Here’s to a season filled with warmth, comfort and good cheer!

INSIDE

AWRF Calendar 3
On a Presidential Note 3
Bronx-Whitestone Bridge 4
Government Affairs Committee 11
Commercial Group Lifting Products 17
QHSE Corner, Health & DVD Library 18
AWRF Biometric Screening 20
New Members 23
Profit Improvement Report 26
Safety Winners and Awards 34
General Meeting & P.I.E. Photos 39
Never Drop Your Prices Again! 55
Certified Slings & Supply 58
In Memory of 72
Ad Index 78
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On a Presidential Note...

I am extremely honored to be the thirty-ninth president of AWRF and the third woman president. I really appreciate the recognition for the work that I’ve done on the board. However, I could not have done it without the incredible talent of my colleagues. We have a great group of very dedicated volunteers that generously give their personal time to this organization. Because they, like I, and I hope all of you, see the value in AWRF and see the potential that this organization has for growth.

The 2014 Fall meeting in St. Louis is an example AWRF’s potential. Over 700 members attended this past Product Information Exhibition (P.I.E.) tying the attendance record from our last P.I.E in Fort Worth, TX, Spring 2013. I can confidently say that this is a positive trend which is being fueled by listening to our members and expanding our methods of communication and promotion.

The P.I.E. in St. Louis showcased 108 exhibitors, displaying the latest wire rope, rigging hardware, blocks, chain, fibers, tags and tagging systems. Seven new product spotlight presentations introduced and explained some of the latest rigging, lifting and securing technology. All the presentations were in a private stage setting and most were standing room only. The presentations were all so good, I wanted to list them here.

• Jim Bailey from Filtec Precise Inc. presented Engineered Polyester Power Yarn.
• Chris Mihalik from The Caldwell Group presented Composite Lifting and Spreader Beams.
• Jeff Susman from Slingmax Inc. presented Pad Eye Tester Design.
• Jim Stradinger from InfoChip presented Fiber Lasers for Tagging.
• Ron Raymond from J.C. Renfroe and Sons presented Contoured Radius Lifts.
• Hugo Boisclair from Belt-Tech Products presented Super Duty Sling and New Polyester Fiber.
• Rodney Reynolds from Columbus McKinnon presented CM Smart ID RFID for Inventory.

Florida Hospital helped us provide bio-metric testing, massages and tips to live to a healthy 100. 165 members participated in the bio-metric testing and made pledges to take on at least one healthy habit, such as exercising three times a week.

Chef Edwin showed us some delicious and nutritious cooking tips at the mid-day healthy cooking show. The cooking show was a brilliant addition to our lineup-thank you Nicole Parkerson!

Continued on page 49
BRONX-WHITESTONE BRIDGE

by Peter Hildebrandt

and its wire rope... turns 75 this Year
The bridge connecting New York’s only borough on the North American mainland, the Bronx, and Queens still stands 75 years after its opening. The significance of that fact becomes apparent when we think of the fate of another bridge of similar design opening a year later. That structure, the ill-fated Tacoma Narrows Bridge collapsed four months after opening due to unpredicted wind oscillations.

The idea of a span between the Bronx and the Queens area called Whitestone came as far back as 1905. Even then, inhabitants about the proposed domain of the bridge resisted building a bridge fearing the loss of the then bucolic ambiance of the community. In 1929, the Regional Plan Association suggested another bridge from the Bronx to northern Queens to allow motorists from upstate New York and New England to reach Queens and Long Island without having to travel through the traffic-ridden area of western Queens. On February 25, 1930, planner Robert Moses proposed a Ferry Point Park-Whitestone Bridge as a part of his Belt Parkway system circumnavigating Brooklyn and Queens.

The bridge used plate girder technology in its construction quite similar to that of the future Tacoma Narrows Bridge in Washington State. But the Bronx–Whitestone Bridge did not have as high a length to width ratio as in the Tacoma Narrows Bridge. It was reported to have had some oscillation after its opening. Diagonal stay cables were added to help stiffen it, but those still were not enough. In 1946, warren trusses and a hydraulic dampening system were added to the center of the strand of the bridge to reduce or dampen oscillations, according to New York area bridge photographer and expert, Dave Frieder.

“Up and down movement was decreased,” explains Frieder. “But it wasn’t quite enough. In 2003, fiberglass fairings were installed to deflect the potentially dangerous winds above the East River. Therefore, now it’s actually more stable than it ever was with warren trusses. The bridge was not designed for that extra weight so now it’s actually safer and lighter in weight.

“When the bridge first opened it had walkways, but then after a time they were eliminated. In 1946 they decided to widen things by getting rid of the walkways and changing the lane configuration. This was also another bridge to use cellular construction, that is, the use of steel boxes or cells.

These are more flexible than the box beam construction used in the rigid George Washington Bridge which had opened earlier in the decade.”

Calculations determined the style used in the construction of the Bronx-Whitestone Bridge. There was talk of the bridge also having rail connections or at least being able to handle them in the future. Not enough support could be mustered for that idea, something Robert Moses was relieved to hear.

Designer Othmar Ammann had a number of plans for the bridge that enabled construction to keep to its tight schedule.

The Bronx–Whitestone Bridge opened on April 29, 1939, in festivities led by Mayor Fiorello H. La Guardia. The bridge featured pedestrian walkways as well as four lanes of vehicular traffic, which carried 17,000 vehicles per day during the year 1940. The toll was 25 cents. The 2,300-foot center span was the fourth longest in the world at the opening.

Amman’s plan to use I-beam girders proved to be a poor one after the collapse of the original Tacoma Narrows Bridge. The Bronx–Whitestone Bridge used the same general design as the Tacoma Narrows Bridge. The Narrows Bridge employed an 8-foot deep girder system, much like the 11-foot I-beam girders of the Whitestone Bridge. To mitigate the risk of failure from high winds, eight stay cables (two per tower per side) were installed for added stability in 1940.

Opening day was also carefully planned by Master builder Robert Moses to be a day before the start of the 1939-1940 New York World’s Fair. Touted as the fair’s gateway from the north, the bridge was as modern as any of the exhibits at the fair and more than seven decades later, remains a vital link in the city’s transportation network, carrying nearly 38 million vehicles in 2011.

The bridge was built in just twenty-three months. Each of its towers was erected in 18 days. It took just 41 calendar days to construct the bridge’s two cables from 14,800 miles of pencil-thin wire. In 1939, its 2,300-foot main suspension span was the fourth longest in the world, surpassed in length only by the Golden Gate and Oakland Bay Bridges in San Francisco and the George Washington Bridge between New York and New Jersey.

Bronx-Whitestone Bridge with its main span of 2,300 ft. was at the time, the fourth longest suspension bridge yet built. Two features are of striking importance, namely, the flexible stiffening system in the form of solid plate girders and the rigid frame type of towers, devoid of diagonal bracing either above or below the floor. These characteristics are further exemplified in the design of the anchorages and adjacent approach viaducts. The sum total is a structure of unusually graceful and pleasing appearance, as Robert Moses, Director of the Triborough Bridge Authority, asserted at the bridge’s dedication.

