

extent of achievements accumulated. However, although these are typically the norm, it has been said: "The measure of a man is not intellect or natural talent, but what does it take to make a man quit."

Mr. Speaker, the individual I salute today is an extraordinary leader within our civil service. Robert E. Waxman grew up in Baltimore, MD, and began his illustrious career in the Army Air Corps during World War II, serving 24 months as a flight officer. Bob Waxman first arrived in southern Maryland in June 1949 as a student aid working at the Naval Air Test Center at Patuxent River, MD. After graduating from the University of Maryland in June 1950, he worked briefly for the Army Signal Depot in Baltimore as a laboratory electronics mechanic until accepting a full-time position on January 15, 1951, at the Patuxent River Naval Air Station as an electronic engineer.

By the mid-1950's, Bob Waxman was the chief engineer for the Navy air navigation electronics project, a group of 57 personnel sharing a hangar at the Naval Air Test Center, Patuxent River, MD. In 1958, he was named as the technical director of this organization which grew to become a separate command at Webster Field, St. Ingoes, MD. Incredibly, he still is the head of the same basic organization which has undergone many reorganizations and grown tremendously under his leadership. Today, his entity encompasses 500,000 square feet of administrative and laboratory space on station and another 400,000 square feet off station laboratory. At its peak in 1991 prior to the base realignment and closure process, this organization had 2,861 personnel, of which 353 were civil servants, and the other 2,508 were support contractors. With less than 350 civil servants, his organization grew to a peak business base in fiscal year 1994 of \$566 million total obligational authority.

Mr. Speaker, I want to bring this story to the attention of others because it is a tremendous success story of how entrepreneurial civil service managers can be in our Government. Long before U.S. managers in Government and the private sector began embracing the principles of Dr. Edwards Deming and other management gurus, Bob Waxman was applying those techniques touted today as necessary for success. Empowering employees is a technique that has been a hallmark of Bob Waxman's since he became a manager in the early 1950's driving decisionmaking to the lowest levels of the organization.

His management philosophy drove his organization to grow its business base rapidly even during times when he could not hire additional civil servants, never exceeding 400 civil servants. Through partnering with the private sector, Mr. Waxman continued to accept new customers and new business while delivering excellent service to a very broad and diverse customer base. As a result of the innovative business approaches he has applied, this small Navy organization supports, they today have a long and diverse list of customers including many non-DoD agencies. Bob Waxman's management philosophy should serve as the model for any agency today when the Government is being asked to do more with less.

Mr. Speaker, Bob Waxman is one of the Government's most productive managers. Even today, long after he could have retired and made much more money in the private

sector, he continues to lead by example. It would be difficult to find a manager either in the Government or in the private sector who has more energy, enthusiasm, and drive than Bob Waxman. He has always sought to achieve and operate similar to a private business. He has maintained throughout his career that the only way to survive in a competitive environment is to ensure that the maximum amount of each dollar is spent delivering a product to the customer and not for covering unnecessary overhead expenses. As a result, his leadership has been identified as having one of the lowest overhead rates of any Government organization, averaging 20 to 22 percent.

Maintaining a lean operation has enabled Bob Waxman and the St. Ingoes organization to successfully compete against the private sector in the late 1970's for the communications equipment installation for all AEGIS class ships. Since the successful bid, they have delivered over 50 ships without ever missing a cost or time schedule and without any claims against them. This outstanding record has resulted in 14 consecutive AEGIS Excellence Awards.

It is obvious that Mr. Waxman is an exemplary manager, but his personal style is also very distinguished. His philosophy has always been the open-door policy and his honest, forthright approach has been instrumental in implementing a practical equal employment opportunity environment with favorable working conditions for all. He has been a mentor to his employees and two of his former department heads became technical directors of other Navy Systems Command field activities.

Mr. Speaker, I am honored to bring to the attention of my colleagues the outstanding achievements and dedication of one of our Government's finest. I have had the distinct honor to have worked with Bob Waxman very closely and have enjoyed his quick wit, tireless dedication, and persistence. I am a great admirer of the tremendous work he continues to do for our great Nation and I ask my colleagues to join me in saluting this truly outstanding public servant today as he celebrates 50 years of service to the U.S. Government.

His career has served as an inspiration to countless managers, both in the public and private sectors. His dedication and love for his job is a rarity today. Not many people can claim to have remained as the manager of an entity for as many years as he has, persevering through several challenging attempts to close it. Through all this, Bob Waxman has accrued over 4,400 hours of sick leave and lives by the motto: "putting in a full, day's work for a full day's pay". Bob Waxman's leadership and loyalty remind us all that it truly is greater to give than receive. His ongoing service and sacrifice continues to renew and remind us all that the human spirit was never intended to be selfish but selfless.

