Crosby’s industry leading brands are time tested and work proven. The result is reliable products of uncompromising quality that performs to the highest standards throughout the world. Crosby is a market leader because of our unrelenting drive for excellence. For more than 120 years, a strong commitment to quality has been evident in every aspect of our business.

**Customer Service** - More than available product…It’s meeting customer needs, product knowledge

**Complete Product Line** - Most complete in the industry, off-the-shelf or custom design

**Research & Development** - Innovative products and services, with many industry ‘firsts’

**Risk Management** - “Industry first” comprehensive product application instructions, world class training

**Manufacturing** - Quality process – purchases through production and testing

**Engineering** - State-of-the-art product design systems, and fully equipped metallurgy lab

With a complete line of “off-the-shelf” blocks, sheaves and fittings designed to be used with wire rope, chain or synthetic slings, and the ability to custom design products for any lifting application, no lift is too big. **We are The Heavy Lift Specialist!**
Our spring meeting in Baltimore was a huge success and if not for the torrential rain, it would have been a perfect 10. The 415 members in attendance were treated to two of the best professional speakers AWRF has ever seen, including Ambassador R. James Woolsey, who subsequently had an article published in the *Wall Street Journal*. Check it out on line; the title is “How to Hit Putin Where It Hurts”, May 14, 2014.

Your board of directors will meet in Philadelphia on July 18th and 19th for the summer long range planning session. The meeting location is one block from Independence Hall, where both the Declaration of Independence and US Constitution were signed. It’s the perfect location for inspirational ideas and the spirit of compromise. One of our most important tasks is to review the membership survey responses and implement your feedback accordingly. We will also plan the upcoming PIE (Product and Information Exhibit) in St. Louis on October 26-29. Record attendance is expected and 800 attendees will not be surprising. If you have an innovative new product, look to enter the New Product Spotlight program, which received excellent reviews after its debut in Ft. Worth.

Finally, the board of directors needs **YOU!** 2014 is highly unusual where seven of eighteen directors have terms expiring and the membership will vote later this summer to fill those seven seats. Two openings are “Manufacturers” and five are “Regular Members”. We all must be willing to volunteer when called upon and increased participation creates a better organization. Simply send an e-mail to the Nominating Committee Chair, John Rauh / Cableworks and your name will be added to the ballot.

Until we see each other in October, hope you all have a happy and healthy summer.

Scott St. Germain
President, CEO

**AWRF CALENDAR**

**2014**

- **July 18-19**: AWRF Board Meeting
  Omni Hotel at Independence Park
  Philadelphia, PA
- **August 26-27**: Technical Meeting
  Westin Crown Plaza
  Kansas City, MO
- **October 26 - 29**: AWRF General Meeting & P.I.E.
  Hyatt Regency St. Louis
  at the Arch, St. Louis, MO

**2015**

- **January 21-22, 23-24**: AWRF Technical and Board Meetings
  Scottsdale Plaza Resort
  Scottsdale, AZ
- **April 12-15**: AWRF General Meeting
  Hyatt Regency
  Indian Wells, CA
- **October 18-21**: AWRF General Meeting
  Marriott at the Brooklyn Bridge, NY

**2016**

- **April 17-20**: AWRF General Meeting and P.I.E.
  Hyatt Regency New Orleans, LA

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**Barbara Gilbert**
Editor
barbaraaawrf@att.net
800-444-2973 • 248-994-7753
As the old show tune from South Pacific reminds us, “If you don’t have a dream, how are you going to make a dream come true?” Connecting the five mile wide Straits of Mackinac, and Upper and Lower Michigan had been a dream of Michiganders for many long decades. When the Brooklyn Bridge opened in 1883, the aspiration of a highway across the northern waters seemed attainable. New York’s East River is not the turbulent often-frozen windy stretch of water connecting the Great Lakes Michigan and Huron.

Michigan had been a state for over a hundred years but there remained the huge problem for those simply wanting to go to the Upper Peninsula or down to the state capital from the Upper Peninsula. The ordeal for everyone wishing to make the trip was waiting for the ferry; the delay often took an entire day. During deer season, cars would be lined up all the way back to the next city.

William Saulson, a St. Ignace, Michigan department store owner proposed a similar bridge as the Brooklyn Bridge for the Straits of Mackinac, soon after the opening of the New York City’s famous bridge. The store owner in 1884 reprinted an artist’s conception of the famous New York structure in his advertising and captioned it “Proposed bridge across the Straits of Mackinac.”

No one took Saulson seriously; crossing the straits by boat is tough enough. Gale force winds of up to 70 miles per hour have been recorded for this waterway. Temperatures also range from well over 100 degrees to 35 degrees below zero. With the water that cold, the ice can reach a thickness of six feet.

In the early 1900s railroads were the powerhouse of transportation. The railroad companies even ran boats across the Straits to serve their passengers. Then ferries took travelers, and their cars, the five miles across the Straits. As automobile travel became more popular, the wait for cars and their owners to board the ferries could take up to 19 hours.

According to the Mackinac Bridge Authority’s website, a newspaper, the Lansing Republican, dated February 5, 1884, reprinted a story from the Grand Traverse Herald pointing out that the experiment to provide all-year service across the Straits by boat had failed, and that if a great east-west route were ever to be established through Michigan, a bridge or tunnel would be required. The editor considered both as practicable; the only question in his mind was that of cost.

On July 1, 1888, the board of directors of the famous Grand Hotel at Mackinac Island held their first meeting and the minutes show that Cornelius Vanderbilt said: “We now have the largest, well-equipped hotel of its kind in the world for a short season business. Now what we need is a bridge across the Straits.” The great Firth of Forth Bridge in Scotland was under construction then and completed in 1889.

During the ensuing years, there were a few implausible ideas about the connection of Michigan’s two peninsulas. In 1920 the state highway commissioner suggested a floating tunnel. He invited other engineers to suggest ideas for crossing the Straits. Mr. C. E. Fowler of New York City came forward with an ambitious project to solve the problem with a series of bridges and causeways that would start at Cheboygan, some 17 miles southeast of Mackinaw City, traverse Bois Blanc and Round Islands, touch the southern tip of Mackinac Island, and leap across the deep channel at St. Ignace.

In 1923 the Legislature ordered the State Highway Department to establish a ferry service at the Straits. Within five years traffic on this facility became so heavy that the late Governor Fred Green ordered the same agency to make a study of bridge feasibility. The report was favorable, and its cost was estimated at 30 million dollars. Some strides to get the project underway were taken but it was eventually dropped.

Although limited funds precluded full and complete preliminary studies,
the Mackinac Straits Bridge Authority was able to reach the conclusion that it was feasible to construct a bridge directly across the Straits at an estimated cost of not more than $32,400,000 for a combined two lane highway and one-track railway bridge. In its studies the Authority utilized soundings made by the War Department Engineers with help, counsel and advice from engineers and contractors experienced in work of this magnitude.

The impetus to construct the bridge started, in earnest, in the 1930s. In Depression times the thought was that this would be one way to create needed jobs. One idea arising at this time was for a passage across the Straits by a series of bridges over a 24-mile stretch where a number of islands were located. Eventually a presentation was given to President Franklin Roosevelt by the Michigan Highway Department on the need for such a bridge. Still, though there was not enough money for the project and then World War II put any talk of a bridge across the Mackinaw Straits to a stop.

The Authority made two attempts between 1934 and 1936 to obtain loans and grants from the Federal Emergency Administration of Public Works, but P.W.A. refused both applications despite endorsement by the U.S. Army Corps of Engineers and the report that the late President Roosevelt favored the bridge.

Despite these setbacks, bridge backers resumed their efforts with their usual vigor. From 1936 to 1940 a new direct route was selected, borings were made, traffic, geologic, ice and water current studies of a comprehensive nature were completed. A mole or causeway jutting 4,200 feet into the Straits from St. Ignace south was constructed.

Preliminary plans for a double suspension span were drawn and the possibility of a bridge became very real. But the Armies of Europe began to march; bridge progress came to a halt. Finally, in 1947, the State Legislature abolished the Mackinac Straits Bridge Authority.

Again, the bridge backers swung into action and a citizens’ committee was established to obtain legislation recreating a bridge authority. By 1950 the legislation was enacted, but it limited the newly created Authority to determine feasibility only. The law required the Authority to consult with three of the world’s foremost long span bridge engineers and traffic consultants for advice on physical and financial feasibility.

In January of 1951, the Authority submitted a favorable preliminary report, stating that a bridge could be built and financed with revenue bonds for $86,000,000 but because of the shortage of materials due to the outbreak of the Korean War, legislation to finance and build the structure was delayed until early in 1952. The Authority asked the Reconstruction
Finance Corporation to purchase $85,000,000 worth of bonds.

While this agency was studying the request, a private investment banker became interested in the project, and offered to manage a group of investment companies which would underwrite the sale of the bonds. The Authority accepted the offer and was ready to offer its bonds for sale by March of 1953. There were not enough takers to guarantee successful underwriting. The money market had weakened.

In order to make the bonds more attractive, the Legislature passed an act during the spring of 1953 whereby the operating and maintenance cost of the structure, up to $417,000 annually, would be paid for out of gasoline and license plate taxes. Another effort to finance with this added inducement in June of 1953 was likewise unsuccessful, but toward the end of the year the market recovered and $99,800,000 worth of Mackinac Bridge bonds were bought by investors all over the country. Contracts which had been awarded contingent upon this financing were immediately implemented.