“This simplicity of design in no small degree contributed to the unprecedented speed of its construction,” added Moses. “From the award of the first construction contract for the tower piers and anchorage foundations, in June, 1937 to the opening of the bridge in April, 1939, only twenty-three months have elapsed, an unheard of time for completing such an important enterprise.”

At the bridge site the East River narrows to a width of about 3,300 ft.
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between shore lines and to 2,250 ft. between pier head lines. The tower piers were located shoreward of the latter, thus determining the length of clear center span. Side spans were made 735 ft. The total length of the bridge proper, including anchorages, is 3,840 ft. while the length of bridge structure, including approaches from the end of the ramp in the Bronx to the end of the ramp in Queens, is 7,140 ft.

A clear height of 135 ft. above high water at the channel line near the Bronx shore and 150 ft at the center of the span is provided by the bridge deck. Its total width is 74 ft. and it is divided into two roadways, each 29 ft. wide, separated by a center curb and flanked by two sidewalks. The roadways are light concrete slabs 5 in. thick, encasing a grid of reinforcing steel. The cables are supported by 2 in. steel wire suspender ropes, deck, at panel points spaced at 50 ft. intervals. The two parallel cables are spaced 74 ft. apart and sweep gracefully to the anchorages.

A cable is made up of thirty-seven strands each of which is in itself a separate cable or bundle of 266 parallel steel wires and each strand is separately spun and is individually attached to chains of embedded eyebars at the anchorages. In the completed cable these strands and wires are compressed into a circular shape, wrapped with wire and clamped at intervals with cable bands.

The wire in these cables is cold drawn to about one-fifth inch diameter 0.196 inches to be exact, is about four times as strong as ordinary structural steel (averaging 233,300 lbs. per sq. in. of steel area) and is galvanized to resist rust. About 14,800 miles of wire, weighing a total of approximately 4,370 tons, were required for these cables. Together, under maximum conditions, they may exert a pull at each anchorage amounting to approximately 50,000,000 lbs.

The towers are 377 ft. high and each required 3,500 tons of structural steel for its construction. They are designed to be flexible and are of simple construction. Two vertical shafts are joined together by two deep portals, one at the top high above the floor, and one immediately below the floor. Each shaft is “T” shape in section and is subdivided by interior steel walls into twelve rectangular cells.

The cables are in fixed position in the saddle castings at their tops with the result that the towers may bend shoreward or riverward as loads and temperatures on the bridge may require – as much as 15 in. from the vertical position. Secure attachment of the tower base to the pier is made by means of twenty-four 3 in. anchor bolts which engage a steel frame embedded in the concrete. The tower rests on a pier consisting of solid concrete pedestals 34 ft. square and 24 ft. deep, connected by a deep reinforced concrete strut in the shape of an inverted “U.”

Each pedestal rests on a square hollow concrete shaft which goes down to solid rock where its bottom is sealed with concrete. Rock at the Bronx tower pier is at a depth of about 98 ft. and on the Queens side at a depth of 150 ft. Due to the extremeness of these depths it was impossible to use pneumatic caissons and pier foundations were put down as open-dredged concrete caissons.

Some 15,000 cubic yards of concrete were required for the Queens Tower pier and somewhat less for the Bronx pier. The Bronx anchorage has a concrete base 15 ft. thick which distributes the pressure to the firm sand and gravel soil only 16 ft. to 21 ft. below the surface. The Queens anchorage, however, rests on four caissons, two of which are rectangular and are under the front part. Two circular caissons are at the rear. All four are carried to solid rock at depths which are a record for this vicinity, — to 164 ft. below mean high water. All were sunk by excavating from the surface using dredging wells.

The total quantity of concrete in foundations, piers and anchorages of the bridge approximates 200,000 cubic yards. Sinking of the tower pier caissons and preparation of the pedestals to receive the towers took some five months. The actual tower erection, however, proceeded with record speed, only eighteen working days erection time being required for each tower.

This is accounted for by the unusual simplicity of the design and to the excellent shop fabrication, all sections having been milled and assembled with adjacent sections in the shops in advance. Lower sections were hoisted into place by derrick boat find higher sections by erection traveler which mounted upward on the column steel previously placed. Approximately 50,000 1 in. field rivets were driven in each tower.

In all probability the most colorful and engrossing operation in the bridge’s construction for those watching from the banks of the Bronx and Queens, would have been the process of cable spinning. The first step was the erection of the false work or so-called “catwalks” for the use of the workmen.

A catwalk was located beneath each cable, the open mesh wire grid and timber floor beams comprising it being supported on four 2 in. wire ropes. These ropes for the main span, mounted on large reels, were laid out on the river bottom while towed across the river.
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 four 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.
Study it forever and you’ll always wonder... test it once and you’ll know.

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Yarbrough Cable is proud to have been associated with the New York Freedom Tower project...

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Association Antitrust Laws

“The Antitrust Statement of Associated Wire Rope Fabricators

Since a trade association is by nature a group of competitors with the capacity for collusive activities which can result in restraint of trade, it is important to emphasize the intent of A.W.R.F. to act in strict compliance with all state and federal antitrust laws.

The two principal antitrust laws which are particularly applicable to trade associations are:

--Sections One and Two of the Sherman Act, and,
--Section Five of the Federal Trade Commission Act.

These acts respectively prohibit contracts, combinations and conspiracies in restraint of trade, monopolies and attempts to monopolize, unfair methods of competition, and unfair or deceptive business practices.

The most blatant illegal restraint of trade involves price-fixing. Price-fixing may involve competitors, or suppliers and their customers with respect to resale price. A.W.R.F. will not tolerate any discussion of prices at any association meetings; nor will it allow discussion of any agreements or arrangements which inferentially address price-fixing or any other form of antitrust behavior.”

The fact that a trade association is composed primarily of competitors brings into focus a frequently referenced quotation from Adam Smith’s Wealth of Nations:

“People of the same trade seldom meet together, even for merriment or diversion, but the conversation ends in a conspiracy against the public, or in some contrivance to raise prices.”

Antitrust violations often become apparent to enforcement authorities when competing members of a trade association use it as a forum to conduct collusive behavior. Even without nefarious motivation, the mere appearance of interaction among competitors at association meetings or via social networks is per se suspect. In the event that restraint of trade is proven, serious criminal and civil penalties often result—to include heavy fines, prison terms and injunctions against further business activity.

To insure compliance with the antitrust laws, AWRF has adopted the following Antitrust Policy with the strong recommendation that each Association member, employees and representatives become familiar:

1. Membership shall not be denied to any qualified entity.

2. There shall be no discrimination in space allocation at product information exhibits.

3. Group boycotts and price fixing, express or implied, are per se violations of the law. Collusive behavior regarding freight allowances, discounts and warranties is also prohibited by the antitrust laws. Price fixing may involve combinations of competitors or suppliers and their customers with respect to resale price. AWRF will not tolerate any discussion of agreements or arrangements which expressly or inferentially address price fixing or any other subjects which violate the antitrust laws.

