

adoption of the Japanese production scheduling system, Kanban; new pieces of equipment to mechanize jobs previously done by hand like bag-folding; and increased roasting capacity.

In the roasting room recently, a brand new, shiny stainless steel roaster with capacity of 150 pounds was in the process of being installed. It cost about \$350,000 to purchase and install and would double Vermont Coffee Company's roasting capacity, Ralston said.

"The thing that makes it big, bold coffee is how we roast it," Ralston explained, pausing in front of one of the company's two smaller roasters where a small circular window gave a peek into the pre-roasted, dull grey-green beans while the glossy dark brown, roasted beans swirled below. Vermont Coffee Company roasts its beans about twice as long as many other larger roasters, Ralston said. He believes the longer, slower roast is key to building rounded flavors, similar to slowly caramelized onions or the depth of a long-cooked Cajun or Creole roux sauce base. "It's a long, slow caramelizing roast," he said, "which results in coffee with more body and sweeter, chocolate, caramel notes and a smoky tang and lower acidity."

With a similar careful approach, Ralston has planned and budgeted for growth. Over his varied career, Ralston said, "I've made all the mistakes you can make." He has seen firsthand, he said, that "growth offers new ways to screw up."

"We follow a model called bootstrapping," he said. "We use yesterday's cash flow to finance growth. We're not extravagant." The company's credit line, he said, usually has a zero balance. An additional challenge these past four years has been Ralston's commitment to the Vermont legislature to which he was elected in November of 2010. He ran, he said, because "I think there is a need for more people with active business experience in the legislature."

He feels good about what he has accomplished there, he said, but it's been "very hard" balancing the four-month, four-day-a-week commitment with running an actively growing business. "I think we would be further ahead if I hadn't done it," he said.

Looking ahead 15 years, Ralston said with a smile, "I hope to still be grooving on coffee." He also hopes to be able to spend more time "at origin," in countries where coffee is grown. "It happens to be warmer than here," he added.

At home in Vermont, Ralston imagines a slightly bigger office "with a wood-burning stove, a couch and a bigger coffee table where friends will come by to visit and sit to have a coffee."

TRIBUTE TO BOB KLEIN

Mr. LEAHY. Mr. President, I would like to recognize the more than three decades of contributions by Bob Klein, one of the greatest conservationists in Vermont history, on the occasion of his retirement after 35 years as State Director of the Vermont Nature Conservancy.

Bob Klein is the founding Director of the Vermont Nature Conservancy, and under his guidance, its mission has been to protect Vermont's unique and rare landscapes, important wildlife habitat and biodiversity. Parcels are selected for their natural attributes, not necessarily for size, and in total, the Vermont Nature Conservancy has helped to conserve an incredible 188,000 acres during Bob's tenure. I followed his example, and one of my priorities

through my work in the Senate has been to add approximately 200,000 acres to the Green Mountain National Forest. Bob has accomplished this scale of conservation within the framework of a relatively small private organization.

The Vermont Nature Conservancy has transferred most of the conserved land to the State and other land managers, while retaining ownership of the gems, to ensure their careful stewardship. These parcels included 55 natural areas dispersed across the State and open to visitors and naturalists. Bob has guided the Nature Conservancy in protecting forever iconic Vermont landscapes such as Camel's Hump, Hunger Mountain, Shelburne Pond, Alburgh Dunes, the Maidstone Bends of the Connecticut River and the Green River Reservoir.

Bob's contributions to conservation go well beyond lands that the Nature Conservancy has purchased. His leadership within the State was instrumental in the 132,000 acre Champion Lands conservation project when he helped bring together the U.S. Fish and Wildlife Service, the Vermont legislature and multiple private partners. At the Nature Conservancy, Bob has carefully assembled a team of conservation biologists, geographers and naturalists whose work has transformed conservation thought and practice. Vermont State agencies, recreational trails organizations, Federal agencies and private developers look first to the Nature Conservancy when seeking a better understanding of Vermont's ecosystems and how to protect them.

Other Nature Conservancy Chapters across the United States have been modeled on the Vermont office that Bob created. Bob's patient, generous and kind work with members and the general public is reflected in the fact that the Vermont has, by far, the highest per-capita Nature Conservancy membership of any State. I have often looked to Bob for advice on national conservation policy and he has led national Nature Conservancy visits to Washington, D.C.

Bob is retiring as the State Director of the Vermont Nature Conservancy but I know that he will continue to pursue his passions of botany, photography and exploration of nature. Bob's photographs have graced national publications and gallery walls. I will continue to look to Bob as an advisor on conservation policy and wish him all the best as he begins this new chapter.

TRIBUTE TO AUGUST SCHAEFER

Mr. DURBIN. Mr. President, on February 28, 2014, August Schaefer, better known as Gus, stepped down from his post as chief safety officer of Underwriters Laboratories, after dedicating 41 years to the company.

Underwriters Laboratories is an independent safety certification organization that tests products, conducts factory inspections, and writes standards for safety. Gus has served in many

leadership roles during his time at UL, but in all capacities he has been dedicated to promoting public safety.

Under his leadership, UL launched the Firefighter Safety Research Institute which works to provide first responders and firefighters with additional information on burning buildings and the behavior of specific materials in fires.

In 2012, Mr. Schaefer shared his expertise on the safety and effectiveness of flame retardant chemicals as he testified before the Senate Appropriations Subcommittee on Financial Services and General Government. His testimony on the effectiveness of flame retardant chemicals and furniture flammability standards was a significant contribution to the hearing.

Mr. Schaefer also worked to have UL, as part of a partnership with Disney, bring safety education campaigns to children all over the world through the Safety Smart Ambassador Program. The program's video campaign educates children on fire safety, personal safety, water safety, health, environmental protection, and online safety.

UL, under his guidance, expanded its operations overseas. In response to a growing number of imports, UL has increased its presence in Asia, where it tests products intended for consumers in the United States. UL also has expanded its safety outreach to India, establishing an annual Road Safety Council where fire officials work to solve challenges in a developing nation.

Mr. Schaefer's service in Illinois is felt well beyond product safety and testing. Under his leadership, UL established annual Living the Mission Celebrations, which encourage UL staff to spend a day volunteering in the community.

Gus Schaefer's leadership at UL has made the world a better—and safer—place. When we use products approved by Underwriters Labs, we thank Gus Schaefer. I thank him for his many years of service and wish him the best in his retirement.

NATIONAL YOUTH SYNTHETIC DRUG AWARENESS WEEK

Mr. GRASSLEY. Mr. President, I am pleased to join Senator KLOBUCHAR in cosponsoring a resolution designating the week of March 9, 2014, as National Youth Synthetic Drug Awareness Week. The abuse of synthetic drugs has grown rapidly in a very short amount of time. Calls into poison control centers concerning synthetic marijuana, also known as "K2," doubled between 2010 and 2011 and remained elevated throughout 2012. Emergency room visits connected to synthetic marijuana use more than doubled, to 28,000 visits, from 2010 to 2011. In addition, other synthetic drugs commonly known as "bath salts" produced over 22,000 emergency room admissions.

The serious symptoms associated with synthetic drug use range from