A Bridge Authority was created by an act of the Michigan legislature. Governor Williams appointed a Bridge Authority that proved to be impartial. David B. Steinman was brought on as the design engineer in January 1953 and by the end of the year, estimates and contracts had been negotiated. Total cost estimate at that time was $95 million with estimated completion by November 1, 1956. Tolls collected were to pay for the bridge in 20 years. The building of the bridge started May 7, 1954 with the American Bridge Division of United States Steel Corporation being awarded a contract to complete the bridge steel superstructure for $44 million dollars.

Perhaps no better man than Steinman could have been selected. He had initially put up $250,000 of his own money to prepare the initial proposal for the bridge design. Steinman was also quite familiar with the Tacoma Narrows Bridge failure in 1940, writing a book detailing design flaws that had caused the event. One important point in the loss of that structure resulted from the lack of a grid underneath the bridge to allow the air to flow through the bridge deck.

Steinman had published a theoretical analysis of suspension-bridge stability problems, which recommended that future bridge designs include deep stiffening trusses to support the bridge deck and an open-grid roadway to reduce its wind resistance. Both of these features were incorporated into the Mackinac Bridge.

The stiffening truss is open to reduce wind resistance. The road deck is shaped as an airfoil to provide lift in a cross wind, and the center two lanes are open grid to allow vertical (upward) air flow, which fairly precisely cancels the lift, making the roadway stable in design in winds of up to 150 miles per hour.

The Mackinac Bridge would let air pass, thus avoiding the oscillation that had vibrated the roadway enough to twist and tear it. Stabilizing trusses helped to complete the process of keeping the roadbed intact despite winds in the Straits of Mackinaw equal or greater than those at the Tacoma Narrows.

That the two closest communities were rural in nature meant that workers had to come from more populated areas of the state. Workers traveled from Flint, Detroit and other cities for the thrill of working on the bridge. There was great enthusiasm for the project. Work was difficult as much as dangerous, according to workers describing the experience.

The elements – wind and cold especially – were always present. “There were very few nice days there at the site,” explains one worker. “Waves could be two and a half to three feet high during storms. Winds caused shutdowns and we’d get on the boat going back. Derricks moved and it was a wonder more people weren’t hurt during the construction.

“Steelworkers are tough and hard workers, but they had to be extra careful walking out on girders a mere 18 inches wide, with bolts sticking up. They had to be surefooted and know
what they were doing especially at this place of frequent high winds.”

One photograph showing the bridge looking far from done in June, 1957, its deck not even completed, stands in stark contrast to the graceful structure that would open to the public just 133 days later, November 1, 1957. “It was the best-fabricated and built all-around bridge,” says another bridge worker. “It was well thought-out and one of the best supervised jobs that I’ve ever been on.”

The same day the bridge opened to traffic, ferry service was discontinued. The Bridge was formally dedicated on June 25, 1958. The bridge officially achieved its 100 millionth crossing – the vehicle was a motorcycle - exactly forty years after its dedication, on June 25, 1998. Its rider stated that he thought he was in some sort of trouble when he was stopped and the hoopla started. The 50th anniversary of the bridge’s opening was celebrated on November 1, 2007 in a ceremony hosted by the Mackinac Bridge Authority at the viewing park adjacent to the St. Ignace causeway.

The Mackinac Bridge is currently the fifth longest suspension bridge in the world. In 1998, the Akashi Kaikyo Bridge in Japan became the longest with a total suspension of 12,826 feet. The Mackinac Bridge is the longest suspension bridge in the western hemisphere. The total length of the Mackinac Bridge is 26,372 feet. The length of the suspension bridge (including anchorages) is 8,614 feet. The length from cable bent pier to cable bent pier is 7,400 feet. Length of main span (between towers) is 3,800 feet.

The width of the roadway is 54 feet. The outside lanes are 12 feet wide, the inside lanes are 11 feet wide, the center mall is 2 feet wide, and the catwalk, curb and rail width is 3 feet on each side - totaling 54 feet. The stiffening truss width in the suspended span is 68 feet wide, making it wider than the roadway it supports.

The height of the roadway at mid-span is approximately 200 feet above water level. The vertical clearance at normal temperature is 155 feet at the center of the main suspension span and 135 feet at the boundaries of the 3,000 ft. navigation channel.

All suspension bridges are designed to move to accommodate wind, change in temperature, and weight. It is possible that the deck at center span could move as much as 35 feet (east or west) due to high winds. This would only happen under severe wind conditions. The deck would not swing or “sway” but rather move slowly in one direction based on the force and direction of the wind. After the wind subsides, the weight of the vehicles crossing would slowly move it back into center position.

The steel superstructure can support one ton per lineal foot per roadway (northbound or southbound). The length of the steel superstructure is 19,243 feet. Each direction will, therefore, support 19,243 tons.

The bridge took first prize in Michigan’s Top Ten Civil Engineering projects of the 20th Century. Construction was staged using the 1939-41 causeway and took three and a half years - four summers, no winter construction - at a total cost of only $100 million dollars. Amid the triumph of achievement in the construction of the bridge there was tragedy as well. The building project cost the lives of five workers.

A so-called urban legend surfaced that they are entombed in the Bridge. But this is false. For one of the workers who died during the construction of the bridge, his experience harkens back to similar problems other men faced some 80 years earlier, during construction of the Brooklyn Bridge.

Diver Frank Pepper, 46, traveled up too rapidly from a depth of 140 feet on September 16, 1954. Despite being rushed to a decompression chamber, he died from “Caisson’s Disease” or the “bends.” James LeSarge, 26, lost his balance on October 10, 1954, and plunged into one of the caissons. He fell 40 feet and possibly died of head injuries caused by impact with the criss-crossing inner steel beams of the caisson.

Albert Abbott, 44 died on October 25, 1954. Abbott fell just four feet into the water while working on an 18-inch wide beam, possibly from a heart attack. Jack Baker, 28 and Robert Koppen died in a catwalk collapse near the north tower on June 6, 1956. Koppen’s body was never recovered. Both Baker and Koppen were at work on their first day at the bridge jobsite.

All five men are memorialized on a plaque adjacent to the bridge’s southern end. One worker has died since the bridge was completed. Daniel Doyle fell 60 to 70 feet from scaffolding on August 7, 1997. He survived the fall but fell victim to the 50°F water temperature. His body was recovered the next day in 95 feet of water. Continued on page 77
Shown in the large photo at left, the final step in construction of New York’s Freedom Tower was the installation of a 408 ft. antenna mast, anchored by four guy assemblies, each consisting of two 90 ft. long x 5 in. diameter synthetic cables.

Prior to installation of the guys, Yarbrough Cable in Memphis, TN load tested each cable to 400 tons—inset photo at left—cycling the load force 10 times for each cable between no load and 800,000 lbs.

The open body design of Yarbrough’s 1500 ton test machine permits quick access and facilitates rapid connect and disconnect of assemblies to be tested...ensuring quick turn-around for customers. Smaller test machines of 50 and 175 ton capacities are also available at our Memphis location. Testing capabilities at Yarbrough branch locations have recently been upgraded with new test machines of 100 metric ton capacity. All Yarbrough test machines are calibrated in accordance with ASTM E4 standards, traceable to NIST.

Our five full-service rigging shops in the Mid-South are ready to serve your testing needs. Contact one of our rigging professionals today to discuss testing for your next project.

Study it forever and you’ll always wonder...test it once and you’ll know.
Shown in the large photo at left, the final step in construction of New York’s Freedom Tower was the installation of a 408 ft. antenna mast, anchored by four guy assemblies, each consisting of two 90 ft. long x 5 in. diameter synthetic cables.

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Our tailored courses meet the training needs of all experience levels: beginner, intermediate, advanced and NCCCO prep training for Certified Rigger I & II. Hands on training is available for all rigging courses.

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Expert Witnesses In Price Fixing Cases

“There is no one correct way to structure and present expert testimony.”

Evidence

In contested price fixing cases, the testimony of expert witnesses may well be the only live evidence the jury receives. Inasmuch as price collusion is usually conducted surreptitiously or even unintentionally, the plaintiff must generally resort to circumstantial evidence to prove its allegations. Direct evidence of illegal activity quite naturally invites categorical denials.

Motive, Opportunity & Means

Whether parallel pricing activity among competitors is adjudicated to be coincidental or conceived by means of an illegal agreement often depends upon the susceptibility of the particular industry to collusive behavior. Because eyewitness evidence will usually be challenged by the alleged offenders, the accuser(s) must call upon expert witnesses to piece together the elements of the alleged conspiracy.

Often, the particular industry’s appetite for market share superiority will contribute to a presumption of collusion—especially where there is ample opportunity for discussion among competitors such as at trade association meetings.

Trade Association Involvement

Where applicable, the plaintiff’s expert will attempt to link the Defendant’s membership in trade associations to the opportunity for price collusion by citing precedent in other cases. The plaintiff’s evidence will inevitably reveal circumstances in which “cartel” members have used trade associations as a forum for antitrust behavior. The vulnerability of an association to alleged conspiratorial behavior may be exacerbated by speaker presentations and articles discussing price.

Preparation & Credibility

The strength of an expert witness’s testimony will depend to a great extent on his or her thorough understanding of the dynamics of the industry, to include all the facts and circumstances surrounding the alleged conspiracy.