4. AWRF has adopted a clear policy which precludes the establishment of standards.

5. Any statistical reporting shall have as its purpose the provision of information to the industry and to the public. This purpose shall be expressed as the information is disseminated. Participation shall be voluntary. Only past transactions shall be reported and they shall always be in composite form.

6. Any concerns regarding AWRF policies or procedures should be discussed with staff, counsel, officers and directors.

7. The results of Association research projects shall be made available to the industry and to the public.

8. Members of AWRF shall at all times enjoy the freedom to make independent decisions in matters involving competition.*

9. Members of AWRF shall familiarize themselves with basic federal and state antitrust laws, including the Sherman Act, Clayton Act, FTC Act and Robinson-Patman Act.”

*Pricing of goods and services must be formulated on a strictly independent basis.
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Commercial Group Lifting Products Completed Its Acquisition of Hessville Cable & Sling

Commercial Group Lifting Products headquartered in Taylor, MI has completed its acquisition of Hessville Cable & Sling located in Gary, IN.

Hessville, founded in 1960, is a full service fabricator of rigging and lifting products including welded chain slings and custom lifting devices. The acquisition of Hessville will allow Commercial Group to expand its geographic reach to better serve customers throughout the Midwest. The integration of the companies, which will take place over the next several months, is expected to produce greater efficiencies, enhanced quality and new opportunities for growth. Management intends to leverage the brand recognition of the company by continuing to operate under the Hessville name in the Chicago market.

Commercial Group, founded in 1951, is a privately held rigging and lifting company with facilities in Detroit MI, Flint MI, Cleveland OH, Cincinnati OH and Gary IN (Chicago).
Happy Holidays from Florida Hospital! We had a wonderful time at the St. Louis Conference and P.I.E. in October and hope that many of you were able to take advantage of the wellness offerings that took place over the few days. We very much appreciated the warm reception and an opportunity to get to know many of you on a personal level.

If you had a chance to stop by our booths, you had the opportunity to learn a little more about our whole-person health philosophy, called CREATION Health and maybe you were even one of the brave 165 people who got their finger pricked in order to “know your numbers”. We hope this information, along with our healthy cooking demonstration with Chef Edwin, the Walk the Talk with General Mark Hertling and General Hertling’s Leading in Iraq talk were all well-received and beneficial to you as an individual and your organizations.

As we look forward to a New Year, with new beginnings and opportunities, we thought it would be appropriate to talk about New Year’s resolutions and why they don’t work! According to the Franklin Covey Co. the top 5 resolutions for the past several years are:

1. Get out of debt or save money
2. Lose Weight
3. Develop a healthy habit (e.g. healthy eating, exercise)
4. Get Organized
5. Spend more time with family and friends

Sound familiar? We all know what we should be doing to lead a healthy, balanced, stress-free life, but old habits are hard to break! It’s good to have a goal, but don’t be so hard on yourself. Instead of beating yourself up for not losing weight or not getting your workout in, try thinking about all the things in your life that you are thankful for and pick one thing that you would like to improve or change. We all make a million choices every day that effect our health, relationships, mental outlook, etc. The nice thing about choices is that they aren’t goals, merely steps toward attaining the goals.

When you miss a choice and the old habit wins, you don’t have to quit or feel defeated, simply make another choice and try again. Positive choices that produce lasting change can be as simple as:

- Committing to park further away in the parking lot
- Committing to take the stairs, not the elevator whenever possible
- Replacing a soda or sugary beverage with water
- Playing outside with your children
- Getting more sleep at night
- Taking time to yourself to reflect, relax and recharge
- Taking time to yourself to start a new craft or hobby you’ve always wanted to try

Most New Year’s goals are around exercise and shedding unwanted pounds from your waistline; but don’t lose sight of what’s most important. It’s not always the number on the scale, but how you feel! By incorporating healthy alternatives, such as the ones mentioned above, you will begin to feel more energized, and more mentally and emotionally satisfied. When you feel excited about the choices you are making, it makes it easier to reach your goals. Instead of marking off items on a checklist, think about goals as a way to create positive changes in your life that will most likely last longer than the actual resolutions you originally set.

Here are some ways to help you get started:

- **Journal.** Write down your progress and the feelings you have throughout your goal timeframe. Journaling is a powerful tool to help you stay focused and reflect back on your choices.

- **Pick a buddy.** Choose someone you trust to help you stay on track when you start to feel discouraged. This buddy should be a positive influence and someone who wants the best for you.

- **Set mini-goals.** You may have a long-term goal but attaining might be overwhelming. Set mini-goals in between to help keep you positive. By achieving little goals, you will realize you can accomplish what you set out to do, making the larger end-goal easier to reach!

- **Stay positive.** Don’t get discouraged or give up if you slip. Just because you might have missed a walk or ate one too many brownies at a birthday party doesn’t mean you have failed. Just pick back up with your goals the next meal, hour, or day. And remember - tomorrow is a fresh start!

Best Wishes for a wonderful holiday season and a New Year filled with Health, Peace and Happiness!
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<td>DVD</td>
</tr>
<tr>
<td>OSHA Recordkeeping for Managers, Supervisors &amp; other Employees</td>
<td></td>
<td>DVD</td>
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<tr>
<td>Personal Protective Equipment</td>
<td></td>
<td>DVD</td>
</tr>
<tr>
<td>Portable Grinders &amp; Abrasive Wheels</td>
<td>12 min</td>
<td>DVD</td>
</tr>
<tr>
<td>Pre-Trip Inspection for Light Trucks</td>
<td>13 min</td>
<td>DVD</td>
</tr>
<tr>
<td>Reporting for Work, Your Safety Responsibilities</td>
<td>10 min</td>
<td>DVD</td>
</tr>
<tr>
<td>Respirators &amp; How to Use Them</td>
<td>12 min</td>
<td>DVD</td>
</tr>
<tr>
<td>Safe Operation of Overhead Cranes</td>
<td>12 min</td>
<td>DVD</td>
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<tr>
<td>Safety Audits</td>
<td></td>
<td>DVD</td>
</tr>
<tr>
<td>Safety Showers &amp; Eye Washes</td>
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<td>DVD</td>
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<tr>
<td>Slips, Trips &amp; Falls</td>
<td></td>
<td>DVD</td>
</tr>
<tr>
<td>Supervisor's Guide to Accident Investigation</td>
<td>12 min</td>
<td>DVD</td>
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<tr>
<td>Unsafe Acts; Human Behavior</td>
<td>11 min</td>
<td>DVD</td>
</tr>
<tr>
<td>Welding Safety</td>
<td></td>
<td>DVD</td>
</tr>
<tr>
<td>Winter Driving</td>
<td>12 min</td>
<td>DVD</td>
</tr>
<tr>
<td>Workplace Stress</td>
<td></td>
<td>DVD</td>
</tr>
</tbody>
</table>

RETURN ADDRESS: 28175 Haggerty Rd. Novi, MI 48377
Dear AWRF Members

The following article is very informative for our membership, most especially for those who were in attendance in St. Louis at the Product Information Exhibition (PIE). For all who were in attendance we would like to thank you for coming and we believe St. Louis was the best PIE to date. We (at JAGwire) look at it as yet another level to exceed in New Orleans 2016! Stay tuned and plan on it!!

