The nearly 170 year old Wheeling Suspension Bridge is the oldest operating suspension bridge in the world.
The Crosby S-423T Super TERMINATOR™ is the first wedge socket designed to take advantage of the performance properties associated with high performance, high strength, compacted strand, rotation resistant wire rope.

The Super TERMINATOR™ offers several advantages over traditional methods of wedge socket terminations:

- The innovative design will significantly increase the termination efficiency over existing wedge sockets available today.
- Terminations on most ropes have a minimum efficiency rating of 80% of the rope's catalog breaking strength.
- Patent pending design eliminates the difficulty of installing high performance, high strength, compacted strand, rotation resistant wire rope into a wedge socket termination.
- Proper application of the Super TERMINATOR™ eliminates the “first load” requirement of conventional wedge socket terminations.

Additional features:

- Wire rope sizes available:
  5/8” -1 1/4”, 14 mm- 32 mm
- Available as a complete assembly, or as a wedge kit that can be retrofitted onto existing Crosby S-421T TERMINATOR™ wedge sockets.
- Wedge accessories provided with a zinc finish.
- Meets or exceeds all ASME B30.26 requirements including: identification, ductility, design factor, proof load, and temperature requirements. Importantly, they meet other critical performance criteria not addressed by ASME B30.26 including: fatigue life, impact properties and material traceability.
- Available with bolt, nut and cotter (S-423TB)

The Super TERMINATOR™ by Crosby. The first wedge socket termination designed specifically for high performance wire rope.

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How fortunate we all are, to be Members of such a great organization. One of the unique things I like the most as a member…. Is the overall “UPBEAT” mood and spirit during the AWRF Conventions.

Yes…. there were some conversations in Seattle centered around concern for the economy. However, pause for a moment and think about the overall “spirits” while attending an AWRF Convention. ALL UPBEAT is what best describes our organization. If you need proof … I invite you visit the AWRF website and “click” on Convention Pictures. Barney Dugan has done a fantastic job capturing hundreds of UPBEAT convention activities . (On behalf of all members… thank you Barney Dugan for your dedication of picture taking, and archiving AWRF “moments”.) The UPBEAT spirit I speak of, is reflected in all the pictured smiles of AWRF Convention attendees.

Speaking of AWRF Conventions…. Have you marked your planner for the upcoming fall AWRF Convention in Asheville, North Carolina? Perhaps, you’ve been unable to attend recent conventions. Well.. October is fantastic for picturesque fall foliage ! Not to mention the ALL UPBEAT spirits. Plan to attend. You can be rest assured Mike Parham will be booking some excellent convention speakers.

Finally, you never know… you just may be caught on camera by Barney Dugan… ALL SMILES and ALL UPBEAT

In closing, here’s wishing all of you a safe and prosperous summer !
The Grove Park Inn Resort & Spa
Asheville, North Carolina

The Grove Park Inn Resort and Spa is one of the American South’s oldest and most famous grand resorts. Built in 1913 overlooking the Asheville, NC skyline and the Blue Ridge Mountains, The Inn is a favorite year round destination for both leisure and business guests. Its splendid views, old-world charm, amenities and a long tradition of exceptional service and hospitality make it a place to savor as one of the most enduring, original, and exciting resorts of America.

Please visit www.awrf.org for more information about Asheville and the Grovepark Inn.
On March 10th the Health Care and Education Affordability Reconciliation Act of 2010 was signed into law. So called “reconciliation” has, as one might expect, only enlarged fines and taxes. More specifically, “reconciliation” has resulted in increased penalties from $750 to $2,000 per uninsured employee and has fabricated a new 3.8% tax on net investment income. In addition, a protracted “Cadillac” tax will be levied on more expensive employer funded healthcare plans.

What does this two trillion dollar bill mean for your business?

1. $569 billion in tax.
2. New taxes on pharmaceuticals and medical devises which translates to higher prices and premiums.
3. A 40% excise tax on health insurance premiums costing in excess of $10,200 for single coverage and $27,500 for family coverage.
4. Medicare payroll tax increase.
5. Medicare taxes on net investment income.
6. Loss of “qualified medical expense” status for over-the-counter medications.

Disappearing Tax Credits

The small business tax credit, which graduates from 35% of insurance costs to 50% in 2014 disappears in 2016. Poof!

What if your business can’t afford medical insurance?

1. Employers with over 50 employees will pay a $2,000 fine for every employee if just one employee receives a state medical insurance subsidy. Happily, the first thirty employees are subtracted from the penalty.
2. Even employers with over 50 employees who offer medical insurance will be fined $3,000 for each employee who opts out to receive a state subsidy for coverage.
3. Part-time employees who work 30 hours or more a week are considered full-time equivalents.
4. Employer plans must provide the precise set of medical services mandated by the government.

When does the hammer fall?

The various taxes, penalties, fees, credits and mandates will be phased in over a period beginning in 2010 and ending in 2018. The Joint Committee on Taxation projects that businesses will pay 52 billion dollars in noncompliance penalties over a period of 10 years. The Congressional Budget Office (not to be out-sensationalized), predicts that 3 million fewer employees will be covered by employer plans by 2019.

Can anything be done?

While outright repeal is unrealistic, improvements are not. Education of the voting public can lead to changes in the regulatory enforcement of the 2,800 page piece of legislation, and can at least force the regulators to stay within the parameters of the codified language. Further, coalitions composed of affected businesses and non-profit associations such as AWRF are already proposing changes to overreaching interpretations of the new law, and legal action will be instituted to preclude inevitable abuses of the rulemaking process. It must be presumed that the

AWRF members, please mark your calendars for the September 10, 2010 AWRF Government Affairs Committee briefing in Washington, D.C. at the U.S. Chamber of Commerce. Contact Barry Epperson for further details.
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  Lattice boom, luffing, jib, offshore and more
• Fishing, architecture, mining, marine

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• 3-strand, 4-strand, 6-strand, 8-strand ropes
• Compacted, non-compacted
• Double parallel design and ropes
  with fiber-covered IWRC
• Spiral ropes
• Stainless steel, special alloys
  and custom design requests

Mooring ropes: Atlas® and Dura-Winchline®

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- TOWER- AND LUFFING JIB CRANES
- OVERHEAD- AND STEEL MILL CRANES
- PORT-, SHIP-, AND HEAVY CARGO CRANES
- OFFSHORE CRANES
- DEEP FOUNDATION EQUIPMENT

Our wire rope products range from small 6 mm (1/4") DoPar® for overhead cranes to ropes of 120 mm (5") Compac 35® high strength non-rotating types. In between we manufacturer super high strength Python® Ultra types and ropes with unparalleled fatigue life such as the Python® Super 8 construction class.