At the end of the day, the jury must be convinced by a preponderance of the evidence that the expert’s economic theories represent the best interpretation of the facts. One way to this objective is to delineate the discrepancies between cost and price during the competitive period as opposed to the alleged conspiracy period. The plaintiff’s econometrician would note that something nefarious was going on which needed explanation and that the obvious hypothesis equates to some form of price fixing.

Credibility

To be effective, the expert witness must establish his or her credibility. This formula necessarily includes the number of hours devoted to trial preparation, academic career, authorship, previous litigation experience, as well as general and specific reputation in the applicable field of expertise.

Reports

Reports should be introduced to show that the expert’s methodologies have the status of professional acceptance, i.e., that his or her opinions can withstand impeachment by the opposing counsel and expert witnesses.

Simplicity and Clarity

A good expert witness has the ability to reduce complicated economic concepts to understandable language for the jury. Graphs and charts are often used to corroborate and bolster oral testimony. Competent graphics can assist the jury in focusing on the logic of the expert’s theories, findings and conclusions. A good side-by-side chart can compare the period of legally competitive behavior to the alleged period of conspiracy, showing actual costs to prices charged, compared to estimated competitive prices.

Simplicity and Time Efficiency

To reach out to the jury, well orchestrated presentation by an expert will avoid excessive

Continued on page 71
Garland Marion Knight Jr., 91, passed away peacefully in Grosse Pointe Farms, Michigan on Wednesday, April 9, 2014, with family by his side.

Garland was the co-founder and chairman of Commercial Wire Rope & Supply, now known as Commercial Group Lifting Products. Garland and his partner, David Himick, started the company in 1953 in Detroit, Michigan. Garland eventually bought out his partner and the company grew to have several Michigan and Ohio locations. Garland remained chairman of the company until his passing. He was well regarded in the industry and was a long-standing member of Associated Wire Rope Fabricators and had served on the AWRF Board of Directors.

A funeral service was held April 14th at Christ Church Grosse Pointe. Donations may be made to Christ Church, 61 Grosse Pointe Blvd., Grosse Pointe Farms, MI 48236 or the AWRF General Scholarship Fund.

Andy Murphy - 1927-2014

Andy Murphy graduated from Purdue University in 1950 with a Bachelor of Science degree in Engineering. His career began with American Steel and Wire (a division of United States Steel Corporation) - Trenton Works then Andy moved to Connecticut for American Steel and Wire - New Haven Works. He later transferred to Chicago where he worked as a field Wire Rope Engineer assisting the Sales Department with product development and customer complaints. From Chicago, Andy went to Pittsburg, CA as General Manager of the newly created Wire Rope Division (United States Steel Corp.). There he retired from U.S. Steel after thirty years.

Subsequently, in 1985 he and George Bryant co-founded Coordinated Wire Rope of Northern California, branching out from Coordinated Wire Rope of Los Angeles. They operated it together successfully for seven years before Andy retired in 1992.

Andy passed away Saturday April 5, 2014 from lung cancer.

Andy will be greatly missed by all of the people who knew and worked with him.

John Campbell Comly

We regretfully inform you that John Campbell Comly passed away on March 7, 2014.

He was the Vice President and Director of Brown and Perkins in Cranbury NJ.

For further information or to send condolences visit www.GarefinoFuneralHome.com
Jimmy L. Black - 1922 - 2014

Jimmy L. Black, of Boise, passed away Sunday evening January 12, 2014 at home. He was born September 14, 1922 in Morristown, Tennessee, to Edwin Leslie Black and Mary Sophronia Simmons. He was the youngest of three children, including a sister, Dorothy, and a brother, Lake.

As a child, Dorothy suffered from tuberculosis that resisted the known treatments of the day, so a doctor advised the family to move west where she could convalesce in a less humid climate. Having heard a good report from a neighbor about Idaho, the family left Tennessee in the late spring of 1929, traveling in an old Dodge touring car, and arrived in Twin Falls, Idaho, in July of the same year.

That September, young Jim began the first grade at Curry Union School near Twin Falls. It was during his grade school years that he first met Betty E. Qualls, his future bride. He would later graduate from Twin Falls High School, a member of the class of 1940.

During the years of the Great Depression, he farmed with his family and hired out to neighbors to farm using draft horses and mules.

In December of 1941, at the age of 19, the week following the attacks at Pearl Harbor, Hawaii, Jim enlisted in the United States Navy for the duration of the war. He completed basic training in San Diego, California, and served initially in Florida and the Caribbean Islands, then another three years in the South Pacific Theater, predominantly in and around the Solomon Islands.

Jim always felt very fortunate to have survived the war, yet heartsick that so many of his friends and classmates did not. This, he said, was why he never attended a class reunion. Still, his grandchildren remember him saying that his years in the Navy were some of the best in his life, and they enjoyed stories of his service in the engine room of a tanker ship carrying diesel and aviation fuel to the front lines, and his memories of Bora Bora in French Polynesia, and Guadalcanal and Bougainville in the South-Western Pacific.

After the war, Jim received an honorable discharge and set out for home, returning on Thanksgiving Eve in 1945. Later he would be reacquainted with Betty E. Qualls who was back in Twin Falls for her father's funeral. At the time Betty was serving in the Navy WAVES, stationed in Seattle, Washington, where, just before her discharge from the Navy, she and Jim were married on July 3, 1946.

Garland Kennedy Sr.

Garland Kennedy Sr. passed away in his sleep 12/18/2013 surrounded by family. Senior, as he was always known, ran E. L. Bearden Company, a family owned rigging shop in Corpus Christi prior to starting Kennedy Wire Rope and Sling Company with his son Garland Jr. in 1979. With Senior as President of Kennedy Wire Rope and Sling he guided the company through and weathered the ups and downs of the energy market in South Texas. The result today is a nationally known and worldwide recognized rigging shop. He was an early member and supporter of Associated Wire Rope Fabricators and had served on the AWRF Board of Directors. Those of us who have worked with him who have known him will miss him dearly.
For **tag line use** in load handling, where high voltage is a safety concern

Adapted by Miller from proven power distribution insulator technology

Fiberglass core for high strength-to-weight ratio and shatter resistance

Hydrophobic polymer sheath and sheds promote dirt and dust resistance

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Miller INSU-LINE® tag line insulators are not to be used for lifting. Only use tag line insulators with non-conductive tag lines for protection of your ground crew. For lifting applications ask for Miller’s ISO/Link-AC insulating link.

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**SPECIFICATIONS**

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Today’s rigging solutions built on over 90 years of experience.

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Netherlands based Van Beest B.V. a leading supplier of wire rope and chain fittings to the world market, with registered trade marks Green Pin and Excel has added a new distributor to its global network, the California based company, Lift-It Manufacturing Company, Inc.

Chris Keffer, Van Beest’s General Manager USA and Canada states, “We are delighted to be working with Lift-It, as they are ideally placed in the western sales region to service a large and growing market in which they are already well established. Lift-it is able to offer complex rigging solutions for both individual customers and for the OEM market. The new partnership means that Van Beest will continue to develop their global reach to customers.”

Mr. Keffer also comments, “Michael J. Gelskey, Sr., Lift-it Chief Executive Officer, has been working in the industry for over forty-one years and with his son Michael J. Gelskey, Jr. and their management team has built up a very professional company that is well respected throughout the industry”.

Mike Gelskey, Sr. states, “We manufacture the finest rigging available, but what we really offer is safety, service, technical expertise and solutions that exceed our customer’s expectations. We look forward to working with Van Beest and are honored in our association.”

When asked about the strategic alliance, Mike Gelskey, Jr. contributed, “The ability to ship 3-1/4 ton or 3000 ton shackles at a moment’s notice will further assist our customers in demanding situations and allow us to provide customer satisfaction.”

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Men’s Health Month
Take an Active Role in Your Health

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. - World Health Organization, 1948

June is Men’s Health Month! The purpose of Men’s Health Month is to heighten the awareness of preventable health problems and encourage early detection and treatment of disease among men and boys. We all know that a healthier lifestyle can allow for a life full of quality and longevity, and to a large extent, we have control over how healthy our bodies remain throughout our lifetime. While living a healthy life might seem daunting, the trick to healthy living is to make small changes in your diet, exercise, stress reduction, and disease prevention. Don’t try to make drastic changes all at once, or you’ll be destined to fail. Start by walking more, have an extra glass of water, go to bed earlier, or schedule an annual appointment with your doctor.

Eat a Healthy Diet

Healthy eating is not about depriving yourself or being unrealistically thin, it’s about feeling great, having more energy, and keeping yourself as healthy as possible. All these are achieved by learning some nutrition basics and using them in a way that works for you.

Hamburgers and french fries may taste delicious, but they’re not doing your body any favors. A diet high in fruits, vegetables, whole grains, lean meats, and beans can improve your health and quality of life. If changing your diet seems like a daunting task, start small. Small changes can add up to big results.

• Eat a banana with your breakfast
• Add a tomato to your sandwich or peppers to your pizza
• Have a side salad with lunch and dinner
• Switch soda for water
• Eat in moderation. Have one cookie, not five

As changes become habit, you can continue to add more healthy choices to your diet. Remember that every change matters. You don’t have to be perfect or completely eliminate foods that you enjoy. Don’t let missteps derail your – every healthy food choice you make counts.