Please take a few minutes to read the article and note the areas for improvement...Hint: look at the red!! You will see that in most of the red areas AWRF's standing is higher than the current prevalence in the US workforce, something we all can work on.
At Celebration, our focus is on preventative care through a whole-person health approach. We recognize that early detection of disease ultimately results in improved health, fewer long-term complications, minimal loss of productivity and decreased overall healthcare costs. Through screenings, we are able to determine those who are at low risk versus those who may need further follow-up care.

Celebration Health Clinical Pharmacy Services greatly enjoyed working with your employees during the recent biometric health screening. The event appeared to be a great success. During the biometric health screenings we were able to screen participants for conditions found commonly in the US workforce, including obesity, high blood pressure, high cholesterol and diabetes. Participants were counseled on ways to reduce their risk for these diseases and their complications through healthy lifestyle modifications. In addition, participants were encouraged to speak with their physician regarding any abnormal result.

Included are the aggregate results. Normal ranges for biometrics screened, as well as prevalence in the US workforce have been included for your reference. These aggregate results can be used to customize wellness programs tailored to meet the specific needs of your employees (i.e., weight loss programs). While it has been reported that the fastest growing cost for employers is employee health benefits, investments in prevention, health risk reduction and disease management programs have been shown to reduce corporate health care costs, while improving overall employee wellness.

Florida Hospital Celebration Health Clinical Pharmacy Services
400 Celebration Place Suite A110
Celebration, FL 34747
Kristin.morse@fhosp.org 407-303-4061 (office)
407-303-4519 (fax)

### Body Mass Index

Body mass index (BMI) is a measure of body fat based on height and weight. It is the most acceptable measure for risk of obesity. Carrying too much weight increases the risk of many conditions, including high blood pressure, cholesterol, diabetes, coronary heart disease, stroke, gallbladder disease, osteoarthritis, respiratory disease and many types of cancers.

Overweight is defined as a BMI of 25.0 to 29.9 kg/m². An individual with a BMI >30 kg/m² is considered obese.

Lifestyle modifications including changes in diet and exercise should be encouraged for weight loss in individuals who are overweight or obese.

#### Prevalence in US Workforce

Overweight: 35%
Obese: 29%

<table>
<thead>
<tr>
<th>Range</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal &lt;25</td>
<td>33</td>
</tr>
<tr>
<td>Overweight 25-29.9</td>
<td>70</td>
</tr>
<tr>
<td>Obese ≥30</td>
<td>54</td>
</tr>
<tr>
<td>Total</td>
<td>157</td>
</tr>
<tr>
<td>AWRF Average BMI</td>
<td>29.02</td>
</tr>
</tbody>
</table>

### Body Mass Index

![Bar chart showing BMI distribution](chart.png)

Continued on page 69
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Rethinking the Stretch Budget:
Time to Promise Less and Deliver More

Far too many firms do a rather poor job of financial planning. In some cases this is because management believes that the future is simply too uncertain to predict with any accuracy. In an uncertain environment, detailed budgeting may be a wasted effort. Financial planning becomes a perfunctory exercise which is quickly forgotten or simply ignored.

Other firms take the process very seriously, but still develop plans that are unreasonable and are, on occasion, worse than no plan at all. The problem is not a lack of skill or interest. The problem is that the process yields an overreaching plan that virtually everyone knows cannot be met. They have fallen victim to the ubiquitous Stretch Budget.

This report will revue the challenge of stretch budgeting from two perspectives:

- **Stretch Budgeting as Self-Inflicted Failure**—An examination of how unrealistic budgets are created in the first place and their negative impact on the firm.
- **Profit-First Budgeting**—A suggested approach for setting meaningful profit targets and hitting them.

**Stretch Budgeting as Self-Inflicted Failure**

No firm wants to develop a plan that is destined to fail. However, the reality is that most firms start with the emotional perspective that “we can do a lot better next year than we did this year.” That point of view is then translated into a classic “what if” spreadsheet-based model to produce a plan that almost inevitably is unattainable.

As one example of this, consider how the sales goal is typically set. The entire sales team is encouraged to think about how many opportunities were missed and to consider all of the “low-hanging fruit” that can be exploited. The almost certain result is a sales goal that has a slim chance to be met, but only through a combination of real stretch performance and luck.

That process is duplicated with regard to gross margin, expense control, inventory management and accounts receivable collection. Every sector sets a goal that might be met. However, the stars really need to align properly to ensure actual goal attainment.

Individually, the goals are difficult to achieve. Collectively, they represent an invitation to failure. In addition, the goals may well be mutually exclusive.

A serious shortfall in performance against the plan is close to inevitable.

The ultimate problem is not a failure to perform against plan this year. It is that the unattained plan will be replaced next year by a similarly unattainable one, followed by another unattainable one in perpetuity.

Eventually the company settles into a systematic approach to planning. Set a goal and miss it. Repeat annually. It is a sure prescription for failure.

**Profit-First Budgeting**

There is no guaranteed inoculation against Stretch Budgeting. However, there is one approach that has proven effective in helping firms develop sensible goals that result in sustained improvement over time. It is commonly called Profit-First Budgeting. It is not without controversy.

**Exhibit 1** looks at the process for a typical AWRF member based upon the results of the latest PROFIT Report. As can be seen in the Current Results column the firm generates $10,000,000 in sales and operates on a gross margin percentage of 35.5% of sales. It produces a pre-tax profit of 4.0% of sales, or $400,000. Total expenses are heavily weighted towards payroll which are 16.0% of sales, or 50.8% of total expenses.

To generate these income statement figures the firm had to invest $4,250,000 in total assets. The result is a return on assets (ROA) of 9.4%. It is adequate performance, but well below the firm’s full profit potential.