For immediate support and customer/operator training we have engineering and technical staff located in the USA and Canada. Remember: We ARE the manufacturers of Python® ropes, not just an importer.
**THE FIRST ERA OF THE AWRF TECHNICAL COMMITTEE**

**Introduction**

In July 1976, at Houston, Texas during the first summer meeting of the AWRF Board of Directors, President Emeritus Ken Kirby named three men to form a technical section of the board. His directive marked the start of what would evolve later into AWRF’s Technical Committee. The three men he named were Jim Yarbrough of Memphis TN, Robert Ashley of Atlanta GA and P J Cortez of Marero LA, all of whom had been present during the very first two previous formative sessions of the wire rope fabricators trade association. Those three men represented Yarbrough, Superior, and Lowery Brothers, three of the largest independent sling shops in the USA.

One-third of a century after Kirby’s inaugural assignments, in February 2010 at Phoenix, Arizona, Charles Lucas of Tulsa OK arose during the regular winter meeting of the AWRF-TC to announce his retirement. Because Crosby had been the very first of many component manufacturers to support the independent fabricators at the beginning of the association, and because Crosby (despite ownership changes) had consistently continued that solid support in many varied ways over the years, mainly through Lucas’ volunteer services, his retirement perhaps could be said to mark the end of the first era of the AWRF-TC. In 2002, a survey of AWRF members’ attitudes showed the Technical Committee was ranked as the association’s most important single activity by member companies. Because many of the original key players are now deceased or retired, it is appropriate to summarize the achievements of this committee as a new era begins.

Without debate, the outstanding individual and guiding spirit of the AWRF-TC throughout most of its first era was Frank Becker of Fort Wayne, Indiana. He had been a Crosby employee prior to becoming a slingmaker, and had served the association as an officer and director during the formative years. His honesty, integrity, and reputation for fairness were known to all. Frank led the committee for 20 years, beginning in 1984 when he was asked him to take over as chairman during the Fall general meeting at Monterey, California, and continuing until he stepped down at the Savannah, Georgia general meeting in the Spring of 2004.

**PART I – 1976-1994**

At the beginning, and during the first five years of its existence, the AWRF-TC was reactive rather than proactive. At the time of the AWRF Spring 1978 general meeting at Las Vegas there were more than a dozen wire rope manufacturers doing business in the United States, Canada and Mexico. Many of them operated their own nationwide network of sling shops. For many years, the U.S. wire rope companies had been organized into business leagues. As of 1978, three such leagues (each for a specific purpose) were based in the Washington DC area. The oldest group was the Wire Rope Technical Board. It was originally the technical committee of an earlier pre-WWII wire rope trade association that had been dissolved by action of the Federal Government. The WRTB was comprised exclusively of the wire rope engineers who were employed by companies making products in the USA. Because none of the wire rope companies were members of AWRF it was hoped a relationship of some kind could be established between AWRF and the WRTB.

The top executives of the wire rope companies were organized into a different committee, originated by Bob Simpson of Bethlehem Wire Rope. It functioned within strict antitrust compliance guidelines under the aegis of the American Iron & Steel Institute’s COMPUS committee (Committee to Promote the Use of Steel). The AISI Producers Committee was in the process of creating a new generic publication called the *Wire Rope Users Manual*. The narrative text of the book came from a professional writer hired by the AISI who had no background in the industry. His source documents were the various marketing publications issued by the producers. The main portion of the *Users Manual* contained breaking strength tables provided by WRTB. The new generic book was intended to unify all the technical publications that had been formerly distributed independently by the wire rope producers. A follow-up volume aimed toward sling users was said to be in the works, containing similar specifications and breaking strength tables for wire rope slings.

The third league was a lobbying group formed by John Kaiser of the Macwhyte Company (a division of Amsted Industries). Known officially as the Domestic Wire Rope and Specialty Steel Cable Manufacturers, this group retained a Washington DC law firm to pursue stricter enforcement of U.S. trade laws, especially the antidumping provisions. Trade litigation initiated by this committee was aimed directly at wire rope produced in Japan and South Korea, two nations where currency exchange rates were influenced by politicians of the federal government. Wire rope manufacturers from both those nations had been supplying some of the AWRF slingmakers.

The fifth AWRF general meeting was held in October 1978 at Tulsa, Oklahoma. The meeting included a tour of Crosby’s factory. AWRF then consisted of 78 member companies. The total roster included 14 associate members such as Crosby. As yet none of the U.S. wire rope companies had joined, although this had been Pres. Harry Truitt’s original hope when the associate member category was devised. Crosby had been the leader among associate members supporting the creation and growth of AWRF. During the meeting AWRF initiated its relationship with a local attorney, J. Barry Epperson. In the next two years equally successful plant tours were conducted by ESCO and Brewer Titchener. Shortly afterward, a membership application was received from Jack Barclay’s Wire Rope Corporation of America based in St. Joseph, MO. This caused the other USA wire rope makers (except U S Steel) to join. Within a year, AWRF membership had doubled and the associate members constituted one-third of the total.
At the 1981 Fall general meeting in Colorado Springs, CO, one of the speakers on the program, Ted McKosky, spoke about the need for a rewrite of the national safety standard for slings being published by the American Society of Mechanical Engineers. McKosky was Chairman of ASME’s B30 crane safety committee which was responsible for a subcommittee that reviewed the B30.9 slings volume. Although ASME meetings were open to attendees from the general public, obtaining a designated seat on the B30 committee carried a certain amount of prestige. McKosky’s attitude was that AWRF members had as much to offer to B30 as the WRTB as far as wire rope slings were concerned. The promise of a dialog between AWRF and WRTB concerning wire rope sling specifications wasn’t attaining much, if any, progress, and at the same time AWRF’s sling identification coding system wasn’t making much of a hit for general adoption by the industry.

The directors reacted favorably to Bill Meals’ ideas. He had previously been a member of WRTB and he was one of the leaders of the web sling industry. An arrangement was made with Dick Ramsay of Universal Wire Rope to become AWRF’s official liaison with WRTB, while Meals and his highly qualified aide Jeff Klibert became active with B30.9.

