

President Buhari set a positive cooperative tone with the international community. However, there is no question that we must continue our robust humanitarian response.

Finally, we must get smart about our security assistance. Agreeing to sell planes with more sophisticated targeting systems that will not be on the ground for 2 more years will not fix what is broken with respect to the Nigerian military's response in the north. Right now—today—we and our international partners should redouble our efforts to work with the Nigerians to develop a list of short-term interventions and a long-term plan to address issues related to military professionalism, accountability, improved command and control, more effective communication between and within services, strategic planning, logistics, and auditing. The strategic governance initiative is a step in the right direction, but we must take action that will translate into results in the field as quickly as possible.

The situation in Nigeria is urgent. Few Americans are aware of the importance of Nigeria to the United States or the degree of suffering in northeastern Nigeria, but those of us who are policymakers cannot afford to drop the ball on our support of Nigeria's fight against Boko Haram or for those suffering in the Lake Chad basin. I recognize that it seems to some people that we are being called on to do more now internationally than ever. But we can do this. We are the Nation that conceived the Marshall Plan, worked with allies to execute the Berlin Airlift, and more recently, developed and implemented PEPFAR. We are up to the task. And we are not alone. Where America leads, our partners will follow. And I strongly encourage them to do so. Failure to redouble our efforts in these areas could mean that ISIS will gain a foothold in West Africa for a generation.

I thank my colleagues.

TRIBUTE TO PAUL FRANCIS

Mr. McCAIN. Mr. President, today I wish to recognize the dedicated public service of Paul Francis, who will soon retire as managing director for acquisition and sourcing management with the Government Accountability Office, GAO, a position he has held since 2009. For more than 42 years, Paul has helped the U.S. Congress analyze the \$2 trillion in the ships, planes, tactical vehicles, satellites, and scores of other systems and related services that the Department of Defense, DOD, has procured to make our Nation safe. In so doing, Paul has obtained the respect of the Members of this body and the deep affection of his colleagues, who for decades have hewed to his fine example of public service.

An important congressional oversight tool that Paul helped develop at GAO almost 15 years ago is its annual "Quick Look" assessment of the Pen-

tagon's procurement of its most expensive, most complicated weapon systems. In these reports and in the hundreds of individual reports that GAO has released on major defense acquisition programs, Paul's teams first identified, and railed—occasionally like a lone voice in the wilderness—against the proliferation of "concurrent development" throughout the Pentagon's portfolio of major procurement programs. As Paul and his team observed, this acquisition strategy, which features an excessive overlap between development and production, has exposed the DOD's largest weapons procurement efforts to an undue, high risk of discoveries late in production, often requiring costly redesign, production cut-ins and retrofits—driving up the costs of these programs exponentially, especially those executed carelessly under cost-plus contracts. These observations have been vital to Congress's attempts to reform, among other programs, the joint strike fighter and the aerial refueling tanker programs and provided Congress with a valuable framework for analyzing and overseeing how the DOD spends hundreds of billions of taxpayers' dollars each year.

Since first becoming a member of the Senior Executive Service in 2002, Paul has testified before Congress more than 20 times—sounding the alarm on everything from unmanned aerial vehicles, the Army's Future Combat System, shipbuilding and missile defense programs, and broader issues of acquisition best practices and reform. For more than a decade, I have relied greatly on his clear analysis and recommendations related to the Ford-class aircraft carrier and littoral combat ship programs.

In addition, Paul has been an excellent witness, who counterbalances the Pentagon's complicated, technical, and bureaucratic mumbo-jumbo, which I sometimes think the DOD purposefully uses to resist being understood by a layperson, with cogent, plainspoken, evenhanded, but nuanced assessments. Time and again, Paul has thoughtfully illustrated the practices that should be followed to ensure success, as well as how poorly aligned bureaucratic incentives lead to failure despite well-intentioned individuals. Also noting that all individuals participating in the defense acquisition process "see their needs as rational and aligned with the national interest, collectively" and that "these needs create incentives for pushing programs and encouraging undue optimism, parochialism, and other compromises of good judgment," Paul has reminded us that the problems we see in the defense acquisition process are not the fault of any one actor—they are the collective responsibility of all of us.

