglas B. MacDonald, executive director of MWRA, be printed in the RECORD.

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

[From the Boston Globe, Mar. 19, 1996]
EVERYDAY HEROES OF DEER ISLAND
(By Douglas B. MacDonald)

The first phase of the new Deer Island sewage treatment plant has been up and running for a year. The “filthiest harbor in America” is quickly succumbing to visible signs of environmental recovery; seals and porpoises in the water, swimmers at the beaches, fishermen on the shore. Those are striking testimony that the new infrastructure of pumps, valves and tanks really can retrieve our environment from the careless ravages of a neglected sewer system. Within the new plant there is another less publicized but equally inspirational, success story; the workers themselves.

When the MWRA began design and initial construction of the new Deer Island treatment facilities in the late 1980s, it wrestled with the question of how more than 200 workers at the old Deer Island and Nut Island plants would fit into the new plant. Those workers, experienced only in operating treatment facilities with antiquated technology, might have been considered as obsolete as the old plants themselves.

Happily, neither MWRA management nor its workers ever accepted that fatalistic view. The workers were challenged, and they challenged themselves, to staff the 21st century facility arising in their midst.

The old plants were decades past their prime, underfunded and neglected. Workers had to almost hand-process raw sewage. They kept the old plants functioning with little more than their own dedication.

But from their years of working with outmoded and failing equipment, the workers had become pros at troubleshooting the nuances and complexities of the MWRA's sewer system, which takes in over 400 million gallons of wastewater each day from 43 communities. They managed to operate the old plant with countless jury-rigs, even bringing in their own tools to keep the plants functioning. Collectively, the old plant workers has over 4,000 years of experience. Their knowledge was an enormous potential asset.

Still, decisions about staffing the new plant were difficult. Managers and collective bargaining units wrestled with how to mesh the workers' pride and old-plant experience with yet-to-be-attained technological skills and computer literacy. Discussions were candid and sometimes heated.

Slowly, however, trust took root. MWRA management agreed that existing workers would be the core of the new work force. Workers who upgraded their abilities were promised jobs in the new plant. The notion that a new generation of technology must make redundant a generation of workers was rejected outright.

Armed with this guarantee, each worker developed a training plan, and MWRA invested several million dollars in courses, workshops and support for outside schooling. Programs covered everything from basic reading and math skills to advanced computer training.

Giving workers a sense of ownership in the new plant was another important step, and began with plant familiarization tours of each new building at the earliest points of construction. As the new plant was being designed, plant staff provided engineering firms with “will it work?” critiques, relying on their own knowledge of the idiosyncrasies of the old system.

Today the human side of the new Deer Island treatment plant is a remarkable story, and underscores the resilience of the American worker. For example, a 20-year veteran worker staffs a three-screen computer console, clicking the mouse like a kid playing a video game. Three years ago this man feared that computer illiteracy would land him outside the plant gate. But he and his computer-trained coworkers know from experience exactly what the computer tells them is going on with a valve 500 yards away.

This new productivity benefits MWRA and its rate-payers. Three years ago, cost projections foresaw 500 workers as the necessary staffing level for the Deer Island plant. Today, MWRA plans to run that plant with about 400 workers.

For all the money spent on the new tanks, valves and pumps, the best time and money expended to date on the Boston Harbor Project has been invested in the workers who are running our facilities. For the public we serve and for the people we employ, it was the smart thing to do and it was the right thing to do.

THE BAD DEBT BOXSCORE

Mr. HELMS. Mr. President, at the close of business Friday, April 12, 1996, the Federal debt stood at \$5,145,722,307,691.76.

On a per capita basis, every man, woman, and child in America owes

\$19,444.53 as his or her share of that debt.

RON BROWN: A TRIBUTE TO PUBLIC SERVICE

Mr. HOLLINGS. Mr. President, now that the initial shock of the horrific jet crash in Croatia has passed, we are forced to accept the fact that my friend Commerce Secretary Ron Brown and 34 other talented professionals have perished. Today, almost 2 weeks later, it's still hard to describe the echoing sense of loss and deep sinking sorrow that still remains in all of us—man, woman, black, white, Republican, Democrat.