In September 1982, Pres. Bernie Martin’s Fall meeting was held in Kansas City, Missouri. The main feature of the meeting was a tour of the Union Wire Rope Factory. This event attracted many attendees. For some, it was the first time they had ever been inside a major wire rope factory. Union Wire Rope then was owned by Armaco Steel, one of the largest U.S. integrated steel companies. The enthusiastic AWRF turnout, and the prestige associated with this 1982 plant tour was a strong indicator of how much technical momentum AWRF had won during its first five years. During the meeting Martin asked Meals and AWRF past president David Bishop of Houston, Texas to volunteer as co-chairmen in order to form a more structured, more pro-active, Technical Committee for the benefit of all members of the association.

The following AWRF Spring general meeting was at a Disney property in Florida. The USA was experiencing an economic downturn at the time. The initial gathering of the newly restructured AWRF-TC was conducted at 2:00 P.M. Sunday March 20, 1983. It was an organizational meeting with Bill Meals and David Bishop serving as Co-Chairman. In addition, to Meals and Bishop, the attendees included Dennis St. Germain Sr., Tony Mazzella, Larry Sharrow, and Frank Becker. Mazzella volunteered to host a follow-up meeting of the AWRF-TC at his shop in Cleveland August 9-10, establishing a practice of holding two AWRF-TC meetings each year. Jeff Klibert also attended the second meeting, but Larry Sharrow was absent. During these 1983 meetings it was established that the main focus of AWRF-TC activities would be to follow-through on the rewrite of the wire rope sling chapter in the B30.9 volume. The existing B30.9 sling safety standard had been copied into the 1975 OSHA regulations (enforceable as law in the USA) but everyone seem to agree many sections of the volume needed to be changed.

That year an attempt was underway to merge AWRF with the Web Sling Assn. In a co-operative approach, Bishop volunteered to establish a formal interface with B30 for wire rope slings while Klibert acted in similar fashion for the technical board of WSA. The first two reports Bishop gave to the AWRF displayed considerable progress. ASME B30 involvement soon became a significant mission for AWRF. The existing policy on AWRF standards-writing was revised slightly to clarify the specific position being taken in relationship with the ASME standards. The plan was to establish communication with WRTB by hiring a technical advisor, specifically Dick Ramsay. He had been very active in WRTB for years. He was retiring from Universal Wire Rope and would soon become available as a consultant. The strategy of hiring a wire rope engineer such as Ramsay to be a technical advisor made sense. Unfortunately, the incoming AWRF Pres. John Gibbons was notified that WSA had decided not to attempt any merger with AWRF. This forced the need for a whole new AWRF posture on synthetic web sling specifications.

Dennis St. Germain Sr. became AWRF President from April of 1984 until April of 1985. He asked the directors to consider a name change from Associated Wire Rope Fabricators to Associated World Rigging Fabricators. The obvious aim of such a change was to retain the established AWRF acronym, while introducing a global tint to the AWRF image and broadening the spectrum of AWRF interests beyond wire rope and wire rope slings. The AWRF-TC had launched an ambitious project to build a library of significant documents for the members, to be archived in large yellow 3-ring binders. The new AWRF office in Houston did not have enough storage area for the cartons of binders. Kulkoni graciously offered to store them gratis in their own warehouse.
at Houston for AWRF. The name change and the global tint did not rest well with some of the USA manufacturers who were expected to furnish most of the technical information for inclusion in the yellow binders.

In April 1985 at Albuquerque the turmoil experienced by St. Germain during his presidency began to spill over. Dennis asked Barry Epperson to summarize for the board the outcome of the Hydrolevel legal case which had resulted in a very damaging and expensive judgment against ASME arising from statements that had been made in one of the ASME committees. Barry warned AWRF volunteers not to make any similar statements, written or oral, without a mandate from the directors. Next, St. Germain recognized a guest, Bill Craig of Crosby, who asked to make a formal statement. Craig opened by saying he had been invited to come forward by Meals. He was representing Crosby and several other manufacturers who were associates of AWRF. His main subject was the proposal for a name change and a rumor that AWRF now was planning to offer its associate memberships to foreign manufacturers.

Craig made a very passionate “Buy American” speech, emphasizing that Crosby had been the first manufacturer to step forward in support of AWRF. He asked the board to support Crosby and the American wire rope manufacturers, concluding by saying the manufacturers, in general, did not know where AWRF was headed. Thirteen officers and directors of AWRF were in the room when Craig spoke and almost all of them had a strong personal reaction to his assertions, both pro and con. Meals added he suspected that the WRTB didn’t like to work with AWRF-TC because they didn’t like the way things were headed. To calm matters, John Henry Holland made a motion to table the name change, which passed. Jeff Weber added a follow-up motion to drop the word “world” from any future consideration of name changes, which also passed.

A long discussion followed about the content of Slingmakers. The association had created numerous committees to work on the issues of the industry but most of them never actually met, and the chairmen were not reporting the results of their efforts in Slingmakers which was the primary vehicle for communicating with members. The AWRF President was responsible for the activity of the committees. St. Germain was particularly sensitive about deliberations of the AWRF-TC which weren’t being reported to the general membership. Dennis asked Frank Becker to take over the technical committee to remedy the situation. The incoming President, Robert Bairstow, endorsed Becker continuing in the role. This turned out to be an excellent move. It was followed by Bairstow’s successors for the next two decades.

Becker called his first AWRF-TC meeting later that same day. The meeting did not work out very well, competing with the turmoil of the other events going on. His strategy was intended to fulfill AWRF’s original aim for the committee attainments and work-in-progress to be updated on a continuing basis. The AWRF-TC decided if they were hoping to accomplish anything they would have to meet in advance of the AWRF general meetings at some appointed location other than a slang shop. They began this practice in 1986. It included the concept of a using technical secretary who would keep detailed minutes and would file reports with the directors. If approved, the chairman and other invited technical speakers would address the members at the general meetings. The plan worked. By the time Becker held a meeting at Tampa FL in March 1987, his agenda had grown to a point where two half days were needed over the items.

In 1987 the AWRF-TC decided to limit membership to nine persons to be chosen by the chairman. Those nine, subject to approval by the board, would continue their standard practice of meeting twice yearly at a separate place, just prior to the general meetings, reporting their progress to attendees at the Spring and Fall meetings. Also in 1987, Bishop asked to be relieved from representing the association on the ASME B30 Committee. This was a large burden for any volunteer to carry. The ASME B30 conducted four tiresome meetings per year, each lasting three days. In between meetings, dozens of mailed ballots had to be voted. The economy of the USA was in poor condition. Most AWRF members had little time to be away from the shop.