Don’t Forget to Exercise

If you’re looking to feel better, have more energy, and live longer, look no further than exercise. The health benefits of regular physical activity are hard to ignore. Regular exercise can control weight and help prevent weight gain and maintain weight loss. It can also prevent and help reverse age related decreases in muscle mass and strength. Exercise stimulates brain chemicals to make you feel happier, more relaxed, and boosts energy. The risks for health complications such as heart disease, stroke, diabetes, obesity, and high blood pressure can also be reduced with exercise.

When it comes to working out there are many excuses to give as to why not to work out. “I’m too busy.” “I don’t know where to begin.” “I’m just not motivated.” As with eating healthy, start small. Incorporate movement into your life in simple ways:

• Go for a walk around the neighborhood after dinner

Continued on page 56

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<tr>
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<td>Hand, Wrist &amp; Finger Safety</td>
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<td>Reporting for Work, Your Safety Responsibilities</td>
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<td>Respirators &amp; How to Use Them</td>
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<td>Safe Operation of Overhead Cranes</td>
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<td>Safety Showers &amp; Eye Washes</td>
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<td>Supervisor’s Guide to Accident Investigation</td>
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<tr>
<td>Workplace Stress</td>
<td>complete training program</td>
<td>DVD</td>
</tr>
</tbody>
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Sales Versus Expenses: The On-Going Civil War

One of the never-ending challenges in improving profitability is that there is a great deal of uncertainty within many firms as to what sorts of actions should receive the most attention. This uncertainty is seen most clearly in trying to determine the relative importance of sales growth versus expense management.

The sales versus expense issue is exacerbated by the fact that sales growth has great public relations while expense control has the world’s worst PR. For most managers sales growth is what is right and good, while expense control is considered inherently evil, at least until sales start to fall.

This report attempts to provide a non-emotional perspective regarding the degree to which sales growth and expense control should be emphasized in the firm. It will do so by considering two different aspects of the “what to work on” issue:

- The Profit Impact of Sales and Expenses—An examination of the relative impact of changes in sales and expenses.
- Integrating Sales and Expenses—Suggestions for establishing a unified approach to profit improvement for the firm.

The Profit Impact of Sales and Expenses

The first step in reconciling sales and expenses is to look dispassionately at the impact of each of these factors on bottom-line results. Exhibit 1 does this for the typical AWRF distributor based upon the latest PROFIT Report. It is important to note from the outset that the exhibit examines how profit might have been different this year under alternative scenarios.

As can be seen in the first column of numbers, the typical firm generates $10,000,000 in sales, operates on a gross margin of 35.5% of sales and produces a bottom line profit of 4.0% of sales or $400,000.

Since the analysis is being conducted for this year, it is important to break expenses out into their fixed and variable components. Fixed expenses are overhead expenses that will not change during this year unless the firm takes a specific action to change them. For example, hiring an additional office employee would increase the firm’s fixed expenses.

Variable expenses are those that will change automatically along with sales during the year. Items such as sales commissions and bad debts fall into this category. They tend to be a relatively consistent percentage of sales.

Fixed expenses for this typical AWRF firm are assumed to be $2,550,000 while variable expenses are 6.0% of sales. These are, of course, estimates. They represent a serviceable approximation for all AWRF members. None of the conclusions of the analysis will be changed if the estimates are off a little.

The last two columns of numbers look at the profit implications of either increasing sales or decreasing total expenses. In both instances the improvement factor is 5.0%. That is, sales are increased by 5.0% or expenses are decreased by the same exact 5.0%.

With a 5.0% sales increase, the first three lines on the income statement—sales, cost of goods sold and gross margin—all increase by 5.0%. Since the analysis focuses on this year, the fixed expenses remain the same. Variable expenses increase along with sales and continue to be 6.0% of the sales volume. The impact is a profit improvement of 36.9%, from $400,000 to $547,500.

In the last column of numbers net sales, cost of goods sold and gross margin remain constant. Instead of a sales increase, total expenses are reduced by 5.0%. Note that total expenses are reduced, including both fixed and variable. This means that no lines items are sacrosanct, including commission rates paid.

As can be seen, an expense reduction of 5.0% drives profit up slightly more than a sales increase of the same magnitude. Specifically, profit increases from the $400,000 figure to $557,500, an increase of 39.4%.

---

Exhibit 1

<table>
<thead>
<tr>
<th>The Impact of 5.0% Sales and Expense Improvements for the Typical AWRF Member</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income Statement ($)</strong></td>
</tr>
<tr>
<td>Net Sales</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
</tr>
<tr>
<td>Gross Margin</td>
</tr>
<tr>
<td>Expenses</td>
</tr>
<tr>
<td>Fixed Expenses</td>
</tr>
<tr>
<td>Variable Expenses</td>
</tr>
<tr>
<td>Total Expenses</td>
</tr>
<tr>
<td>Profit Before Taxes</td>
</tr>
</tbody>
</table>

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| **Income Statement (%)** | **Current** | **Net Sales** | **Total Expenses** |
| Net Sales | 100.0 | 100.0 | 100.0 |
| Cost of Goods Sold | 64.5 | 64.5 | 64.5 |
| Gross Margin | 35.5 | 35.5 | 35.5 |
| Expenses | | | |
| Fixed Expenses | 25.5 | 24.3 | 24.2 |
| Variable Expenses | 6.0 | 6.0 | 5.7 |
| Total Expenses | 31.5 | 30.3 | 29.9 |
| Profit Before Taxes | 4.0 | 5.2 | 5.6 |
This set of economics represents a truism for managers in all situations. Expense cuts will always produce greater increases in profits than sales increases of the same magnitude. Always is a fairly strong word. The hard cold profit analysis says nothing about the ease of making the changes or management's enthusiasm for doing so. Still, more is more.

**Integrating Sales and Expenses**

To reiterate, expense control will always have a bigger “bang for the buck” than will increasing sales. At the same time, sales growth will always warm the cockles of a manager’s heart much more than expense control. The challenge is to find approaches that balance both sides of the impact versus enthusiasm argument. Four such approaches are important.

**Positioning Productivity Properly**—For a lot of managers, productivity is the silver bullet for controlling costs. The idea is to maintain sales growth and allow new technology to deal with the costs issues. This is a dangerous perspective.

Indeed, every firm also must stay on top of new technology to enhance productivity. However, every firm also must be aware that in the long term such enhancements will not solve the expense challenges ad may not even diminish them significantly.

To use professorial language, technology is a necessary—but not sufficient—vehicle for controlling costs. Each and every firm that fails to stay on top of technology will be at an expense disadvantage vis-à-vis its competition. However, such an investment will only allow the firm to maintain cost parity versus the competition. The motto should be invest steadily, but continue to look beyond new technology.

**Order Economics**—Distributors in every line of trade continue to do too much work. Of greatest significance they process too many small orders which are inherently uneconomical. Every possible effort has to be made to put more lines on every order and increase the order line value. Even a small change to the average order value has significant cost implications for the firm. If done properly—more aggressive add-on selling and increasing the firm’s in-stock position—sales will increase on the same overall workload. In other terms, sales are up a lot while expenses are up a little.

**Service Profile**—There has been something of a rush in recent years to pile on additional services to strengthen customer support. Some of those services are extremely beneficial. Others are blatantly redundant.

The key for management is to line up the firm’s service profile with the factors that customers truly think are important. Eliminating redundant services is actually going forward, not backward.

Re-thinking the Customer Set—All customers are not created equally. Some are wonderful to work with, some are terrible. From an economic perspective, only a small sub-set of customers are truly profitable for the distributor. It is essential to focus on customer profitability as a management responsibility.

**Moving Forward**

Distributors must balance sales and expenses. The traditional either/or thinking must be modified to reflect the opportunities to increase sales and control expenses simultaneously. The profit implications of such actions are substantial. Alas, achieving the profit potential requires new thinking by management.

**About the Author:**
Dr. Albert D. Bates is founder and president of Profit Planning Group. The company recently released *Profit is Everybody’s Business*, a DVD-based training program to ensure that all employees understand what drives profit.

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It’s a time of celebration as Alps Wire Rope Corporation completes its realignment of facilities. Our Columbus Ohio warehouse moved to our new location in Harrisburg, Pennsylvania.

The new warehouse in Harrisburg, Pennsylvania is now open for business! The new address for Harrisburg is as follows:

Columbus, Ohio warehouse has been part of Alps Wire Rope Corporation for over 21 years. We thank all of our employees who have made Columbus one of Alps most successful warehouses. Rocky Chapman has been the heart and soul of this warehouse, successively managing the warehouse and working with our customers. “Rocky is the one of the key people who has made Columbus successful and we are grateful for all of his dedication and hard work,” says Brad Benner, President of Alps Wire Rope Corporation. Rocky has been given the opportunity to move with the company and he is part of the team who is opening the new warehouse in Harrisburg, Pennsylvania.

Rocky was one of the many long term employees at the Columbus warehouse. Travis Zelvik and Eric Strawser are also long term employees of Alps Wire Rope Corporation. We have come to rely on our Columbus team for their devoted skills and expertise. Thank you to our Columbus Ohio team for all of the contributions throughout the years.

This is the final move for Alps Wire Rope Corporation’s strategic realignment process. Alps warehouses are strategically positioned around the United States to provide fast delivery of our diverse line of quality wire rope. Alps’ strives to meet and exceed expectations and better perform by consistently supplying superior service to meet the demands of our customers and the needs of the wire rope industry.