Paul epitomizes what Congress and the American public value about the Government Accountability Office—the honest broker. In believing that oversight of programs funded by taxpayer dollars represents a sacred trust

and in embracing this responsibility aggressively with joy, Paul has been a tireless, effective advocate for both the American taxpayer and the men and women in service to the government's many and varied missions. He has inspired his teams with this notion of resource stewardship, that American taxpayers should get what they have paid for and American warfighters should get the capabilities they need to defend this great Nation.

Paul has received numerous GAO awards during his career, including the Comptroller General's Award and the John Henry Luke Mentoring Award. Leading by example at GAO, he models his own motto, which is "Be right. Communicate well. Don't leave people in body bags."

Throughout his remarkable career with GAO, Paul has been supported by a wonderful family, including his wife, Vicky, and two daughters, Sheri and Katie—all of whom are engaged in public service in various ways. We wish Paul a fond farewell and thank him for his distinguished service to Congress and the American public. Thank you.

ADDITIONAL STATEMENTS

RECOGNIZING BENNETT LUMBER PRODUCTS, INC.

• Mr. RISCH. Mr. President, Idaho's small businesses and the entrepreneurs behind them are known for their perseverance and get-it-done mentality. They have a seemingly innate understanding of the importance of delivering the highest quality products and services. Successful small businesses are also known for their commitment to getting the job done right. These qualities are on display in this month's Small Business of the Month. Located in north Idaho's rich timber country, this month's honoree is well known in my home State for its strong commitment to its local community and sustainable forestry. As chairman of the Senate Committee on Small Business and Entrepreneurship, I am pleased to recognize Bennett Lumber Products, Inc., as the Senate Small Business of the Month for February 2017.

Led by a legendary lumberman, Mr. Frank Bennett, Bennett Lumber Products, Inc., is a family-owned and operated company headquartered in Princeton, ID. The company has two highly efficient mills, one in Princeton, ID, and the other in Clarkston, WA. Bennett Lumber also owns and sustainably manages approximately 70,000 acres of forest lands throughout the Northwest. The Idaho location, originally known as Boones' Mill, was purchased by Bennett Lumber in the early 1950s. The company invested in upgrading the old mill's equipment and modernized its processes in order to mill smaller dimension logs with a largely automated milling process. Always at the forefront of innovation in the lumber industry, Bennett Lumber implemented

the use of a mechanical lumber sorter in 1972, which set the company apart as being ahead of its time. In addition to their commitment to innovation and efficiency, owners and employees of Bennett Lumber pride themselves on producing high-quality products while also adhering to sustainable land management principles.

Bennett Lumber also displays a commitment to the communities in which the company operates by contributing to the Idaho Forest Products Commission's Project Learning Tree. This award-winning organization is dedicated to children's environmental education programs that help to teach students about land stewardship. Bennett Lumber also organizes youth summer reading programs, scholarship awards, school forestry tours, 4-H projects, and contributes to the Distinguished Young Women of Idaho Program. I would like to extend my sincerest congratulations to the employees and owners of Bennett Lumber Products, Inc., for being selected as the February Small Business of the Month. You make our great State proud, and I look forward to watching your continued growth and success.●

25TH ANNIVERSARY OF ALEXION PHARMACEUTICALS

• Mr. BLUMENTHAL. Mr. President, I am proud to recognize and celebrate the 25th anniversary of Alexion Pharmaceuticals, a company that has brought life-transforming therapies to patients around the world from its headquarters in New Haven, CT. Since its establishment by Leonard Bell in 1992, Alexion has become a global leader in discovering, developing, and delivering therapies for people with devastating and rare disorders. I have always been honored to call Alexion a Connecticut company, and I applaud the life-changing gains in medicine that it has made from the city of New Haven since 1992.

Even while maintaining a commitment to developing new therapies that impact the lives of patients with rare disorders throughout the world, Alexion has always remained committed to its community in Connecticut. Whether it is helping connect individuals who are homeless with temporary work assignments in New Haven, partnering with scientists at the University of Connecticut, or subsidizing public transportation to help students get to their classes at Gateway Community College, Alexion has proven time and time again that its commitment to the people of Connecticut and to its over 1,000 employees in the State is as strong as ever.