#### THE JAMES JOYCE RAMBLE: A FINE ARTS RUNNING EVENT

**HON. JOHN JOSEPH MOAKLEY**

OF MASSACHUSETTS

IN THE HOUSE OF REPRESENTATIVES

*Thursday, April 24, 1997*

Mr. MOAKLEY. Mr. Speaker, I rise today in support of the James Joyce Ramble, a 10K

race held in Dedham, MA, that artfully accomplishes a dual celebration of both Irish literary heritage and athletic prowess. The 14th Ramble will take place on April 27, 1997. This year's event will commemorate the 75th publication anniversary of "Ulysses," James Joyce's vivid portrayal of a typical day in Dublin through the experiences of the main character, Leopold Bloom.

The race not only extols the memory of James Joyce but also donates all proceeds from sponsors and entry fees a very worthy cause, the Dana Farber Cancer Institute in Boston. The funds raised through the Ramble will support the cancer institute's life-saving research, which will bring us one step closer to a cure for this disease that has tragically affected so many of our families and friends.

Not merely a charity event, the race also calls attention to human rights violations in various nations. In the past, each James Joyce Ramble has focused on one particular author whose writings have entreated for respect for human rights. Writers recognized previously include Vaclav Havel of Czechoslovakia, Aung San Suu Kyi of Burma, and Xu Wenli of China. This year the race has been dedicated to Wei Jingsheng, a jailed Chinese author who has used the pen as a powerful tool to decry social and political injustice in his homeland.

Again, I applaud the organizers of the James Joyce Ramble—and wish all the participants a competitive race.

#### TRIBUTE TO WILLIAM GAITER

**HON. JACK QUINN**

OF NEW YORK

IN THE HOUSE OF REPRESENTATIVES

*Thursday, April 24, 1997*

Mr. QUINN. Mr. Speaker, I rise today in memory of Mr. William L. Gaiter.

Mr. Gaiter dedicated his life to building a better community for all. His love for the community was exhibited through his tireless commitment to social change and civil rights for everyone.

As an activist and civil rights leader, Mr. Gaiter was instrumental in improving the quality of education in Buffalo by persuading the Board of Education to establish the BUILD Academy—Build Unity, Independence, Liberty, and Dignity—of which he served as president.

Along with Claudia Sims and Judson Price, Mr. Gaiter organized the first Juneteenth Festival, a western New York celebration of African-American culture.

In addition, Mr. Gaiter served as Erie County's equal employment opportunity coordinator in 1983, and headed the Student Timeout for Academic Renewal [STAR] counseling program.

Mr. Gaiter touched the lives of people both in the United States and beyond. In 1984, as organizer of the Western New York Council for African Relief, Mr. Gaiter selected an African community, and developed cultural, economic, and social ties between it and western New York. He led a delegation to the Senegalese village of Malika to deliver money raised by 47,000 Buffalo schoolchildren. Mr. Gaiter's exceptional life of community service and activism serves as an example of what we should all be about—love, love of God, and love for our fellow man.

Mr. Speaker, today I would like to join with the city of Buffalo, and indeed, our entire western New York community, to honor Mr. Gaiter, a true community leader. I would also like to convey to the Gaiter family my deepest sympathies, and ask my colleagues in the House of Representatives to join with me in a moment of silence.

REMEMBERING CHAD W.  
SCHUBERT OF DOVER, OH

**HON. ROBERT W. NEY**

OF OHIO

IN THE HOUSE OF REPRESENTATIVES

*Thursday, April 24, 1997*

Mr. NEY. Mr. Speaker, I rise today to remember Chad W. Schubert of Dover, OH, and to extend my sympathies to his parents, Joe and Kathy Schubert, and to his brother Joey and sister Heather.

Chad passed away following an industrial accident on March 28, 1997. He had volunteered his time and energy on my congressional campaigns, and was always willing to do anything he could to help. Chad showed his dedication to the community and to others through his graduating from Traynor's Police Academy in Canton, OH. I appreciate Chad's integrity and his dedication to his country and to his community.

My thoughts and sympathies are with the Schubert family for the loss of their son and brother. I am certain that these feelings are shared by everyone who was fortunate to have known Chad. I ask my colleagues to join me in remembering Chad Schubert and his family in their prayers. He will be missed.

MICHAEL DEGRANDIS  
REMEMBERED

**HON. DENNIS J. KUCINICH**

OF OHIO

IN THE HOUSE OF REPRESENTATIVES

*Thursday, April 24, 1997*

Mr. KUCINICH. Mr. Speaker, I rise to note the passing of Michael DeGrandis. Mr. DeGrandis was the dean of community politics in Cleveland. He possessed a keen understanding of the political process and enabled many Clevelanders to make a difference.

Mike was born in Cleveland, where he grew in the Buckeye-Woodland neighborhood. He graduated from Cathedral Latin High School and served in the Army as a radio controller in Okinawa during the Vietnam war.

Mike worked for the city of Cleveland as a housing inspector. He then worked as an examiner with the Ohio auditor's office. Following that, he became an assistant business manager for the Cleveland public schools. Later, he served as an assistant chief deputy for the civil branch of the Cuyahoga County Sheriff's Department.