Thank you to all of our customers who have continued to trust in the Alps Pinnacle brand and who have supported our efforts to bring quality, dependable wire rope people can rely on.

We look forward to a new era in Harrisburg Pennsylvania. Here’s to continued dedication to the wire rope industry, all the new challenges and many more years of continued success. Hello Harrisburg!

Houston, TX – March 27, 2014 – SBP Holdings, through its wholly owned subsidiary Bishop Lifting Products, has completed the acquisition of Delta Rigging & Tools headquarteried in Houston, TX.

Bishop Lifting Products and Delta Rigging & Tools specialize in the fabrication and distribution of slings, wire rope and rigging products, crane and rigging inspection services, engineered solutions, and equipment rentals. The combined Company will go to market under the brands Bishop Lifting Products, Delta Rigging & Tools, Delta Rentals & Rigging, and Morgan City Rentals. The Company currently operates 23 branches in Texas, Louisiana, Oklahoma, Kansas, Colorado and North Dakota with over 700 employees. Derrick Deakins, President of Bishop Lifting Products, states, “the combination of Bishop Lifting and Delta will bring great value to our customers. The wide spectrum of products and services, extended geographic footprint, and technical expertise created by the acquisition positions Bishop Lifting Products to become the clear leader in the wire rope and rigging industry. The addition of rental equipment services will be a new offering that will benefit the combined customer base.”
Ferndale, Wash. (March 4, 2014)—Samson is pleased to announce the debut of Manitowoc Cranes’ Grove RT770E rough-terrain crane utilizing Samson’s KZ™100, the first synthetic hoist rope designed specifically for mobile cranes today at CONEXPO 2014. KZ™100 and the RT770E can be found at Manitowoc’s Gold Lot Booth 2137.

KZ™100 is a product of joint application development between Samson and Manitowoc, supported by fiber supplier DSM Dyneema®, and ushers Samson into the crane industry. “Samson is very excited to be entering the crane industry by working in a close collaborative partnership with a company as innovative as Manitowoc,” said Michael Quinn, Samson’s director of new market development. “Together, we were able to leverage the experience and technical expertise of both Research and Development teams to bring the market something that is completely new and offers numerous benefits to the end user.”

In an industry where safety is the No. 1 priority, KZ™100 is a lightweight alternative to traditional steel wire rope which provides multiple benefits for safe and easy handling. With the same load pull and load chart as wire, KZ™100 can be used with a 5:1 safety factor. It is 80% lighter than the wire it replaces, making for easy handling/reaving and installation. Synthetic KZ™100 does not rust and requires no lubing. The unique construction eliminates kinking, bird caging, and damage caused by diving on the winch drum. Because of its torque-neutral construction, KZ™100 eliminates load spin and cabling, making it a favorite among crane operators who have lifted loads with the rope.
In 1987, wire rope fabricators and distributors found it difficult to obtain adequate products liability insurance at consistent, affordable rates. That crisis prompted a group of wire rope fabricators and distributors to form their own Captive – Select Insurance Group of North America, Ltd. (S.I.G.N.A.L.).

S.I.G.N.A.L. Provides a stable insurance alternative to the traditional insurance market, and also offers price stability. S.I.G.N.A.L. is the source for a competitive products liability insurance program with added value.

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Industrial Training International (iti.com), a world leader in crane, rigging and lifting educational services, is very pleased to announce a new, comprehensive training program that aims to provide foundational knowledge in the arena of rigging engineering.

**Fundamentals of Rigging Engineering** combines 14 of the brightest minds in the lifting and hoisting industry with an innovative and intuitive learning format to produce a program that is truly extraordinary. Notably, this Program is being developed under the guidance and management of J. Keith Anderson who currently serves Bechtel as its Chief Rigging Engineer. Mr. Anderson has just released a book titled *Rigging Engineering Basics*, which is the fundamental text for this Program. Learn about the Program at [riggingengineering.com](http://riggingengineering.com).

Heavy crane, rigging and lifting activities take place in a variety of industrial environments. Engineers come on the scene with backgrounds in mechanical, civil, structural or other branches of engineering. However, in most engineering degree programs, students learn little to nothing about crane and rigging activities. Most engineers who enter this field are then required to learn on-the-job.

On the other end of the spectrum are field-experienced crane and rigging managers who have graduated through the ranks to take on key roles such as lift planner, crane or rigging superintendent, or master rigger. In general, these individuals have already learned a great deal on-the-job, but lack the formal engineering education behind load handling activities.

**Fundamentals of Rigging Engineering** seeks to serve both of the aforementioned groups by providing foundational knowledge in rigging engineering by exposing students to what they need to consider and provide them with the resources to assist them in solving lifting challenges when they arise.

**Program Highlights**

**250+ Hours**

With engaging problem-solving assignments, video instruction from leading engineers, reading assignments, discussion questions and exams, participants will be challenged and conditioned with over 250 hours of theory and practice in rigging engineering. Learn more on the About Page.

**14 Industry-Leading Engineers as Instructors**

If you were to set out and build a “dream team” of engineers involved in crane, rigging, and load handling activities, these industry-leaders would be on it!

Participants will learn and interface with these engineers, gaining knowledge from the best in the business. Learn more on the Instructors Page.

**10 Courses to Choose From**

This Program is comprised of five “required courses” and five “elective courses”. Participants wishing to complete the entire Program must complete the required courses as well as two elective courses. The required courses encompass the core elements of rigging engineering, while the electives allow participants to select subjects more specific to a few skill areas including heavy transport, regulations, advanced hands-on rigging and more. Learn more on the Courses Page.

**Hybrid Learning Formats**

**Online & On-Demand | Hands-On**

Much of the feedback received about this Program from engineers in the industry was that they preferred it to be achievable online and on-demand. By delivering the Program in this format, participants are able to learn from a distance and complete the Program while they are working. In addition, there are several elective courses that allow participants to learn at ITI Training Centers in a hands-on learning environment. Learn more on the Format Page.

Fundamentals of Rigging Engineering will be available in January 2015. If you are interested in being a part of the initial student “intake”, ITI is offering a promotional registration opportunity. For more information regarding this promotion or general information about the Program, visit [http://www.riggingengineering.com](http://www.riggingengineering.com), or contact ITI Manager of E-Learning & Digital Services, Christina Lanham at christina@iti.com or 360-225-1100.
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2014 45 Slingmakers
Akin to Charleston, South Carolina, its sister historic city just up the coast, Savannah, Georgia catches the eye and imagination with its architecture, riverside setting, gardens, and atmosphere. One can stand on the historic riverbank and soak it all in from the cobblestones long in place. But soon a cargo vessel looms up from below the new cable-stay bridge not far upriver. Piled high with cargo containers and moving relatively swiftly toward the open ocean 18 miles downstream, the vessel brings us back to the present bustling world of commerce.

The world-class facility has over 100 rubber-tired gantry cranes (RTGs), 23 ship-to-shore cranes – with four additional cranes soon to be received – 16 of which are Super Post Panamax Cranes. In short, Savannah’s Port and all its wire rope, synthetic ropes and fittings is the gateway for commerce in the Southeast. This is a topnotch hub of transportation for the entire US. Those fittings and ropes also keep the port the fourth busiest, as well as the fastest growing, port in the nation.

On February 12, 1733, James Edward Oglethorpe and his English settlers landed at Yamacraw Bluff. The city of Savannah was founded on that date, along with the colony of Georgia. In 1751 Savannah and the rest of Georgia became a Royal Colony and the nascent town of Savannah became colonial capital of Georgia. By the outbreak of the American Revolutionary War, Savannah had become the southernmost commercial port of the Colonies. British troops seized the city in 1778. But the next year French and American soldiers tried and failed to take back the valuable port.

The British troops hung on until after the war actually ended, leaving in July 1782. Savannah, a well-heeled seaport throughout the nineteenth century, was the Dixie’s sixth most populated city. Sherman paid a visit just before Christmas, in 1864 when authorities negotiated a peaceful surrender, and the Yankees marched into the city at dawn. Savannah was named for its nearby river which probably derives from different names for the Shawnee migrating to the river in the 1680s. The Shawnee destroyed another Native people, the Westo and their lands at the head of the Savannah River’s navigation on the fall line close to today’s Augusta. These Shawnee were known by several local variants, including Shawano, Savano, Savana and Savannah. Some other explanation is Savannah refers to the all-encompassing marshlands surrounding the river for miles inland, and is derived from the English term savanna, a type of tropical grassland, which was lent by the English from Spanish sabana and used in the Colonies. The Spanish word comes from the Taino word zabana. Also, the name may have come from the Algonquin word for “southerner” or simply “salt.” Savannah lies some 20 miles upriver from the Atlantic Ocean. The city has a total area of 108.7 square miles, of which 103.1 square miles is land and 5.6 square miles water. Five point fifteen percent of Savannah is the primary port on the river – the largest port in the
state of Georgia. It is also located near the Intracoastal Waterway. Georgia's Ogeechee River flows toward the Atlantic Ocean some 16 miles south of downtown Savannah. The city is prone to flooding and suffers Cape Verde type hurricanes as well. Five canals and several pumping stations have been built to help bring down the effects while the Fell Street Canal, Pipemaker's Canal, Kayton Canal, Springfield Canal and the Casey Canal, with the first four draining north into the Savannah River.