The staff technical adviser had been intended to fill the B30 role but this created a carryover complication because ASME expected B30 delegates to serve terms lasting several years, while AWRF was presuming to reorganize its committees and its technical advisor on an annual basis.

Dick Miller of Alton, Illinois was president, Bob Moffett retired, his replacement Pat Hall died unexpectedly, and the association’s finances were sinking into disarray due to economic conditions. Mazzella announced the AWRF-TC had retained Gail Dull as technical adviser at a fixed monthly fee. This led to criticism of the relatively high expense budgets for the Technical Committee and the Government Affairs Committee. Those two committees were the only ones in AWRF with sizeable expenditures. The directors were divided over the future of the AWRF-TC. Many favored taking two significant steps by adopting AWRF product standards and by certifying the products and services of the AWRF members. Others were strongly opposed to this, primarily because of the perceived enlargement of legal liability.

In 1989, when Bishop was elected to the presidency for a second time, a very controversial cost-cutting discussion aroused several debates within the board. David Christmas introduced a motion to terminate the funding of an annual retainer fee for staff technical adviser. He suggested an adviser could be hired again on a spot basis only if and when needed. This motion passed but it left open the question of how AWRF would retain its individual seats on B30 and B30.9. Miller did not want to continue the B30 role. Bishop asked Don Sayenga, the new chief executive, to apply for the seats on a temporary basis. He also asked him to serve temporarily as technical secretary to the AWRF-TC. Sayenga agreed to do this for a minimal fee on a separate basis from his management contract. Not everyone was happy with this arrangement. One of
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Hi, we’d like to welcome you to QHSE Corner and introduce the new Quality, Health, Safety and Environmental Committee; Mary Brett - General Manager with National Industrial Supply Co. (NIS) headquartered in Troy, Michigan, our special agent 6Sigma with the moustache, Bill Franz – VP of Operations with Mazzella Lifting Technologies headquartered in Cleveland, Ohio, the man who puts the “S” in safety yellow, Doug Stitt – President of The Caldwell Group headquartered in Rockford, Illinois, and our quality guru, pictured in glasses, Eric J. Parkerson - Director of Engineering & Quality Systems at Certified Slings & Supply headquartered in Casselberry, Florida. We’ve got some pretty big shoes to fill following in the footsteps of Jeff Bishop of Bishop Lifting and Mike Lindsey of Delta Rigging, so we’d appreciate your help; let us know how we’re doing and what you would like to see more of when you see us at AWRF general meetings. Also, feel free to contact us anytime through our contact information at the bottom of the page.

For those of you that are new to AWRF, it stands for Associated Wire Rope Fabricators; membership covers the spectrum of the lifting, rigging and load securement industry. Membership is extended to manufacturers and distributors alike. AWRF also has a Board of Directors, which is comprised of elected volunteer members who are continually working to make this industry the best and safest that it can be.

The QHSE Committee is focused on raising awareness on Quality, Health, Safety and Environmental issues pertaining to member companies. This committee was started several years back with an initial focus on Health and Safety. The first safety committee was responsible for raising awareness for shop safety programs. They developed an educational safety DVD library for members and their employees. The Safety Sub-committee currently maintains and updates this library and supervises an annual presentation of safety awards to member companies with outstanding safety records (so members, remember to turn in your safety surveys). There’s no better way to show you have an effective safety program than to have an award for it!

The short term goals of this committee are to; help our membership stay current on governing body standards, introduce Quality and Environmental into the mix, educate our members on Quality, Health, Safety and Environmental concepts by allowing trained operators to swage wire rope slings without risk of injury by pinch points. New and innovative technology permits a full range of wire rope diameters to move freely within the swaging zone. The system automatically stops when the operator gets too close, and easily resets to continue swaging.

Strider~Resource has introduced Swager Guarding as a viable option in their PLC controlled Smart Swager™. The Smart Swager™ incorporates several key features specifically designed with Safety in mind. The control system counts and records the total number of swages and operational hours. It provides Quality assurance by recording overloads and providing maintenance alerts. The pump and motor are fully enclosed and insulated. The Smart Swager™ also incorporates an Environmental model by operating at a very low noise level of 60-68 decibels, significantly less than OSHA’s daily permissible noise level exposure. The PLC interfaces directly with the Swager Guarding.


Innovation Spotlight: Promoting Quality, Health, Safety and Environmental Concepts — Show us yours!!!
issues and trends in our industry, and integrate Recommended Practices and Guidelines (RP&Gs) for making quality products.

Keeping with the great groundwork already laid by our predecessors, updates on governing body standards will still be found in this section along with information about how to access the Health and Safety DVD library. We are working towards developing a quality and environmental reference library as well.

We will be raising awareness of QHSE issues and trends through publications such as this one and working with the Communications Committee to implement Social Media to help promote QHSE topics. We hope to improve and modernize how we interact with our members by providing a forum for them to express their opinions on QHSE. In upcoming Slingmakers issues we will also include blog posts that address current QHSE topics and feature a section called Innovation Spotlight, which will showcase products or services that demonstrate QHSE values.

We are currently laying the ground work to cultivate Recommended Practices and Guidelines (RP&Gs) to make safer products. Perhaps, the single most important thing we as an organization can do is encourage our members to produce quality products that, at a minimum, conform to governing body standards and recommended practices and guide lines. As you all know safety is very important in the industry we serve. Most of the membership’s customers are large industries such as Oil and Gas, Mining, Construction, Auto, Nuclear, Government, DOT, Green Energy, Etc; these industries place a large emphasis on safety and are demanding more accountability in that area. They want proof that they are receiving safe quality products. A long term goal is to help our members understand the importance of proper fabrication techniques and traceability (an audit trail to show a product was made to a recognized quality procedure).

It is our hope that the information provided by the AWRF/QHSE Committee will be used by our members to help them; develop, document and maintain Quality, Health, Safety and Environmental policies, implement standardized work instructions and provide a safer end product to the end user.

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Quality & Performance
The Difference is BRIDON is a statement relating to a broad spectrum of “Value Added” features, which together aim to ensure Quality, Reliability and Customer Satisfaction. The following section has been designed to help you identify what precisely it is that differentiates BRIDON products from the competition.