The Action Plan section at the bottom of the exhibit reflects the sequence of planning steps while the Planned Results columns at the top indicate the impact of the

<table>
<thead>
<tr>
<th>Sequence</th>
<th>Income Statement</th>
<th>Current Results</th>
<th>Planned Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Dollars</td>
<td>Percent</td>
</tr>
<tr>
<td>2</td>
<td>Net Sales</td>
<td>$10,000,000</td>
<td>100.0%</td>
</tr>
<tr>
<td></td>
<td>Cost of Goods Sold</td>
<td>6,450,000</td>
<td>64.5%</td>
</tr>
<tr>
<td>3</td>
<td>Gross Margin</td>
<td>3,550,000</td>
<td>35.5%</td>
</tr>
<tr>
<td></td>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Payroll Expenditure</td>
<td>1,600,000</td>
<td>16.0%</td>
</tr>
<tr>
<td>5a</td>
<td>Non-Payroll Expenditure</td>
<td>1,550,000</td>
<td>15.5%</td>
</tr>
<tr>
<td>5b</td>
<td>Total Expenses</td>
<td>3,150,000</td>
<td>31.6%</td>
</tr>
<tr>
<td>1b</td>
<td>Profit Before Taxes</td>
<td>$400,000</td>
<td>4.0%</td>
</tr>
<tr>
<td></td>
<td>Total Assets</td>
<td>$4,250,000</td>
<td></td>
</tr>
<tr>
<td>1a</td>
<td>Return on Assets</td>
<td>9.4%</td>
<td></td>
</tr>
</tbody>
</table>

**Action Plan**

1a New ROA 11.4%  
1b New profit based on the new ROA $485,000  
2 Sales increase 7.0%  
3 New gross margin percentage 35.7%  
4 Increase in payroll 0.0%  
5a Calculated total expenses (gross margin - profit) $3,334,900  
5b Calculated non-payroll expenses (total expenses - payroll) $1,654,900
action plan. The key to the entire planning process is to start with a profit goal. That goal should be well thought out and completely justifiable. If it is achievable, then everything else in the plan will be as well.

In the case of the typical firm, the plan calls for increasing ROA from the current 9.4% to 11.4%, an obvious increase of 2.0 percentage points. Experience suggests that an increase in ROA of anywhere between 1.0 and 2.0 points requires the firm to stretch moderately, but is still realistic.

Making the large assumption that the total assets investment does not change, the higher ROA on the same asset base calls for an increase in profit to $485,000 (11.4% x $4,250,000). The firm is clearly moving forward, but is doing so in a systematic manner.

After setting the profit goal the firm has three more key items to plan—sales growth, the increase in the gross margin percentage and the dollar increase in payroll. All three should be planned with incremental improvements in mind.

The sales increase chosen by the firm is 7.0%. This should reflect what management feels can be accomplished with systematic effort. Management may still motivate the sales force by suggesting that 10.0% or even 15.0% is possible. However, 7.0% is what is the real target.

The gross margin percentage has increased from 35.5% to 35.7%. It should reflect the realities of the competitive situation in the firm’s market. Combined with the increase in sales, the gross margin goal becomes $3,819,900.

Finally, the plan provides for an increase in payroll expenses of 5.0%; 2.0 percentage points slower than the projected increase in sales. This concept, commonly called a sales to payroll wedge, ensures that the firm achieves a reasonable level of productivity during the year. At the same time it allows for necessary increases in payroll.

The final two items in the plan are simply calculated. Total expenses must equal gross margin minus profit while non-payroll expenses, by definition, are equal to total expenses less payroll.

The profit-first approach has two advantages if implemented correctly. First, it tends to produce much more realistic performance goals. This allows the firm to get into a mode of setting plans and meeting them. That process has a positive impact throughout the organization.

Second, this planning process moves beyond just being a series of “what if” exercises that eventually produce a plan. The profit-first plan is based upon the intent to improve profitability in a way that is consistently successful.

Moving Forward

There is a genuine need for improved financial performance in distribution. A properly-developed and well-executed financial plan can be an integral part of the improvement process. However, in a fast-paced world there is often the desire to reach profit levels more quickly than is really possible. Management would be well served to retreat to a “slow but steady wins the race” philosophy.

About the Author:
Dr. Albert D. Bates is founder and president of Profit Planning Group. He is the author of the newly-released Breaking Down the Profit Barriers in Distribution. It is a book every manager should read. It is available from Amazon and Barnes & Noble.

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Pacific Industrial Supply
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Phoenix Wire Rope
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Samsel Supply Co.
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Sharrow Lifting Products
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Southwest Wire Rope
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October, 2014
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On a Presidential Note...

Continued from page 3

15 happy vendors participated in new product videos, which will be available in the NEWS section of our website (www.awrf.org/news/).

The second day began with an update from past president, Scott St. Germain, current Vice President, Bill Franz, current Treasurer, Doug Stitt and yours truly. Briefs were presented on the quality survey, membership survey and AWRF’s social outreach program.

Great presentations followed on the use and care of multi-path high performance fiber round slings, Washington politics, leadership and synthetic rope technology. The session ended with a panel discussion on Fall Protection standards.

Our next PIE will be in April 2016 in New Orleans and we are setting our sites high for attendance numbers. I hope you will attend because that show is going to be even more amazing.

We had several directors who said they wanted to make room for new people with new ideas. Please join me in thanking the following people for their dedicated service.

• Robert Bairstow Jr. – Bairstow Lifting Products
• Paul Boeckman – The Crosby Group
• Chris Giannou – Hercules SLR
• Mike Parham – Industrial Splicing & Sling
• Tom Wynn – Peerless Industrial Group
• I’ve learned so much from all of you, thank you all so much!

These out-going directors left a big void to fill, but I’m happy to say our members rose to the occasion; we had many well qualified candidates who ran for the open seats on the board. Thank all of you for running, I encourage you to run again if you did not get elected this time.

We have six new board members and one returning member. Please help me welcome our newly elected/re-elected board members.

• Bobby Allen – Trinity Sling Authority
• Mike Cuccinello – Bilco Wire Rope & Supply
• Jeff Ferchen – The Crosby Group
• Andrew Hall – Southern Wire
• Tom Hudgins – Bishop Lifting Products
• Mike Poroo – Southwest Ocean Services
• Brett Woodland – Yarbrough Cable Service

Our next meeting will be in beautiful Indian Wells, California. I hope to see you there.

The last 5 years on the board have been such an amazing learning experience for me. I have watched masters like Tom Wynn raise tough questions. I’ve been taught by Jeff Bishop how to ask for a very large budget. I’ve experienced amazing collaboration with Doug Stitt and Bill Franz while working on the QHSE committee. I have watched Mike Parham manage speakers for our conferences and make it look easy, thank you so much, Mike, you’ve done such a wonderful job. I’ve learned the value of listening from Paul Boeckman. I’ve learned the importance of our past from Robert Bairstow and the potential for our future from Jim Stradinger. I’ve learned to question everything from Mark Reeves. I’ve learned not to sweat the small stuff from Tom Miller. And I’ve learned great leadership from John Rauh, Gary O’Rourke and especially from Scott St. Germain. I could go on and on; there are so many great people that I have had the pleasure of working with while on this board.

Sincerely, Mary Brett
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All of the bodies are made of one piece casting alloy steel.

Pressure Control Knob allows the operator to select the correct pressure to swage the sleeve and eliminates the possibility of over or under swaging.

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Pillar Die Holder Guides allow for a stress free range of motion and eliminates the possibility of die and deholder rotation.

Die alignment rods easy to use die alignment rods keep dies in place during the swaging process.

Durable Spring Pins lock the dies in place and allow for easy installation.

Return Line Filter with Status Indicator makes knowing when to clean the filter as easy as possible.

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Aluminum Forks, Japanese Standard (8 to 30)

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How to Stop Selling on Price

I was recently at Lord & Taylor with a close friend of mine when she held up two pairs of high-heeled shoes. Both pairs were black, appeared similar and looked pretty to me. “What do you think each pair of shoes costs?” she asked.