For all its history and spell, Savannah’s Garden City facility is the largest single-terminal container port in North America. There is 9,700 feet of contiguous berth space at this location, giving the site greater flexibility to meet shifting schedules. Ocean, road, rail and distribution centers come together insuring that area commerce comes together in a low-cost, environmentally-friendly manner. The area has great synergy with four million square feet of warehouse space within 30 miles of the port as well. This fact means that distribution to key area markets is streamlined and economies of scale, environmental enhancements and service levels for businesses is particularly attractive.

With the increased shipping volumes from the widened Panama the port will be deepened from its current 42 feet of depth at low tide to 47 feet. Five feet may not seem like much but that change in depth is actually critically important to customers at the port. This will actually allow container ships to add additional cargo to their vessels, coming into the port and going out. Goods produced in Georgia will be able to be sold cheaper overseas, making the US more competitive in the world’s marketplace.

Changes will bring about some $213 million dollars in gross savings every year at the port.

The 1,200-acre Garden City container terminal, as well as Ocean Terminal, which handles autos and machinery, outsized project cargo and other break-bulk cargo highlight the ease of doing business here. As the single largest terminal in the country, owned and operated by the GPA, the Garden City Terminal provides scheduling flexibility for shipping lines and faster turn times for trucks. Savannah also offers more efficient transfer to its two on-terminals, Class I railroads and direct connections to Interstates 95 and 16 – both of which mean improved speed to market across the Southeast.

As the number two export facility in the nation, the Port of Savannah contributes significantly to promoting American businesses in the global marketplace. The Port of Savannah moved 2.95 million twenty-foot equivalent container units (TEUs) in 2013. Of the total container volume, a record number, 314,623 containers, were moved by rail. This constitutes a 4,600-container increase over FY2012, itself a record year. Counting all cargo, Savannah moved 24 million tons over the fiscal year – an increase of 651,250 tons or 2.4 percent – contributing to the Georgia Port Authority’s record total of 27.2 million tons of cargo moved across all docks.

Businesses in the Southeastern U.S. rely on Georgia’s deep water ports to provide efficient gateways to international markets. It is therefore imperative that the Savannah Harbor Expansion Project (SHEP) remains on schedule. In 2013, the GPA received final approval for its harbor deepening, which will allow the Port of Savannah to more efficiently serve Post-Panamax vessels and lower shipping costs for containerized trade by $213 million a year.

There are 25 post-Panamax ship-to-shore cranes at the Port of Savannah’s Garden City Terminal. The cranes allow ships to be loaded at incredible speeds and for trucks to leave the area for all parts of the country with goods or enter the port facility with vast amounts of products, goods and produce for export.

“Our ship-to-shore container cranes move roughly 3 million twenty-foot equivalent container units per year. The Port of Savannah is largely Asia-centric – moving most of our exports to Asia and receiving most of our imports from that region,” explains Georgia Port Authority’s Edward Fulford. “The Panama Canal widening project is not yet complete and has not had any direct impacts on us yet. But according to Curtis Foltz, our executive director here at GPA, the economic incentive of reduced cost per shipping container is driving a transition to Post-Panamax-sized vessels.

“Just as ships in this class are already calling on our ports via the Suez Canal, they are calling on West Coast ports today. To date, the only speed bump in bringing those ships from the West Coast to the East Coast has been the Panama Canal. It is logical to assume that shippers will keep cargo destined for eastern U.S. markets on the water and deliver it to Savannah and other East Coast ports. This is, by far, the most efficient mode of freight movement. Debate exists regarding the magnitude of growth through East Coast ports, but lower shipping costs will translate into incremental growth.”

The Garden City Terminal is owned and operated by the GPA and is a secured, dedicated container terminal, the largest of its kind on the U.S. Atlantic and Gulf coasts. The 1,200-acre single-terminal facility features 9,693 feet of continuous berthing and more than 1.3 million square feet of covered storage. The terminal is equipped with fifteen high-speed container cranes (4 super post-Panamax and 11 post-Panamax), as well as an extensive inventory of yard handling equipment.

Continued to page 64
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Slingmakers 54 2014
Chant Acquires Cumberland Equipment Line

New Britain, PA based, Chant Engineering is proud to announce the acquisition of the Cumberland Equipment Line, a division of Cumberland Sales Company (CSC), Nashville, TN.

The Cumberland Equipment Line started in 1992 specializes in a variety of products from take-up and payout equipment to turntables and meter stands with their specialty in the Cumberland Gantry Style Take Up Machine rated at 5,000 to 60,000lbs reeling capacity. The Cumberland Gantry Style Take Up Machine is well known for the heavy duty capabilities required for big rigging shops as well as provides the perfect amount of back tension needed for proper wire rope spooling.

“This is a fantastic acquisition for Chant Engineering and we are very excited,” says Philip Chant, President of Chant Engineering. “This was the one machinery line we did not make or distribute and will now enable us to be a ‘one-stop shop’ if you will.”

Started in 1976, Chant Engineering has steadily developed their brand as a diversified engineering company that designs, manufactures, services and calibrates testing machines, systems and related accessories for worldwide industrial and military customers. With the addition of the Cumberland Equipment Line, Chant is primed for growth, offering the complete equipment needs for rigging shops.

“Chant Engineering is the pinnacle in equipment manufacturing, we couldn’t be happier about Cumberland Equipment becoming a part of their product line,” said Pat Poe, President of Cumberland Sales Company. Cumberland Sales Company will continue in the wire rope and industrial sales business.

The recent acquisition comes on the heels of Chant’s facility expansion (January 2014) and partnership with Talurit AB (2012). Chant Engineering’s main objective is to keep customer service at the forefront of their business model.

“Chant Engineering has had phenomenal growth and this acquisition will only enhance our position as the premier machinery supplier to the rigging industry,” said Philip Chant.

(Pictured Left) Pat Poe, President of Cumberland Equipment - Shown with Gantry Style Take Up Machine.

(Pictured Above) Philip Chant, President of Chant Engineering
• Take the stairs rather than elevator
• Play outside with your children
• Do work around the house

Aim to have 30 minutes of physical activity most days of the week. Start with the small tips above, and then find a program or exercise you enjoy and make a small time commitment. As exercise becomes a habit, your schedule will conform to exercise, and not the other way around.

Manage Your Stress

Stress is a normal psychological and physical reaction to the demands of life. Over time, high levels of stress can lead to serious health problems. It’s important not to wait until stress has negatively impacted your life, relationships, health, or work. By practicing an array of stress management techniques people can effectively manage the stress in their lives. Managing stress is about taking control of your thoughts, emotions, schedule, and finding the right de-stressors for you.

Start by identifying your stress triggers. Ask yourself, “What situations cause me the most stress?” These can be work pressures, relationship problems, financial issues, commute problems, etc. Stressors can also include happy events, like planning a wedding or preparing for the birth of a child.

Once your stressors are identified, you can develop strategies and techniques to manage them; for example, take a 5 minute break at work and think about something that makes you happy - your dog for instance. Other stress reduction techniques include:

• Exercising is a natural de-stressor. Go for a run or take a walk in the park and enjoy nature
• Listening to music. Create a playlist that makes you happy. This can be your favorite songs, nature sounds, or soothing music. Focus on the sound and let yourself be caught up in the music.
• Take time to relax. Do something you enjoy – watch sports, cook, read, spend time with your family, etc.

Maintaining a healthy lifestyle can also help to manage stress. Eat well, exercise, and get enough sleep. Your healthy lifestyle can help you manage period of high stress. Remember that you don’t have to come up with these strategies alone. Talk to your family and friends and see what stress relieving techniques they employ in their lives.

Take an Active Role in Your Health

Preventive medicine, preventive screenings, and preventive health are vital to living a longer and healthier life. But where to begin? Start by going to the doctor, and having regular checks of your health. Getting the right screening test at the right time is one of the most important things a man can do for his health. Screenings find diseases early, before symptoms can develop, when they’re much easier to treat. Early heart disease can be caught by testing for high blood pressure or cholesterol. Finding diabetes early may help prevent complications such as vision loss and impotence.

High Blood Pressure

In the United States, 67 million (1 in 3) adults have high blood pressure, and only about half have their conditions under control. High blood pressure, also called hypertension, is dangerous as it makes the heart work harder to pump blood to the body, and contributes to the hardening of the arteries, and the development of heart failure. The exact causes of high blood pressure aren’t known, but several factors and conditions can play a role in its development, including: smoking, being overweight, poor diet, alcohol consumption, stress, and old age.

How often blood pressure is checked depends upon how high it is and what other risk factors you have. A healthy man should have his blood pressure checked every two years, while someone who is overweight might be check annually. High blood pressure can lead to severe complications without any prior symptoms, including an aneurysm – dangerous swelling of an artery. However, it is treatable, and when treated, you may reduce your risk.
for heart disease, stroke, and kidney failure. The bottom line is, know your blood pressure, and if high, work with your doctor to manage it.

**Cholesterol**

Cholesterol is a waxy, fat-like substance made in the liver and other cells; it’s also found in certain foods, like meat, eggs, and dairy. Some cholesterol is needed for the body to function properly; however, when there is too much, health problems, such as heart disease, can develop. Too much cholesterol causes plaque, a fatty deposit, to build up on your artery walls. It’s similar to rust on the inside of a pipe. This build-up can progress, without symptoms, for many years. Over time it can lead to heart attack and stroke.