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Company Owner Indicted In 2008 Crane Collapse

The owner of a New York crane company and a former crane mechanic were charged criminally Monday in connection with a crane collapse that killed two construction workers in May 2008.

At a news conference Monday, Manhattan District Attorney Cyrus R. Vance Jr. said James Lomma, owner of New York Crane and Equipment Corp. and J.F. Lomma Inc., and Tibor Varganyi, a former mechanic, were charged with two counts of manslaughter, two counts of assault, two counts of criminally negligent homicide and one count of reckless endangerment.

Mr. Lomma’s tow companies also were charged in the matter.

“Greed and recklessness, motivated by profit, led to the tragic and unnecessary deaths of two men,” Mr. Vance said.

Both men pleaded not guilty. The men face up to 15 years in prison on the manslaughter charges.

In May 2008, a crane operator and a construction worker were killed when a crane snapped and crashed into an apartment building on East 91st Street on Manhattan’s Upper East Side. A third person was injured in the incident.

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Breaking News Release

Seattle Times, April 12, 2008..............

Larry the Bird was recently seen showing his stuff at the Associated Wire Rope Fabricators – Spring Meeting. He dribbled and shot his way around the show and made quite a spectacle of himself. Known as “Cool Hand Larry”, he bet hundreds of dollars that no one could spin his ball on any appendage for over 5 minutes. Although the competition was tough, he remained cool and never messed up his hair as he slammed dunked his ball.

Rumor has it that Larry moonlights at J. Henry Holland

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ACHIEVING A COMPETITIVE EDGE WITH A MOBILE TEST UNIT

Revised and edited by Liz Bolden

Since what rigging shops typically offer can easily turn into a commodity, what most shops strive for is a unique product and/or service that can provide them with their own niche; a way to set themselves apart from the competition. This is precisely what the Troy, Michigan based National Industrial Supply Company (NIS) has achieved. With NIS's innovative mobile testing units, they are able to bring on-site proof testing to the customer (instead of requiring the customer to bring what they want tested to NIS). This indeed has greatly reduced down time and provides NIS with a unique place in the market. Although this is a shining attribute for NIS, the real spotlight focuses on the fact that this company has key employees in the right positions-allowing for growth in all the right places.

But, before exploring the concept of on-site testing; perhaps the single most driving force within the company, let’s first provide the context. If any business deserves to be called "family," it’s NIS, run by the three offspring born of the founder, Chuck Brett.

Brett started the company in 1981 with Donald Caraccio, who passed away in the late 1980s. Brett’s foresight and drive to succeed are what laid the strong foundation for NIS. A decade later, Brett began phasing himself out and passed the business on to his three children, Kathy, Kevin and Mary - the current owners. Kathy holds the title of President and runs the day-to-day business. Kevin is Vice-President of Operations, and Mary is General Manager. When asked about the present success of the company, the owners emphasized the importance of teamwork and group effort.

"Everyone from the shop to sales plays a key role in the success of NIS” states Kevin Brett. Mary Brett claims “management usually gets all the credit – but in reality, it’s the people behind the scenes that pull it all together”. In unison, the employees are helping the second generation take advantage of the mobile testing idea, and putting it into action. The team has also been keeping up with other technical innovations which have developed over the years.

The business certainly didn’t get off to an easy start. When their parents started out, Mary recalls, “The economy was tough-as it is now. My mother was going back to school, and an older sister was going to college. Sales for the first year were minimal. My parents were going on a wing and a prayer. They struggled through years of hard work, uncertainty, and sleepless nights. At the time they didn’t know if they would make it, but if it wasn’t for all of their sacrifices we wouldn’t be the company we are today.”

Another aspect of this family business is that the present owners arrived not with just high-level academic training and experience. All three started coming to the shop at a young age. “Our father was adamant that we worked back in the shop and didn’t just learn administrative tasks,” Mary says. All of them worked in the shop starting in high school, if not earlier, working weekends and summer vacations and so continuing through college.

Kevin backs these statements and re-emphasizes how important it is to have a strong group working toward a common goal. “It’s important to have a purpose when you come into work. NIS employees show that ambition much like my father did when he started this company”.

“What really set us apart is having the right people in the right positions’ claims Kathy. Of
course, it’s always good to have a ‘niche’ in the market as well. “This is what the NIS team has helped to craft. Our team has allowed us to grow – in particular the inspections with our mobile test unit,” she states. “We got the idea from a customer, who came to our dad and said, ‘Right now we have to gather our stuff to be tested and send it to you. That’s three to five days down time. Why don’t you put it on wheels and bring it to us?’”

A simple idea in concept, but like so many other simple ideas, a bit more complicated to actually implement. The testing bed was bulky and did not travel well- but NIS figured out how to do it. They made it mobile by transporting it on a school bus. And then they really solidified their success by obtaining a patent on the innovation.

NIS is widely diversified in terms of the industries it serves, including: automotive, towing, aerospace, government, construction, energy, marina, steel, and utilities. Over the years NIS has customized its PMs (preventative maintenance) to serve the individual customers within those industries. This mobile service has also allowed the company to expand its market area, from the Midwest states of Michigan, Indiana, Illinois and Ohio to the east coast - New York, Pennsylvania and Kentucky.

“Our direction comes from our customers,” Kevin says. “They say, ‘We need this information’ and the NIS team figures out a way to provide it. It’s not just a testing service we provide it – it’s behind the scenes administrative support such as tracking and reporting.”

As with most innovations which give any particular company an advantage, competitors often come along with similar services. The same is true here. “We do have competitors, who are copying us to a great degree,” Kathy says. “But we look at the competition as being there to push us, to keep us to keep coming up with new ideas. For instance, we were among the first to adapt Radio Frequency Identification (RFID) into our inspection process.”

In addition to this, about ten years ago NIS became ISO certified. “We really think it helped us focus more efficiently,” says Kathy. “We documented our processes and implemented several metrics to monitor effectiveness. ISO also helped us to improve our tracking and on-time deliveries.” She says through ISO; consultants came in and helped NIS fine-tune their procedures, long range strategies, and marketing.
attitude that started with the founder, Chuck Brett, which remains the driving force behind the success.

“Since our dad had been drilling business practices into our heads at an early age he didn’t feel he needed to give us much direction.