There has been much written and said about Ron Brown over the last few days, and that is fitting, because there is so much to say. He was many things: key strategist, mesmerizing speaker, wily politician, savvy businessman, superb lawyer. Most of all, he was an exemplary public servant for this country. On his last day, he was on the road in a faraway place aggressively promoting U.S. business interests abroad. And, in this case, he was trying to bring peace and economic recovery to the war-weary Bosnian people. He took very seriously his responsibility to preserve the American dream for the next generation of Americans, so that they will have economic opportunity rather than a declining standard of living. To him, championing the economic interests of the United States was tantamount to championing the people of the United States, and so, in a very literal way, he died serving his country.

Ron Brown was the most effective Secretary of Commerce I have known in my years in the Senate. It is fair to say that he was the most energetic and outstanding individual to ever serve in that post. Throughout his distinguished career in private industry, politics and the executive branch, Ron Brown served as a role model for all Americans. With the fall of the Berlin Wall, international business has become the new realm for competition. Ron Brown understood that and worked tirelessly to promote U.S. exports and business overseas. It was quite typical for Secretary Brown and me to meet after he had returned from a long trip abroad. Lack of sleep and shifting time zones never set him back. Jet lag wasn't in his vocabulary. It just was not in Ron's nature to take time to rest up.

Ron Brown was an especially strong role model for African-Americans. He never forgot his roots, and he took special pride in his efforts to make Commerce Department programs more inclusive and to provide equal opportunity in the work force. He took pride in his efforts to revitalize the Minority Business Development Agency and the Economic Development Administration. Most of all, he set an example for those who would follow in his footsteps with his determination, his intelligence and his optimism.

Secretary Brown came into the Commerce Department with a tremendous

task: to shake one of the Government's largest and most diverse departments out of its dormancy, and turn it into forceful, focused, and effective agency. At his confirmation, he expressed the following among his priorities for the Department of Commerce: "Expanding exports, promoting new technologies, supporting business development—these all require integrated action, crossing old lines between business, labor and government." Ron Brown was an expert in crossing old lines, whether racial or bureaucratic, whether he was rejuvenating the Democratic Party or reinvigorating the Department of Commerce. He could see potential where others couldn't, and he had that unbeatable combination of vision and determination that was contagious. He inspired those around him.

In addition to his political acumen and leadership abilities, Ron Brown was extremely likable. I remember walking down the corridors in the Hoover Building seeing signs on employees' office doors that read "Ron Brown Fan Club." Even those misguided few in Congress who spent the last year trying to abolish the Commerce Department found their efforts thwarted by the simple fact that so many businessmen and Members of Congress not only believed in the importance of Commerce—but also that everyone simply liked Ron Brown.

This is a tragedy that hits home for me, Peatsy, and my staff. Ron Brown was a good friend. Our heartfelt sympathies go out to Alma, his children, and all the families of the passengers and crew of the aircraft.

Mr. President, let's all remember Ron Brown for his firebrand style of engaged public service. We'll all miss him. I wish we had more like him.

TRIBUTE TO DR. THOMAS F. WEAVER

Mr. PELL. Mr. President, I rise to pay tribute to Dr. Thomas F. Weaver, a man who devoted his life to ideas and to education. Tom died earlier this month at home in Rhode Island and his sudden passing came as a shock to all who knew him.

Although he was in his midsixties, Tom was an active athlete and an inspired educator. As chairman of the department of environmental and natural resource economics at the University of Rhode Island [URI], his aggressive intellect, his warm spirit, and his enthusiasm all reflected the energy of a much younger man.

Tom worked closely with my staff for more than a decade in planning the \$24 million construction of buildings that will comprise URI's Coastal Institute on Narragansett Bay. Indeed, the building to be erected on the university's main campus will include a policy simulation laboratory that would have been his pride and joy.

Although the Coastal Institute will be the result of work by many talented and committed individuals, Tom stood

out as the workhorse who followed every development. He helped nudge the process along to assure that USDA matching construction funds were secured. My staff and I were only too glad to help.