Starting at age 20, men should be screened if they’re at an increased risk for heart disease. For instance, someone who is overweight or has a family history of high cholesterol needs earlier testing. Beginning at 35, healthy men need regular cholesterol testing. Lifestyle changes and medication can reduce high cholesterol and lower the risk of heart disease.

**Type 2 Diabetes**

Type 2 diabetes is a condition where blood sugar levels are elevated due to impaired utilization of insulin, decreased production of insulin, or both. Diabetes is the 7th leading cause of death in the United States, and over ten million Americans have been diagnosed with diabetes and at least half as many more are thought to have undiagnosed diabetes. Uncontrolled diabetes can lead to heart disease, stroke, kidney damage, blindness, nerve damage, and impotence. People with diabetes are 2 to 4 times more likely to have a heart attack or stroke than people without diabetes.

Especially when found early, diabetes can be managed and complications can be avoided with changes in diet, exercise, weight, and medication. Healthy adults should be tested for diabetes every three years starting at age 45, as the risk for type 2 diabetes increases with age. Adults who have a higher than normal risk should be checked more frequently than every three years; for example, people who are overweight or who have blood relatives with type 2 diabetes.

**Prostate Cancer**

Prostate cancer is one of the most common cancers, second only to skin cancer, found in American men. It is generally a slow growing cancer; however, there are also fast growing, aggressive types of prostate cancer. A man’s risk of prostate cancer increases with age, and screening tests can help find the disease early, sometimes before symptoms develop, when treatments are most effective. Prostate testing for a healthy man may include a digital rectal exam (DRE) and a prostate specific antigen (PSA) blood test. The American Cancer Society advises each man to speak with his doctor about the risks and possible benefits of the PSA test. Discussions should begin at: age 50 for the average-risk man, 45 for men at high risk (including African-Americans), and 40 for men with a strong family history of prostate cancer.

Remember, creating a healthy lifestyle doesn’t have to mean drastic changes. Make small changes in how you live each day and reap the benefits. Good habits can go a long way in helping you feel well and stay healthy. Are you a Healthy 100 member yet? What are you waiting for? It’s free and you’ll receive great nutrition and health tips from Florida Hospital. Sign up today at www.healthy100.org. We want to hear from you! Don’t forget to submit your personal wellness journey or what you are doing as an organization to integrate healthy behaviors into your workplace to Barbara Gilbert at barbaraawrf@att.net for an opportunity to be featured in Slingmakers!
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All Material Handling is announcing a new “L” option for 1t to 5t MA series hand chain hoist and ¾t to 6.3t LA series lever hoist: Self Locking Hooks are also available as individual parts for update of existing hoist. Self locking hooks are designed to be closed by the load being lifted. They are easily assembled into the standard bolted hook blocks allowing complete hook inspection per ASME B30 safety code.

AMH distributors may specify top and bottom Self Locking Hooks by adding a “L” code at the end of the model number as explained in the new price list made available to them.

Hoists, equipped with the “L” option or with previously announced USA load chain “U” option, are assembled and tested at one of AMH’s US service centers. A new inspection and test certification, by individual serial number, will be packaged with each unit identifying the service center’s address and the technician responsible.

If equipped with “U” option the hoist bodies will also display “USA LOAD CHAIN” and “USA ASSEMBLED & TESTED” stickers.
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Savannah Harbor Expansion Project has been approved and is ready for construction as well. The Savannah Harbor Expansion Project (SHEP), designated as part of the President's “We Can't Wait Initiative,” is considered a project of national significance and is the next major harbor deepening project that is now ready for construction. SHEP has the highest benefit-cost ratio of any pending major harbor construction project — every dollar invested would generate 5.5 dollars in benefits to the nation. SHEP would provide an estimated net savings on shipping of $174 million a year, allowing the nation to recoup construction cost in under four years.

Serving companies located in all 50 states, Georgia's deep-water ports are strong economic engines for the Nation. The fourth largest container port in the nation, Savannah's primary markets encompass 138 million people—44 percent of U.S. consumers and businesses. Savannah handles 8% of all US containerized trade and nearly 12% of US containerized exports.

As the nation's second largest port with respect to containerized exports, SHEP is critical to meeting the goals of the National Export Initiative. Exports make up 62% of Savannah's containerized tonnage. By deepening the Savannah River to 47 feet, the project will enable the port to more efficiently serve the larger vessels expected to call in greater numbers after the 2015 expansion of the Panama Canal. This translates to cost savings for US companies shipping goods through Savannah.

Originally authorized in WRDA 1999, the project has completed the most rigorous economic, environmental, and engineering analysis of any pending harbor project in the nation. The SHEP has received strong bipartisan support at both federal and state levels since its original authorization.

The SHEP has been recommended to Congress for construction by a Record of Decision and a Report of the Chief of Engineers and approved by the Departments of Commerce and Interior, the EPA, and the regulatory authorities of the States of Georgia and South Carolina.

While the federal government has yet to appropriate a substantial amount for the construction of this project, the state has thus far allotted $231.1 million to SHEP. Actions can be taken by the Corps of Engineers, subject to OMB approval, that would allow construction to begin this year on the SHEP.

The total economic impact of Georgia's deep-water ports is $67 billion, and $4.5 billion in federal taxes. The Georgia Ports Authority supports more than 352,000 full- and part-time jobs and approximately $18.5 billion in personal income annually. On average, every dollar initially spent by the ports industry and ports users generates an additional 70 cents for the economy.

The Port of Savannah has unmatched intermodal connections in place to service future cargo needs with two Class I railroads, both Norfolk Southern and CSX, located on terminal. No other port in the nation has such strong intermodal capabilities in place.

Garden City Terminal, conveniently located less than 6 miles from I-95 and I-16, has the necessary landside connections to efficiently move US cargo to market. Construction of
a highway by the State of Georgia connecting the terminal facilities with these interstate corridors is underway and will be complete in 2015 allowing direct limited access highway connection to the gates. It is this type of port connectivity that is critical to keeping U.S. businesses competitive and improving our nation’s economy.

The Port of Savannah has the facilities, funding, intermodal connections and approvals to move forward now. It makes sense for our economy and for our nation’s trade to start construction of the Savannah deepening project.

September 21, 2005, the Georgia governor announced that retailer Target would build a two-million-square-foot import warehouse at the Savannah River International Trade Park, located four miles from the Garden City Terminal at the Port of Savannah. The import warehouse opened on June 8, 2007, and handles overseas cargo and merchandise for Target Corporation’s Southeast stores.

On December 13, 2005, Perdue and IKEA officials announced that the world’s largest home furnishings retailer has plans to build a 1,700,000-square-foot distribution center on 115 acres at the Savannah River International Trade Park. The first phase of the project consists of a 685,000-square-foot facility, which opened on June 27, 2007. The company also plans to expand the initial facility by approximately 975,000 square feet in the future.

Heineken USA opened a distribution center in February 2008 that will handle 4,000 containers a year, moving from breweries in the Netherlands to distributors in Georgia, and five other southern states. The facility will handle 7 million cases of Heineken and Amstel brand beverages every year.

On April 10, 2007, Maersk Line announced the Port of Savannah would be a port of call. With the addition, Arlington, Va.-based Maersk Line now has five services calling on the Port of Savannah. The MECL2 service will increase Savannah’s Indian, Middle Eastern and Mediterranean trade.

“In response to the needs of our customers, who have long sought a weekly U.S. direct service from southern India, this unique service to enhance Savannah’s port,” explained a Maersk spokesperson. “Our goal is to reduce transit time between the two destinations by as much as four days, while also providing expanded port coverage, optimal sailing frequency and unmatched schedule integrity.”

“We appreciate Maersk Line’s confidence in the Georgia Ports Authority’s facilities and services by selecting Savannah as the shipping firm’s service’s first port of call on the U.S. East Coast,” said Doug J. Marchand, executive director of the GPA.

Other growing companies see a future at the port lying beside the graceful and historic Georgia city.

“The efficiency that Rayonier sees in the Port of Savannah, through the Georgia Ports Authority, is not one that we see in many ports,” says Paul Boynton, Rayonier Executive Chairman, President & CEO It’s well run. It’s well organized. It’s very efficient. The costs are low. When you are a private enterprise, you look for partners that want to operate and do operate like you do.”

“Savannah’s single terminal lets us come in and out, drop and pick – regardless of carrier, chassis or dray provider – in one seamless move for best-in-class turn times,” according to Reade Kidd, Home Depot Director of International Logistics.
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New “Camesa Mobile” app allows operators to access product details and make calculations.

KANSAS CITY, Mo. - Camesa, a global leader in electromechanical cable (EMC), announced the launch of its new mobile app to assist wireline operators in the selection and use of Camesa products. The first app of its kind from an EMC manufacturer, the app empowers users by bringing product information and customer support to their fingertips.

The mobile app named “Camesa Mobile” offers several key functions that enable real time data collection by allowing customers to scan bar code tags to get product information and the ability to reorder products, helping to optimize inventory and reduce ordering mistakes. Also, notification features can alert customers of production and new product information.

“As we continue to help our customers work more efficiently and effectively, we believe Camesa Mobile will not only save them time and money, but will play a vital role in their inventory management,” said Dustin Dunning, Camesa sales manager. “This new app will allow operators to get important information and make crucial calculations in the field or at the office."

Camesa Mobile features industry specific calculators, including drum capacity, short locator, weak-point locator and sinker bar weight, to assist in the selection and use of Camesa wirelines. In addition, the app allows customers to have instant contact to customer service information and assistance.