It also helped that the business has been growing since he retired” says Mary. “The transition took place over about three years, and went smoothly.” Chuck Brett still shows up at the facility from time to time, and, as Kevin states, “keeps his finger on the pulse of the business. We wouldn’t have it any other way.” Sibling rivalry? “We worked that out growing up,” says Mary. “Now none of us tells the other what to do; we respect each other and we all work together.” It is this ‘working together’ ideology which makes up the very core of this company-from the owners, to the employees, to the customers-NIS is a team-based unit.

Mary Brett, Kevin Brett, Kathy Harper and Chuck Brett
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Boston firm buys Peerless: Management team remains, more job growth expected in Winona

By Darrell Ehrlick darrell.ehrlick@lee.net | Posted: Wednesday, April 7, 2010 12:00 am

North America’s largest chain manufacturer, Winona-based Peerless Chain, was sold Tuesday to WestView Capital Partners of Boston.

The recapitalization of Peerless Chain represents the sale of the company from one private equity firm, Merit Capital Partners, to another. And company leaders say the sale positions Peerless to add jobs.

The company also announced it will keep the current management team, naming current President Tom Wynn as president and chief executive. Wynn said the company will continue to aggressively market its products internationally and, with the sale, is positioned well for other acquisitions.

“This means we’re committed to Winona - to keeping jobs and bringing more jobs here,” Wynn said.

Currently, Peerless is advertising for workers in the Winona area. It employs about 300 people, more than 260 of whom are in Winona. It has satellite offices in Rhode Island and Pennsylvania.

“We are very excited to partner with this outstanding management team,” said Carlo von Schroeter, managing partner at WestView. “Peerless fits well within our strategy of financing best-of-breed companies and supporting them as they continue their track record of outperformance.”

The sale comes after another deal with a group of capital partners fizzled last year amid the financial crisis. As the global economy stabilized, Peerless continued to outperform expectations and WestView emerged as a potential buyer, Wynn said.

Though Merit Capital told Peerless it was on the market, Wynn said it was never under pressure to sell. “There was never any ticking clock,” Wynn said.

The company has also expanded through acquisition - ACCO Chain Co., Jeannette Custom Lifting Devices and Weissenfels USA. Wynn said the sale to WestView, coupled with the company’s low debt, means it will continue to look for “strategic acquisitions.”

“Despite horrible economic times, we have maintained an excellent level of sales,” he said.

One area of growth has been in marine chain, buffeted by the 2006 acquisition of ACCO. That brought between 40 and 50 jobs to Winona.

Although the economy remains slower than company officials had predicted in 2010, Wynn said Peerless’ diverse products have helped it weather some rocky times. “We had a great February. Why? Because there were two blizzards in the East, and we sold a lot of tire chains.”

The company’s product line spans from consumer chains to government contracts to large marine chain.

“The old Peerless thought exporting was shipping something to Canada,” Wynn said.

On Tuesday, one of the field representatives sold large marine chain to a shipping company in Taiwan, he said.

“We’re very diverse,” Wynn said. “Our top-line sales aren’t exactly where we want them to be, but we’re controlling costs and expenses, and we’re managing a healthy bottom line.

“Today, we’re the largest chain manufacturer in North America. I’d like to be the largest chain manufacturer in the world.”
Kandi Stirman’s family business, Miami Cordage, has been manufacturing soft rope, wire rope, chain and synthetic webbing since 1960. The products are used in the marine, aircraft and building industries and are made in south Florida. Miami Cordage sells its rope and wire across the U.S. and Latin America.

In recent years, much of the company’s focus has been government contracting. While the company counts the U.S. Coast Guard, U.S. Navy and NASA as clients, learning the ins and outs of government procurement has been a challenge. Says Stirman, “It’s a lot of networking.”

Florida’s online MyFloridaMarketPlace makes finding contracts easier, but Stirman warns other small businesses that there is still a tremendous amount of legwork that goes into sifting through potential projects, working with prime contractors and, if applicable, getting certified as a minority-owned business. “It’s easier than it used to be,” she says, adding, “At least there is something to look at on the computer.”

Stirman says that rope and many other specialized products typically are not mentioned in requests for proposal even though the items must be used by prime contractors to complete the work. She calls them “hidden products” and says that to participate in a contract she has to figure out who might be bidding and then arrange to work with them as a subcontractor.

Stirman’s company is an attractive partner for prime contractors because, as a women-owned business, it has state certification as a minority business enterprise, or MBE. Some municipalities accept Florida’s MBE certification, but other localities and agencies, such as the South Florida Water Management District, have their own programs. There’s an ongoing stream of paperwork, says Stirman, who is currently working on getting federal certification as an 8(a) disadvantaged business because of her location in an Historically Underutilized Business Zone, or HUBZone.

Stirman’s latest frustration is that many government agencies have no qualms about buying from overseas suppliers rather than at home. One exception was the 2009 federal economic stimulus legislation that required using U.S. suppliers. Stirman has been able to keep her 30 employees on the job even with 2009 sales down 27% from 2008’s peak of $4.7 million. “We’re still OK,” she says. “We’ve managed to keep afloat.”

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Most distribution businesses operate exceptionally efficient warehouse, trucking and backroom operations. At the same time, there tend to be some serious inefficiencies in the sales side of the operation. This is not because the sales force is riddled with individuals afflicted with apathy or sloth. Rather, the problem is a lack of understanding of exactly how severely sales force ineffectiveness penalizes the firm and, in turn, causes marginal results to be tolerated. This misunderstanding is frequently expressed as “He is on commission only, so he is not hurting us.” The reality is that the pain is significant; it is simply unknown.

This report will examine the impact of poor sales force performance on industry profit levels. It will do so by addressing two key issues:

- **Sales Force Economics** — An examination of how inadequate salesperson performance decreases profitability.
- **Rejuvenating Sales Force Results** — A discussion of the alternative approaches available to management to drive enhanced performance.

**Sales Force Economics**

For several years the Profit Planning Group has been reviewing sales force performance in a wide range of industries. That research suggests that the sales force composition follows a “1/2/5/2” model. Namely out of ten salespeople:

- One is a super star and probably a prima donna to boot
- Two are very strong, disciplined salespeople
- Five are good soldiers
- Two are inadequate performers

The key to management of this disparate group is to be able to stroke the ego of the super star, help the disciplined stay content, build the soldiers into something better and tolerate inadequacy only in the short run. Most management teams are willing to take all of the actions except the last one.

Ignoring the unpleasantness associated with terminating employees, there are two key issues that drive a high tolerance for inefficiency. The first is that the cost of replacing an employee is considerable. It is also relatively visible. The second is that the on-going cost of inefficiency is not easily determined.
An 80.0% performer reduces potential profits in a way that is never seen.