Mike's political involvement was far reaching. He attended every Democratic convention since 1964, and was a delegate to last summer's convention in Chicago. He was also co-host of a weekly radio show, "Democratic Point of View," on WERE AM/1300. Mike was

so involved in the democratic process that he thought to make sure that the last four digits of his home phone number spelled. VOTE.

Mike understood what people cared about. He understood their hopes. He cared that their dreams were foremost in the minds of elected officials.

Mike left his wife, Irene, daughters Nicole and Michelle, and son Michael. We will all miss him greatly.

TRIBUTE TO CRIME VICTIMS

**HON. MICHAEL R. McNULTY**

OF NEW YORK

IN THE HOUSE OF REPRESENTATIVES

*Thursday, April 24, 1997*

Mr. McNULTY. Mr. Speaker, this month, the Nation observed Crime Victims' Rights Week, which was geared to the theme: "Let Victims' Rights Ring Across America." This annual observance is a recognition of the victims of criminal acts and an expression of confidence that we will soon have in place all the necessary legislation to ensure justice and assistance for the victims and their families.

It is gratifying to see that this important issue is being addressed by the House and Senate.

As a strong supporter of victims' rights, I take this occasion, Mr. Speaker, to recognize the work of the Capital District Coalition for Crime Victims. This organization represents the collaborative efforts of crime victims, victim advocates, victim service providers, agencies of the justice system, and my constituents in the 21st Congressional District of New York—as well as surrounding districts.

The coalition's mission is to increase public awareness about the effects of crime and victimization, and work for fair and equal treatment of those who have been victims of crime—and their families.

The coalition had its beginnings in 1988. It is chaired by Ms. Patricia Gioia, of Waterford, NY, who is also capital district chapter leader of POMC [Parents of Murdered Children], and other survivors of homicide victims. The coalition cochair is Ms. Flo Derry, coordinator of the Albany County CCVAP [Comprehensive Crime Victim Assistance Program].

This year, a major coalition event was the dedication of the Brick Memorial Walk Way at the New York State Crime Victims Memorial, located directly behind the legislative office building near the Swan and State Streets intersection in Albany. Each brick of the walk way is inscribed with the name of a crime victim.

This walk way will serve as a monument to the victims of criminal acts of violence. It also sends an important message that we shall do all in our power to protect the rights of victims of crime.

HONORING JUANITA WHITE

**HON. THOMAS M. DAVIS**

OF VIRGINIA

IN THE HOUSE OF REPRESENTATIVES

*Thursday, April 24, 1997*

Mr. DAVIS of Virginia. Mr. Speaker I rise today to honor a leading citizen of the 11th

Congressional District, Ms. Juanita White, an active civic leader from the Springdale Civic Association at Bailey's Crossroads, VA. Juanita was born here in Washington, DC, and grew up in Fairfax County, where she has graciously spent her time and energy giving back to our community. Juanita has contributed over 26 years to our county school and park systems, and has always devoted herself to working with the area's children. She served as president of Missions Ministry and also of the Social Seniors of Bailey's Community Center.

Mrs. White has also been active in children's activities at the community center, and is a constant volunteer and leader for the Springdale Civic Association. This active and committed spirit is only one of the endearing qualities which will be celebrated by all her family and friends on April 26, 1997, as they gather to applaud her amazing contributions to the northern Virginia area.

I am sure her friends and family as well as all of the citizens in the 11th District of Virginia join me in wishing her well as we all share in the joy of this momentous occasion. I look forward to wishing you many happy birthdays in the future.

TRIBUTE TO COLDWATER CHAPTER OF THE ORDER OF THE EASTERN STAR

**HON. NICK SMITH**

OF MICHIGAN

IN THE HOUSE OF REPRESENTATIVES

*Thursday, April 24, 1997*

Mr. SMITH of Michigan. Mr. Speaker, today, I would like to recognize the Coldwater Chapter of the Order of the Eastern Star [OES]. This group has contributed to the Branch County community in countless ways. Just one of their notable contributions was hosting a welcome home reception for returning gulf war soldiers, including parades around the county and providing food for all of the veterans and their families. OES also provides generous scholarships to area students every year. These are just a few of the shining examples of the organization's dedication to the betterment of south central Michigan. While it's difficult to surmise all of OES's contributions because of their belief in anonymous charity, the group's existence has been an enormous benefit to the community.

Today, I would like to take the opportunity to do more than just recognize the Coldwater Chapter of the OES for their philanthropic works, I would also like to congratulate them as they celebrate 130 years of existence. It was in 1867 that the first members of the Order of the Eastern Star, Coldwater Chapter No. 1, began official meetings in Branch County. It is now the oldest surviving chapter in the United States, having maintained its traditions since its birth.

The Coldwater Chapter of OES has given years of priceless assistance to Branch County, MI, and it deserves our laurels. Their dedication and selflessness is truly an honor to the State of Michigan and the national Order of the Eastern Star.