It can be downloaded for free at Android or Apple App stores.
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Lawsuits filed by former or septic existing employees/1099’s are one of the most complex problems business owners face today. Here are the top mistakes employers with fewer than 500 employees make which may lead to lawsuits.

- **Classifying all employees as “exempt” from overtime rules.** There are two basic employee classifications. Do you know the difference and the repercussions if you don’t?
- **Making people “independent contractors” because hiring employees is more trouble and expense.** This is a bright red flag for the IRS.
- **Failing to provide supervisors (or yourself) with any training about harassment or discrimination.** Too many business owners think that training just isn’t necessary. It’s a huge mistake.
- **Letting employees decide what hours and how many hours they want to work each day.** Most employees are restricted by law as to the number of hours they can work without overtime pay.
- **Withholding a departing employee’s final check if they haven’t returned company property.** For most business owners, this seems completely reasonable. But is it?

- **Firing an employee the wrong way.** The simple step of being sensitive when firing an employee can go a long way toward avoiding lawsuits.
- **Being nice to employees by letting them take lunch breaks whenever they want to.**
- **Failing to accommodate sick or disabled employees.** Businesses with more than 15 employees are subject to the Americans with Disabilities Act (ADA).
- **Hiring the wrong employee.** Your most valuable defense against lawsuits is to hire the right employees in the first place.

Yes there are numerous complex employee scenarios which require specific and delicate handling protocols and procedures, which will ensure you stay out of court, or ensure once inside a courtroom, you end up on the winning end of it. (if there is such a thing)

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**Expert Witnesses In Price Fixing Cases**

“There is no one correct way to structure and present expert testimony.”

Continued from page 11

Cross-examination has two basic objectives: to impeach the expert witness’s credibility and to extract admissions and concessions against interest. Contradictions between deposition statements and trial testimony can be demonstrated through careful trial preparation. Ironically, counsel for the defense must avoid becoming defensive. Opposing expert witnesses should prepare by imagining themselves in the shoes of the rival expert.

Good lawyering demands that counsel refrain from arguing with a hostile expert witness on his or her turf. The tendency of counsel to round up all points of disagreement between opposing experts should be avoided. Only those most critical points of contention should be emphasized during cross-examination as well as during final argument to the jury. Finally, the relationship between attorney and friendly expert witnesses should result in full, mutual engagement. The team must, at all times, be on the same wave length.
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Griphoist provides various accessories to go with our original equipment to perform at their best. Maxiflex wire rope is an integral component of every hoist and winch supplied by Tractel® (except our chain hoists, of course). Using Maxiflex wire rope in all of our manual and powered hoists will ensure the highest level of performance for your equipment.

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pewag Officially Opened Its First North American Chain Plant In Pueblo

On May 3, 2014, Pewag officially opened its first North American chain plant in Pueblo, Colorado with a ribbon cutting ceremony. The plant is located in the Minnequa Industrial Park on Greenhorn Drive adjacent to I-25. Pewag is the world’s leading manufacturer and technological innovator of round-link steel chain products. The Austrian company, with U.S. headquarters in Bolingbrook, Illinois, leads the industry in chain innovation, including Grade 120 Chain - The World’s Strongest Chain. They manufacture three main product lines including: traction or snow chains, industrial chains and tire protection chains. Distributing chains in the United States since 1975, Pewag is proud of its 535 year history, dating back to 1479 – before Columbus discovered America!

The new state-of-the-art Pueblo plant will manufacture snow chains for the North American market. When fully built out, the plant will reach a size of 55,000 sq. ft. and employ 55 people from the Pueblo area. The plant is being financed by the Pueblo Development Foundation.

Pewag chose to locate in Pueblo, Colorado, because of its proximity to the traction chain market in the Rocky Mountains. Additional considerations included excellent access to steel, a highly qualified workforce, training facilities with the Pueblo Community College and financial incentives offered by the City of Pueblo. With the addition of the new Pueblo plant, Pewag is pleased to contribute to the manufacturing renaissance currently taking place in America.
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On September 10, 1978, a small private plane carrying U.S. Marine Corps Reserve Officers Maj. Virgil Osborne, Capt. James Robbins, and Capt. Wayne W. Wisbrock smashed into one of the bridge’s suspension cables while flying in a heavy fog. The impact tore the wings off the plane, which then plunged into the Straits of Mackinac. All three men were killed.

Two vehicles have fallen off the bridge. On September 22, 1989, Leslie Ann Pluhar died when her 1987 Yugo was swept over the 36-inch-high bridge railing. A combination of high winds and excessive speed was initially blamed. Later investigation showed the driver had stopped her car over the open steel grating on the bridge’s span and that a gust of wind through the grating blew her vehicle off the bridge, although this is not supported by recorded wind speed measurements taken on and around the bridge at the time of the accident.

In 1996 another vehicle plummeted over the edge. This incident was determined to be a suicide. Suicides by people jumping off the bridge have been rare, with the latest official case taking place on December 31, 2012.

The bridge opened despite the many hazards of marine construction over the turbulent Straits of Mackinac. The last of the Mackinac Bridge bonds were retired July 1, 1986. Fare revenues are now used to operate and maintain the bridge and repay the State of Michigan for monies advanced to the Authority since the facility opened to traffic in 1957.

The Mackinac Bridge Authority even has a Drivers Assistance Program that provides drivers for those uncomfortable with driving across the Mackinac Bridge. Those interested can arrange, either by phone or with the toll collector, to have their cars or motorcycles driven to the other end. There is no additional fee for this service. Bicycles and pedestrians are not permitted on the bridge; an exception is allowed for riders of two annual bicycle tours. For a $5.00 fee, the Authority will transport bicyclists and their vehicles across the bridge.

Travelers across the Mackinac Bridge can listen to an AM radio broadcast that recounts the history of the bridge and provides updates on driving conditions.

During summers, the Upper Peninsula and the Mackinac Bridge have now become major tourist destinations. In addition to visitors to Mackinac Island, the bridge has attracted interest from a diverse group of tourists including bridge enthusiasts, bird-watchers and photographers. The longtime dream of connecting a state divided by water came true because many people believed it would. The region is richer because of this and the power of wire rope twisted into huge main cables, and suspender cables to get the job done.
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CM Bandit Ratchet Lever Hoist and CM Man Guard Electric Chain Hoist now ship in 3 days or less

AMHERST, N.Y., February 11, 2014 – Columbus McKinnon Corporation (NASDAQ: CMCO), a leading designer, manufacturer and marketer of material handling products, is excited to announce the addition of two industry-leading hoists to its In-Stock Guarantee offering – the CM Bandit ratchet lever hoist and 30 CM Man Guard electric chain hoists.

“In today’s fast-paced business world, time means money and customers expect products to ship quickly,” said Tim Lewis, Product Manager Rigging Products & Manual Hoists. “Our In-Stock Guarantee has been a tremendous success and has been very well received by our Channel Partners and end users. It positions us to not only meet customers’ needs for the rigging products they use most, but now also the hoists they rely on every day.”

Columbus McKinnon’s In-Stock Guarantee now includes more than 275 hoists and rigging products guaranteed to be in stock and ready to ship in three days or less.

In recognition of the anniversary of the In Stock Guarantee, Columbus McKinnon is offering preferential pricing on hoists and rigging products in the months of February and March. For more information on the promotion, contact CMCO or a local CMCO distributor.

Since its October 2013 introduction, the CM Bandit has quickly become a customer favorite and is the company’s lightest and most compact ratchet lever hoist ever. The CM Man Guard is well established in the material handling industry, known for its reliable performance and superior safety features.

Columbus McKinnon’s In-Stock Guarantee is an industry-changing way of doing business. It is designed to provide channel partners and distributors with best-in-class service and delivery of the hoists and rigging products that they use every day. It also ensures product availability and reduces their on-hand inventory.

To learn more about our In-Stock Guarantee, the CM Bandit or the CM Man Guard, visit our website or contact CMCO customer service at 1-800-888-0985.
After 125 years of operating state-of-the-art facilities in Canada, Wire Rope Industries is proud to announce the addition of a manufacturing plant in Belton, TX.

Coming from 5 years of record growth and profitability, WRI decided to make this investment to further improve our market presence and service level as we continue to support the success of our partners on both sides of the border. This acquisition makes us the only domestic manufacturer with footprint in both USA and Canada.

This investment is a testament to long-term dedication of our shareholders to domestic manufacturing in times when offshoring is the norm. The hiring has followed as well – we have increased our headcount by 20% in the last three years, while retaining expert staff with over 20 years of experience.

FOR MORE INFORMATION OR TO CONTACT ONE OF OUR REGIONAL SALES REPRESENTATIVES, PLEASE VISIT US AT www.wirerope.com
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I Bite, But I Won’t Chew!

Non Marring Lifting Clamps From Renfroe

When you need to lift or move products with smooth surfaces composed of stainless steel, copper, aluminum or other polished metals, you cannot afford to use a clamp that chews into that finished surface. J.C. Renfroe has created the first line of non marring clamps that grip but does not damage metal surfaces. Ask for the Renfroe models - NM, NMA, NMBC, NMBL and NMRSC. They are supplied with stainless steel gripping surfaces and are available in steel or bronze upon request.

Once you have tried a Renfroe non marring clamp, you’ll love that puppy!

Call 1-880-874-8454 for the name of your nearest distributor