On its 25th anniversary, I applaud Alexion and the people who work so tirelessly for Alexion's values and commitment each and every day. Alexion continues changing lives through its medical breakthroughs, and I am so pleased to know that they call Connecticut home. Thank you.●

REMEMBERING WILLARD "WILL" P. HEDDLES

• Mr. BROWN. Mr. President, today I wish to remember the life and legacy of Mr. Willard "Will" P. Heddles, a champion of American manufacturing who dedicated much of his life to improving his home—the community of Tiffin, OH.

A native of Colorado, Mr. Heddles moved to Tiffin in the 1970s to oversee Tiffin Art Metal Company. The company was founded at the turn of the century, originally making stamped ornamental ceiling panels. When cars became popular in the 1920s, the company seized the opportunity and began making large billboard frames.

When its parent company wanted to sell the plant, Mr. Heddles wasn't impressed by any of the potential buyers. He knew how important this plant was to his community. So Mr. Heddles organized a management buyout and eventually became the owner of the company, known today as Tiffin Metal Products.

Under Mr. Heddles' leadership, Tiffin Metal Products continued to demonstrate the kind of adaptability and creativity that enables a company to grow and thrive. Today Tiffin Metal Products remains one of the two main manufacturers of large billboards in the country, while also making custom products and a popular brand of specialty lockers for law enforcement.

Mr. Heddles took pride in his role in American manufacturing and in keeping his company true to its Ohio roots. Over the years, Tiffin Metal Products has provided good jobs to hundreds of people in Tiffin and Seneca County, and those workers have shown the world that Ohioans know how to make things and make them well.

Will Heddles also took pride in his community, giving generously to local service programs and the arts and helping establish the Seneca Industrial and Economic Development Corporation, a private nonprofit organization working to drive positive economic and community development in the area.

He will be missed by his family, church, community, and the men and women who have been a part of Tiffin Metal Products, a great Ohio manufacturing success story. I am sure that my Senate colleagues join me in celebrating the life of Mr. Willard P. Heddles and his lifelong commitment to American manufacturing.●

TRIBUTE TO DEBORAH WICKS

• Mr. COONS. Mr. President, I rise to honor the exemplary service of the Smyrna Delaware School District Superintendent, Deborah Wicks, and recognize her upcoming retirement. For nearly half a century, she has been an exceptional teacher and leader, serving in many positions throughout Delaware's fastest growing school district. Her hard work, perseverance, and dedication will truly be missed by students,

parents, and Delawareans up and down our State.

Since 1967, Debbie has played an active and integral role within the Smyrna Delaware School District, serving as a special education teacher for 16 years and an associate principal for 4 years, before serving as the district's superintendent for 19 years. Throughout her time in the district, Debbie has been a key leader, instrumental in the successful completion of many projects like the John Bassett Moore Intermediate School and the School Special Services Building. As she steps down from her position as superintendent in June, I join the many Delawareans she has worked with in thanking Deborah for her diligent efforts to improve the education system for Delaware's children through hard work and diligence.

A native of Smyrna, DE, and educated in the same school system that she serves so faithfully, Debbie has always been a champion for students, teachers, and the local community. Being a champion to Debbie means helping to instill values of integrity, compassion, perseverance, respect, and responsibility—values visible in the hallways and classrooms of the schools in Smyrna and in the hearts of its graduates.

Debbie's success can be attributed not only to a commitment to instill essential values in district students, but also to a genuine passion for the betterment of her community. Her ability to develop and foster community relationships essential to the district's long-term educational success can be seen in numerous completed projects and building upgrades, as well as the annual "I Love Smyrna School District Day," which has drawn close to 7,000 attendees in recent years.

Debbie's work has been nothing short of inspirational, and we are sincerely grateful for all that she has done on behalf of the students and families of Smyrna. Her model leadership and dedication has touched so many lives in Smyrna and beyond. It is my privilege to offer my sincerest congratulations on a job well done and wish her many happy, healthy, and successful years to come.●

VALLEY COUNTY'S CENTENNIAL ANNIVERSARY

• Mr. CRAPO. Mr. President, my colleague Senator JIM RISCH joins me today in recognizing Valley County, ID, on its 100-year anniversary of its establishment by the Idaho State Legislature in 1917.

Valley County's rich natural resources and landscapes have long been a draw for the determined and industrious. The Native Americans, packers, prospectors, miners, homesteaders, trappers, ranchers, loggers, farmers, recreationists, conservationists, and more who have made homes in and traversed the county have contributed to its deep and fascinating history and shaped its culture. This expansive