“Well, this is a nice place, so I’m guessing that they both cost about $150,” I replied.

She smiled at me as if she were watching a puppy hopelessly barking at the moon. “Actually this pair,” she said, holding up the shoes in her left hand, “costs $110.”

“I was close!” I said defensively.

But then she continued. “Now this pair,” she said, holding up the shoes in her right hand, “costs $650.”

“What?!?!? But they look so similar!” I exclaimed in surprise.

Upon further reflection, I began to see the parallels that women’s shoes have with selling on price versus value: Products or services that are fundamentally the same can sell for drastically different prices. It all depends on the way they’re sold.

Let me introduce you to two salespeople: Don and Liz. Both have been selling bathroom accessories for 20 years. However, they each sell in a completely different way.

Don is all about price. He’ll walk into a prospect’s office and say, “I see that you’re working with Grohe, and I can show you how you can save 50% by working with me instead…”

Liz, on the other hand, is all about selling on value. She’ll walk into a prospect’s office and begin a conversation by saying, “I really appreciate your inviting me in today. I want to tell you up front that if you are looking for the lowest prices, I’m not your gal. My goal is to help my clients create a bathroom that ‘wows’ visitors. Does it make sense for us to continue talking?”

Both approaches lead to sales, but the difference in the average transaction size and profitability is night and day. Liz wins, and she wins big.

If you’re determined to sell on price like Don, then you should stop reading this now. However, if you’re open to selling on value like Liz, then stay with me…

Here are four ways to stop selling on price:

1. **Stop being a vendor:** Don is a vendor to his customers, while Liz is a strategic partner to her clients. Get away from just being another vendor offering the best price. Instead, focus on how you can help provide massive value to your clients. The prospects that just want the best price are not who you want to work with. At least 60% of prospects want something more than just the best price. Target those folks.

2. **Be distinct:** Both of the shoes my friend showed me appeared to be similar, but one had a very distinct brand, while the other was essentially no-mediated. You don’t need advertising to be distinct — your approach to selling can be what makes you stand out. While Don’s approach was pretty cheesy and predictable, Liz was bold and totally distinct from what the prospect typically experiences. Immediately, the prospect is intrigued to understand more about why Liz isn’t the cheapest. Everyone knows that they get what they pay for, so let them experience the best.

3. **Create value in your conversation:** Every qualified prospect has challenges that you can solve. For example, in the case of Liz, her qualified prospect might be a developer that has used cheap bathroom accessories in the past only to find that they frequently break and need to be replaced after only a year. By learning about the prospect’s experience and how much that cost him in lost revenues, Liz is creating tremendous value for her products — before she ever even shows him her product line.

4. **Pile it on:** Good prospects are willing to pay more when they believe they are getting tremendous value. That means that, in order to create that value, you must think in terms of selling solutions and packages. For example, Liz not only sells bathroom accessories, but she also offers custom design and assistance with actually installing the accessories in order to ensure that they last for many years. This perceived added value allows her to charge a higher price than Don could ever imagine charging. How can you add additional products or services to your offering to increase the perceived value of your product or service?

Selling on price is never the only option for a company. By following these four steps and thinking creatively about how to increase your value in the eyes of the client, your sale size will increase dramatically.

Marc Wayshak
www.marcwayshak.com
is a sales strategist who created the Game Plan Selling System. He is the author of two books on sales and leadership including his latest book, Game Plan Selling [http://amzn.to/15MdhA9] and a regular online contributor to Entrepreneur Magazine and the Huffington Post Business section. Get his free eBook on 25 Tips to Crush Your Sales Goal at gameplanselling.com. (Twitter: @MarcWayshak)

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So walks and talks three generations of the Worswick family, which owns Certified Slings, Inc. in Casselberry, Fla. From product creation to daily team member recognition, little has changed since Ronald Worswick purchased the company in 1978. Like all inspired businesses, however, it always evolves.

Certified Slings, Inc. (CSI) specializes in the rigging, overhead lifting, load securement and contractor supply industry. It also conducts safety seminars, testing and inspection services, engineering and design services, online shopping and a 24-hour customer service hotline.

If 2014 was a year of accelerated growth for Certified Slings, 2015 will be the year that team members and customers settle into expanded facilities and put new technologies to work. That doesn’t mean that CSI will settle on its successes of 2014. Hardly. It simply intends for its revamped venues to serve as locations where qualified team members may better demonstrate, supply and train personnel.

An ISO-certified manufacturer and distributor, Certified Slings employs 110 team members at seven Florida locations that serve customers throughout the United States, Central and South America as well as the Caribbean.

“Twenty-fourteen was a year of phenomenal growth for Certified Slings and we couldn’t be more pleased for how much more efficiently we can service customers than just a year ago,” Certified Slings’ CEO Doug Worswick, said. “It’s important for us to provide those that entrust us with product and instruction with unprecedented quality in and outside our facilities.”

A multi-pronged government contract and innovation of gear such as its heralded Bubba Rope and front fusion welding load platform propel CSI’s product and safety capabilities. They resulted in the last 12 months being a record-breaking year, and slew of awards that ownership and team members at Certified Slings proudly share.

While titles and tributes look good on plaques, now is the time to show customers and the public how to use them to improve their lives and businesses.

Doug Worswick, like his late father, reminds people that none of the company’s expansion, improvements and new product development is possible without CSI team members’ loyalty and hard work. It’s a long-standing practice for Certified Slings to honor that dedication with unmatched investment in professional, health and career services that keeps talented team members in place for decades. It’s a precedent set decades ago by Ronald Worswick, still affectionately referred to as “Mr. W.”

That said, there are still accomplishments to admire while CSI prepares for the next calendar year.

Ten new awards sit on Certified Slings’ mantle, which Doug Worswick says he and his family dedicate to team members that are the company’s front line to customers, including a 12-member sales staff that is headed by Robert Saxon.

Among those milestones, a chronological list of Certified Slings achievements in 2014

- April 19, 2014 • Harrington Hoists & Cranes Gold Club Award Charter Member in recognition of outstanding hoist sales performance
- June 12, 2014 • Best Places to Work, Orlando Business Journal
- June 27, 2014 • Fastest 50 Growing Companies in Central Florida
- July 2014 • Newest location Jacksonville, Fla. opens
• August 22, 2014 • Orlando Business Journal's Golden 100 Top Privately Held Companies

• September 23, 2014 • Florida Fast 100

• October 2014 • Top Slingmax Dealer recognizing top 10 in Slingmax sales

• October 16, 2014 • Seminole County Regional Chamber of Commerce top 10 fastest growing company headquarters in Seminole County Florida

• October 16, 2014 • Harrington Hoists & Cranes Excellence Distributor Award

• October 28, 2014 • Associated Wire Rope and Fabricators Gold Safety Award

• November 3, 2014 • Bubba Rope’s Gator Jaw Shackle named Best New Off-Road Product at SEMA Trade Show

• November 4, 2014 • Bubba Rope’s Gator Jaw Shackle received Global Awards from Canada, United Kingdom and France at SEMA Trade Show

• November 6, 2014 • Tampa location Grand Re-Opening • Showcases state-of-the-art interactive showroom and training center that is anchored by Capital Safety, as Certified Slings is now an associate training partner.