The second column of numbers indicates the impact of a 1.0 percentage point decline in gross margin. Notice that Cost of Goods Sold remains the same as it was originally, but prices are reduced enough that the gross margin falls from 33.0% to 32.0% of sales. This also is indicative of the impact that a problem salespeople inevitably have. Once again, profit is severely impacted.

The final column of numbers looks at the impact of a sales problems being simultaneously compounded by a gross margin problem. This column indicates that if every salesperson operated at this level, a $300,000 profit becomes a $94,518 loss. This model probably understates the problem as the lowest producers in the “1/2/5/2” model often perform very poorly on both sales and gross margin. It seems apparent that the temptation to keep on truckin’ with the lowest producers must be avoided. With the proper people in the field and with the proper level of support, the profit improvement opportunities are huge.

Rejuvenating Sales Force Results

A complete discussion of sales force productivity is a topic best left to the sales professionals. From a financial perspective, though, the issue is one of controlling the Three M’s — measurement, motivation and management.

- **Measurement** — Distributors do a fine job of setting goals and measuring the performance of salespeople against those goals. The financial problem is that too often the goals do not adequately reflect the true sales and margin potential in the territory. Instead, they are inexorably tied to percentage increases. While growth (or minimizing declines) is important, measurement against the actual market is an essential addendum.

- **Motivation** — The very first requirement of a compensation system is that it is understandable. Most systems pass muster on this essential goal. What is overwhelmingly the case, though, is that compensation systems under-pay superstars and over-pay poor performers because it is difficult to measure and explain profitability in a territory. Despite that challenge, compensation in relation to the profit generated is essential.

- **Management** — The reality is that poor performers must be replaced. They should be trained, cajoled, and encouraged first, of course. Ultimately, though, if they do not respond, they must be replaced. The only individuals who enjoy this process carry nicknames like Chainsaw Al and Neutron Jack. However, when the profit penalties are as massive as they are with poor performers, doing nothing is not an option. The cost of inaction far outweighs the cost of replacement.

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**A Managerial Sidebar: Three Financially-Based Sales Goals**

Monitoring sales performance is the purview of the sales management team. However, in answering the age-old question of “how am I doing” there are three financial goals that should be given some consideration:

- **Direct Costs** — As a minimum, every salesperson must cover the direct costs associated with working the territory. In addition to direct sales compensation this must also include travel expenses, technical support such as computers and cell phones and other costs that can be traced directly to the territory. Except for new hires, this is the absolute minimum level of performance that should be accepted. It is also the level, in the short run, at which the firm can limp along because at least the direct costs are covered. Interestingly, in many firms at least one salesperson falls below this minimum level of performance.

- **Profitable Territory** — More realistically, all of the costs of the firm plus some reasonable profit expectation should be assigned to every territory. In the long term every salesperson should be expected to meet this level.

- **Maximum Potential** — This is simply the level of gross margin that would be generated if the firm controlled 100.0% of the potential sales volume in a specific territory. Obviously, no salesperson will ever get close to this number. However, comparison of actual results against this number provides some great insights into separating the strong performers from the laggards.

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**Moving Forward**

The challenges of sales and margin generation have been exacerbated by brutal economic conditions. As the economy slowly improves there is an inevitable feeling that as long as sales are increasing everything will be fine once again. Indeed, as sales rise profit should also. The question is whether it will rise to anywhere near its full potential. That will happen only when every salesperson is operating close to 100.0%. It is essential to measure actual sales and gross margin. It is equally important to measure missed sales and margin.

**About the Author:**

Dr. Albert D. Bates is founder and president of Profit Planning Group, a distribution research firm headquartered in Boulder, Colorado.

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The USA wire rope companies lodged a formal complaint. However, the following year Sayenga was named to serve on the board of OIPEEC, a European scientific organization, which some felt added to AWRF's prestige. Meanwhile Jeff Kilbert became the new chairman of the B30.9 sling safety subcommittee.

Becker continued his role as AWRF-TC chairman for the presidents who followed Bishop. He requested Sayenga to continue his role as technical secretary. Together they worked out a plan to bring about an alliance of all the existing technical and trade associations involved with those various items and devices required for lifting, holding down, and positioning heavy loads. There were three specific aims of their efforts: to unify standards among the associations; to promote new standards where none existed; and to assimilate standards information available from other countries. This concept became known as the Alpha Project and the interfaces with other groups were called Alpha dialogs. The benefits to be derived from a unified approach in these three areas were obvious, but realistically some resistance was anticipated from the other trade associations who would resent any intrusions into their affairs. The board approved it, but it was a tough sell to others, particularly the web sling fabricators who had merged with the tiedown fabricators. Amsted Industries (the owners of MacWhyte Wire Rope) withdrew from the association in response to the AWRF policy changes.

At the 1990 Spring meeting, Ted Kridler of Peerless Chain, Winona, Minnesota, addressed the assembly in his role as President of the National Association of Chain Manufacturers. He described the new ASTM chain specifications being sponsored by NACM. Charles Lucas from Crosby outlined new European standards activities and David Sleightholm of Rochester Ropes summarized the new First Edition of the Wire Rope Sling Users Manual published by WRTB. The new book was welcomed, but Al Kopcie, who had reviewed a draft of it, said there were a few technical problems with it that needed to be corrected before AWRF would be able to support it. The AWRF sling identification committee was revived, with Mark McCandless in chair, setting a focus on standardized tagging which would be of benefit to everyone.

That year the avenues of communication with other trade associations slowly began to open, and the AWRF-TC gradually became recognized as more than just a wire rope sling authority.

On March 7, 1991, Becker announced his Yarbrough Round symposium at Memphis, Tennessee. Other industry trade associations were invited to participate in this gathering in response to the Alpha Project concept initiated by AWRF. Those that attended displayed varying degrees of enthusiasm. The groups most favorable to future combined efforts in technical matters were NACM, the Cordage Institute, and the Construction Safety Association of Ontario. The WRTB was somewhat hesitant but they did agree to invite an AWRF-TC delegate to attend some of their meetings when wire rope slings were to be discussed. The CSAO sought help from the AWRF-TC solving some problems with wedge sockets, and the Cordage Institute cooperated with the rewrite of B30.9 and agreed to send Hank McKenna to AWRF-TC meetings.