The University of Rhode Island is now perfectly positioned, as both a land grant and a sea grant college, to develop the Coastal Institute. It is my hope, and a hope I know Tom shared, that these closely related natural resources disciplines will meet and grow at the Coastal Institute.

The University of Rhode Island's Coastal Institute went through the most rigorous USDA feasibility review, including a peer review. Its funding has been approved step by step in a painfully rigorous appropriations process that began in the 1980's.

Tom was there every step of the way, providing information, drafting testimony, and helping me to pave the way for approval.

As I advised Congress, using information that Tom polished with my staff, the primary mission of the Coastal Institute will be to carry out research and analyze policies to better enable society to manage its coastal resources wisely.

In Tom's words:

The strength of the Coastal Institute will be multidisciplinary teams addressing complex problems in a holistic manner. The Institute will take advantage of the information superhighway and long distance interactive communication.

The Rhode Island-funded half of the Coastal Institute facilities are nearing completion of URI's Narragansett Bay campus. The federally funded half are in the bid preparation stages for buildings there and on URI's Kingston campus.

I am deeply saddened that Tom did not live to see the completion of the Coastal Institute. It will be an institution that is unique in the world and will include, housed in the building on the Kingston campus, a policy simulation laboratory that also will be unique.

The private sector has been involved almost from the start, thanks to Tom, in the concept and design of the policy simulation laboratory. When the lab is up and running, the private sector is expected to be an active participant in its programs.

The policy simulation laboratory will represent, more than anything else at the Coastal Institute, the vision of Tom Weaver. He conceived it, helped design it, and looked forward to running it as a unique resource for educators, businessmen, and government officials.

The Coastal Institute represents an extraordinary mix of scientists and researchers from disparate academic disciplines. As I mentioned, it combines two of the greatest strengths of the university—which has an international reputation for both land grant and sea grant programs.

Anyone who knows of academic politics at the university level can imagine

how difficult it must have been to forge that alliance. With help from countless friends and diplomatic guidance from colleagues, Tom's determination was one of the forces that made it happen.

I have focused on Tom's work on the Coastal Institute, simply because I shared his enthusiasm for the academic adventure, the scientific possibilities, and the very real benefits that it will provide. But he was a far more complex man.

My staff and I noticed that Tom, who always kept his eye on the goal, could be stunned by a well-deserved compliment. He was so busy driving toward his objective and encouraging others, that he never seemed to notice the excellence of his own hard work and leadership.

I know he will be missed by all who knew him or were touched by his teaching, but I hope everyone who uses the policy simulation laboratory will remember him. They will be there working side by side with his determined spirit.

Mr. President, I suggest the absence of a quorum.

The PRESIDING OFFICER. The clerk will call the roll. The bill clerk proceeded to call the roll.

Mr. NUNN. Mr. President, I ask unanimous consent that the order for the quorum call be rescinded.

The PRESIDING OFFICER. Without objection, it is so ordered.

ACCOLADES TO LANE KIRKLAND

Mr. NUNN. Mr. President, I rise today to pay tribute to Joseph Lane Kirkland, who last summer announced he would not seek reelection as president of the AFL-CIO. Lane Kirkland has been a friend since I arrived in Washington in 1972. He and his wife, Irena, are a great partnership, a great team, and my wife Colleen and I have been very honored to be their friends.

Lane Kirkland is the son of the modern South. Born in 1922 in South Carolina, he is the son of a cotton merchant and was raised in the textile town of Camden. As a child in the 1930's, Lane Kirkland had classmates who lived in mill villages and worked as sweepers in the mills after school. Seeing the conditions under which they lived and worked convinced Lane that unions were needed to protect workers. He held that view and still holds that view. He certainly devoted his life to that view.

Like some of his childhood friends, Lane's wife, Irena, endured a painful, indeed, a traumatic and tragic ordeal early in her life. Irena survived the concentration camps of World War II, and when the Communists took over her native Czechoslovakia, she was imprisoned just before she escaped the country. Irena's firsthand experience of oppression and, indeed, terrible, terrible tragedy, deepened Lane Kirkland's already strong concern for the freedom of people all over the world. Irena has been a strong partner