In addition to remodels and expansions, Certified Slings now features an online store.

To Worswick family members, daily modernization was set forth generations ago by a young, high school educated Ron Worswick who sketched product designs while he traveled by bus to and from a job on an Air Force base. He fashioned products with need and streamline operations in mind.

“My father never settled for what was good today would take us to tomorrow,” Doug Worswick said. “His belief was always to study, create and innovate each day to stay atop the industry - give customers reason to trust and come back.”

It was the tirelessness of a largely self-educated elder Worswick that led the Certified Sling Inc. board of directors to approve the endowment of the Ronald J. Worswick Memorial Scholarship presented by Associate Wire Rope Fabricators (AWRF). Each year a student will be selected from a pool of AWRF family applicants for assistance to further his or her education.

“My grandfather was young, newly married and didn’t have the resources to finish his education, but learning was always important to him, something he passed along to all of us,” CSI Vice President, Nicole Parkerson said. “Knowing how important education and fueling a climate of growth was to my grandfather, we are proud to endow a scholarship in his name for years to come.”

Heading into 2015, Certified Slings, will continue to celebrate milestones while their work continues to move mountains, er, concrete girders. You may even see some of that work roll past you on highways with a mobile showroom that is scheduled to hit the road in January.

The 2015 agenda may seem small compared to 2014. It’s large, however, when it comes to further taking Certified Slings’ products and training to the next level of service for its customers.

Parkerson said, “We will continue to be where our customers need us to be.”
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Continued from page 7

on barges, and were then hoisted to points of attachment at the tower tops.

The first ropes were hoisted into position on July 14, 1938. Each was 2,400 ft. long and weighed 1000 lbs. Hand-ropes with wooden posts; signal and telephone wires were next put in position. Finally, false work bents were set up at intervals along the walks, in main and side spans and in the tower tops and anchorages to support the endless hauling rope used in the spinning operation. The hauling rope was driven by motors at the anchorages. At opposite points, were attached two spinning wheels, each with double grooves to receive two loops of wire.

The cable spinning process consisted of drawing out from reels mounted at the anchorages, loop after loop of wire. The loop carried over the tower tops to the opposite anchorage where it was placed around a horse-shoe shaped grooved casting known as a strand shoe. The wire was similarly placed around a strand shoe at the anchorage where the reel serving as the source of supply was mounted. Each length of the wire was adjusted to have correct sags in the main and side spans before succeeding wires were spun.

With the two spinning wheels shuttling back and forth simultaneously, four strands were spun at a time, 133 loops or 266 wires comprising a strand. Spinning was done directly in the tower saddles. The first wires were spun on September 14, 1938 and spinning was completed for both cables in forty-one calendar days.

The cables were then compacted by means of hydraulic jacks mounted on a frame encircling the cable and were held in shape by temporary wire seizing placed a few feet apart along the cables. As the next operation, steel cable bands were bolted in position along the cables, each band grooved to support two loops of 2 inch suspender rope. By slinging the catwalks from the cables, the wire ropes forming their support were freed to be removed and cut into suspender lengths, socketed and erected. Cable wrapping with a relatively soft double galvanized steel wire followed when a part of the load of the bridge deck had been added to the cables.

Floor steel erection was started at each tower, progressing first toward the center of the main span and then from the towers toward the anchorages, care being necessary at all times to maintain a balance in the loads tending to pull over the tower tops. Floor steel travelers moved out over the panel previously erected to hoist the members for the succeeding panel from barges in the river below.

The closing members of the stiffening girders were put in position at the center of the main span February 14, 1939. Sections comprising the I-beam slab reinforcing material was assembled and the concrete of the slab was placed, the latter covering the steel to a depth of three-fourths in. to provide a uniform wearing surface. Roadway expansion joints are located at each tower.

The steelwork, exclusive of reinforcing steel in the bridge and approaches, totals 22,300 tons, including 14,500 tons of carbon steel, 3,030 tons of silicon steel in the main span stiffening girders, 400 tons of cast steel and 4,370 tons of steel wire. The I-beam reinforcing steel for the roadway slab of the suspended structure totals 1,565 tons.

Construction has been ongoing as of 2009 to upgrade the bridge. Changes including a third supporting pier, the removal of the median barrier, the removal and replacement of the old roadway with a new superstructure, and demolition of the old supporting piers are being undertaken at a cost of $192.8 million.

Over the years, the bridge’s aerodynamic stability has been improved. In 1940, four pairs of diagonal stay cables were installed between the top of each tower and the roadway. Five years later, stiffening trusses were placed along the edges of the roadway deck. As part of that project, the original walkway was removed and the roadway was widened from four to six traffic lanes. In 1986, a tuned mass damper, which operates like a set of counterweights to keep the roadway from fluctuating in high winds, was added to the span for even more stability.

In 2003 and 2004, the trusses were removed and replaced with V-shaped aerodynamic fairings made of fiber-reinforced plastic attached to the solid plate girders on the sides of the deck. This project also restored the original sleek profile of the bridge. In 2007, the concrete roadway deck was replaced with a much lighter steel orthotropic deck with an aggregate roadway surface, further lightening the roadway load.

The current big project on the bridge is the replacement of its Bronx approach, including the deck, foundations and piers. That work was scheduled for completion at the end of 2012 just as the same work on the Queens approach got underway.

Toll rates when the bridge first opened would seem rather quaint us nowadays. For passenger cars of all types, taxicabs, ambulances, hearses and horse drawn vehicles the charge was 25 cents. Trucks with a load capacity of two tons and under, 25 cents, while those over this amount were charged from 35 to 50 cents. Buses had to pay 50 cents, three and four axle trucks 60 and 75 cents, motorcycles 15 cents and bicycles just 10 cents.

Bicyclists in this century are now forced to detour to the Triborough Bridge or perhaps try hitchhiking the span, something not legal and considered dangerous nowadays in the U.S. The possibility of a future bikeway or walkway being constructed on the bridge is, perhaps, doubtful.

The World’s Fairs in Flushing in both 1939 and then 1964 featured a then-exciting vision for the future, one in which automobile transportation dominated. The Bronx-Whitestone Bridge was an extension of that ideal simply brought to life.

Today’s priorities have changed somewhat as people have started to question the sustainability of suburbs and as their accompanying malls languish. But the bridges built in another era remain. Recent improvements over the years to the Bronx-Whitestone Bridge have kept it viable and a vital transportation link for at least the next 75 years of the 21st Century.
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High Blood Pressure

The relationship between blood pressure and risk of cardiovascular events is well-established and independent of other risk factors. The higher the blood pressure, the greater one’s risk is of heart attack, heart failure, stroke and kidney disease.