With this outreach into direct cooperation with CSAO and CI, a point had been attained where it made sense to create subcommittees of the AWRF-TC. Each of the nine members who were recruited each year by the chairman would be responsible for one of the subcommittees. Fundamentally, everyone understood a subcommittee for wire rope and wire rope slings would interface with WRTB, while another for cordage and coradage slings would interface with CI. Similar subcommittees were postulated for industry items such as chains, chain slings, mesh slings, sling fittings, synthetic slings, etc. etc. but without any active agendas at first. The wedge socket questions posed by CSAO were merged into a larger interface with a discussion in the ASME B30.5 mobile crane subcommittee.

The most interesting outcome of the Publicity Committee had unveiled a new mailer to be sent out to prospective members. Gary O'Rourke reported the proposal for testing programs had elicited a favorable response from WSTDA. As a result, several WSTDA issues that had been pending for many years were been moved to the top of the list as proposals for possible product tests. When Sayenga gave a status report on the B30 activity, he explained what he saw as flaws in the B30 deliberation methods. He was urged to become more proactive on the B30 committee to establish some clout for changes that might someday be proposed by the AWRF-TC.

At the 1993 winter meeting of the AWRF-TC in Tampa one of the most bizarre moments in AWRF history erupted very suddenly in the early evening. After Becker had adjourned his afternoon session at the hotel, the attendees agreed to go to a restaurant directly across the street to have supper together. When the meal was
concluded a sudden rainstorm began. As the group huddled together under the canopy in front of the restaurant a speeding car rushed up to where they were standing. The car halted and a gunman jumped out. He ordered the men to throw their wallets into the car. Those nearest complied but when Ken Sellers hesitated, the thief struck him down with his pistol. The group turned to aid Ken and the frustrated thug jumped back into the car and sped away. Apparently the police were already in pursuit. They caught him a little while later with the wallets in his possession.

A surprise item of new business was brought before the directors in 1993 by St Germain who advised he represented WSTDA. Will assisted him with his presentation. It was a formal proposal for merging AWRF with WSTDA in connection with the product testing. An ad hoc committee was designated to respond to the WSTDA's proposal comprised of Vice President Jimmy Mazzella, Becker, Will, O'Rourke, St. Germain and Sayenga. They held a meeting with their WSTDA counterparts on August 9, 1993 to work out a merger of the two associations. Unfortunately the merger talks got derailed almost immediately when an outspoken faction of WSTDA delegates, including their legal counsel, argued their way into a dealbreaker controversy over the importance of WSTDA's spec writing and publishing which was their primary fundraising activity.

Many years earlier AWRF had adopted a firm policy precluding adoption of standards. Although the sale of documents was a major source of income for WSTDA, their adopted and recommended standard specifications were not really U.S. consensus standards. These documents never had been exposed to public review nor to ANSI endorsement in the same manner as the ASTM's chain and chain sling standards originated by NACM. At the time, AWRF was thriving without any income from sale of printed documents, and was supportive of the ASTM and ASME consensus method for adopting standards. The AWRF delegates had done considerable homework on all of the various aspects of trade association mergers, but they did not anticipate getting hung up in a major debate over that subject. The outspoken WSTDA delegates insisted the sticking point was not negotiable. They refused to budge. As a result the initial round of talks went nowhere.

There was an undercurrent of distrust and confusion arising from some proposed specifications for synthetic roundslings which, at the time, were not described by any existing documents except the various slingmakers' marketing literature. A majority of synthetic roundslings were made from polyester but some were being made from the newer higher tenacity yarns being marketed by the chemical companies. Unanimity on the subject was virtually unattainable. This definitely affected the proposed merger of the two associations. Despite the merger impasse, progress on the product testing program was already underway. Will had formed a committee and had chosen Prof. Steve Tipton of Tulsa University to serve as outside consultant who would referee the results. At a joint meeting with WSTDA's web sling committee, an accord was reached to set parameters for the first AWRF tests which would study web sling efficiencies.

The first three programs were conducted by the venerable Fritz Engineering Laboratories at Lehigh University in Bethlehem PA. Approximately 1000 web slings had been fabricated by members from yarns and webbing donated by producing companies. Test Program I was designed to learn for the first time the efficiencies of web slings made from very wide webbing 8 inches to 12 inches in width. Test program II would reveal similar efficiencies for 3-ply and 4-ply nylon Class 5 slings, and Test Program III covered 3-ply and 4-ply nylon Class 7 slings. It was understood the results, if approved, would be adopted by WSTDA as part of their publishing program and in addition would be submitted to ASME to augment the synthetic web sling tables already listed in B30.9.

In the mid-1990s, Becker began to enhance the prestige and expertise of his AWRF-TC by conducting his summer meetings at recognized research laboratories, both public and private. In addition to the Fritz laboratory in Pennsylvania, some of the other sites he chose were the University of Illinois lab at Champaign-Urbana, the federal government's atomic energy test lab at Los Alamos, New Mexico, and the Sherry laboratory in Tulsa. These meetings aided the Testing Committee when evaluating bids that were submitted for conducting the AWRF product test programs.

For 1994, ten subcommittees were proposed by Becker and endorsed by the directors. The subcommittee chairmen were:
- **David Bishop** - Metal Mesh Slings and also Below-the-Hook Lifters
- **Dennis St Germain Sr.** - Chain and Chain Sling
- **Tony Mazzella** - Synthetic Roundslings
- **Larry Means** - Wire Rope, Wire Rope Slings, and liaison with WRTB
- **Gary O’Rourke** – Cordage, Cordage Slings, and liaison with CI
- **Sling Fittings – Charles Lucas**

No subcommittee assignments were made for Synthetic Web Slings and Tiedowns owing to the on-going situation with WSTDA.

Ken Sellers of Gunnebo Johnson agreed to head a new subcommittee called Blocks, Tackle, and Other Fittings. He immediately called a meeting in Chicago June 28, 1994 with an agenda that included not only the CSAO wedge socket study but also a review of an innovative double-saddle clip. He formed his subcommittee by inviting representation from CSAO, WRTB, OSHA, Construction Industry Mfrs. Assn., ESCO, Crosby, Amclyde-Sauerman, Columbus-McKinnon, and a well-known rigging industry consultant Bob DeBenedictus. It was a very successful meeting. It enabled the AWRF-TC to take a position of the items discussed and it demonstrated the capability of the association to become recognized as an arbiter of technical matters. The Technical Committee had “arrived”.

*By Don Sayenga, AWRF Historian*
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