Furthermore, once blood pressure exceeds 115/75, the risk of cardiovascular disease doubles with each increment of 20/10 mmHg. Most people have no symptoms unless their blood pressure is extremely high, by that time complications may have already started.

High blood pressure is defined as having either a systolic (top number) or diastolic (bottom number) blood pressure falling in the high blood pressure range (140/90 mmHg or higher). Borderline high blood pressure or pre-hypertension is defined as having a systolic blood pressure between 120-139 mmHg or a diastolic blood pressure of 80-89 mmHg. Having pre-hypertension increases the risk of developing high blood pressure and its related complications.

Dyslipidemia

Dyslipidemia can be characterized by elevated total cholesterol, LDL cholesterol or triglycerides, or a decrease in HDL cholesterol. Overtime dyslipidemia can increase the risk of atherosclerosis, or the deposition of fats and other substances in the inner lining of the coronary arteries. Atherosclerosis is the main cause of coronary heart disease, which is the single leading cause of death in America today. Major risk factors for developing coronary heart disease include family history of early coronary heart disease, cigarette smoking, age, high blood pressure, and low HDL cholesterol levels.

Unlike family history and age, cholesterol levels can be changed to reduce the risk of a heart attack or stroke.

Cholesterol panels include the following:
- Total cholesterol: defined as HDL cholesterol + LDL cholesterol +1/5 triglycerides
- HDL cholesterol: reduces LDL cholesterol, also known as “good” cholesterol
- LDL cholesterol: can build up in artery walls, also known as “bad” cholesterol
- Triglycerides: main form of fat in the blood stream

Lifestyle modifications including dietary changes, exercise, weight loss, smoking cessation, and caffeine and alcohol reduction have been shown to lower blood pressure. In addition, a variety of prescription medications are available to lower blood pressure and reduce the risk of complications.

Prevalence in US Workforce
High Blood Pressure: 20%

Prevalence in US Workforce
Dyslipidemia: 29%
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Diabetes

Blood glucose also known as blood sugar is used to determine the presence of diabetes and pre-diabetes. Diabetes is a disease in which the body does not produce or properly use insulin. Insulin is a hormone that is needed to convert sugar, starches and other food into energy needed for daily life. Both genetics and environmental factors, such as obesity and lack of exercise, appear to play a role in the cause of diabetes. Diabetes is a common disease but about 1/3 of those with diabetes are unaware that they have it.

Furthermore it is expected that the incidence of diabetes will increase to more than 30 million Americans by 2030.

In non-fasting individuals without diabetes the goal blood sugar is <140. For non-fasting individuals with diabetes the goal blood sugar is 70-179.

Lifestyle modifications including dietary changes, exercise and weight loss can improve blood glucose levels and have been shown to reduce the progression of pre-diabetes to diabetes. In addition, a variety of prescription medications are available to improve blood glucose levels and reduce the risk of complications from this disease.

<table>
<thead>
<tr>
<th>Non-Fasting Blood Glucose</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>At Goal &lt;140 mg/dl (non-diabetic)</td>
<td>145</td>
</tr>
<tr>
<td>Or 70-179 mg/dL (diabetic)</td>
<td></td>
</tr>
<tr>
<td>Not at Goal ≥140 mg/dl (non-diabetic)</td>
<td>16</td>
</tr>
<tr>
<td>Or ≥180 mg/dl (diabetic)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>161</td>
</tr>
<tr>
<td>AWRF Average Blood Glucose</td>
<td>110</td>
</tr>
</tbody>
</table>

Future Opportunities Identified

As supported by literature, programs focused on prevention, risk reduction and disease management programs have been shown to reduce healthcare costs and improve overall employee wellness. These aggregate results can be used to customize wellness programs tailored to meet the specific needs of your employees. The following disease state areas were identified as being possible opportunities for wellness programs.

- Body Mass Index-the prevalence in the US workforce of overweight individuals is 35% and of obesity is 29%. AWRF prevalence is 45% and 34% respectively.
- High blood pressure-the prevalence in the US workforce is 20% and the AWRF prevalence was 31%
- Diabetes- the prevalence in US Workforce is 7% and the AWRF prevalence of elevated blood glucose was 10%. Individuals with elevated glucose may benefit from further testing.
- Dyslipidemia- the prevalence in the US workforce is 29% and the AWRF prevalence was 50%
After a long and courageous battle against lymphoma Michael Marks, 58, passed away October 10, 2014. He is survived by his wife Sandra of Mt Pleasant and sister Melanie Marks (Joe Gannam) and nephews, Joshua, Nathan and Joseph Gannam, all of Savannah. Michael Marks worked with Lift-All Inc in the early 90’s, Ashley Sling in the late 90’s and over the last 13 years with Charleston’s Rigging & Marine Hardware Inc DBA Carolina’s Rigging. Over the years he had daily contact with many folks in the industry. Whether in purchasing from our trusted vendors or processing sales orders to our valued customers, he will be missed by all.
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FOR MORE INFORMATION OR TO CONTACT ONE OF OUR REGIONAL SALES REPRESENTATIVES, PLEASE VISIT US AT www.wirerope.com
### Ad Index

**A**
- Accu-tech ........................................... 76
- ADB® Hoist Rings ................................. 17
- All Material Handling .......................... 23, 72
- Alps Wire Rope .................................... 54
- Apex Tool Group-Campbell Chain ............ 16
- Associated Wire Rope & Rigging .......... 64

**B**
- Bridon American ................................. 17

**C**
- Caldwell Group .................................. 73
- Chant .................................................. 32
- Chicago Hardware & Fixture Co. ... 24
- Codipro .............................................. 33
- Columbus McKinnon ......................... 12, 56
- Crosby Group ..................................... 2

**D**
- Distributor Computer Systems, Inc. . 60

**E**
- Eriez ................................................. 44
- Esmet-Electroline ................................. 30
- Etiflex ............................................... 48

**F**
- F & M Mafco/QC21 Lifting Products . 53
- Filtec .................................................. 70
- FIRST® Sling Technology ..................... 60

**G**
- Gunnebo Johnson Corporation ............ 46

**H**
- Harrington Hoist ................................. 50
- Holland 1916 ....................................... 54

**I**
- Industrial Magnetics ......................... 37
- IntegriCert ......................................... 48

**J**
- Jergens .............................................. 66
- Jtagzz ................................................ 76

**K**
- Ken Forging ....................................... 68
- Kulkoni ............................................. 61
- KWS .................................................. 15

**L**
- Laclede .............................................. 16
- Lifting Gear Hire Corp. ....................... 57
- Lincoln Hoist .................................... 25
- Loos and Company ................................ 22

**M**
- Miller ............................................... 14
- Modulift ........................................... 38

**P**
- Peerless ............................................ 74
- Pellow ............................................. 60
- Pewag Chain ..................................... 24
- Python ............................................. 9

**R**
- J.C. Renfroe and Sons ......................... 79
- Reel-O-Matic ...................................... 28
- Rigging Institute ................................ 10
- RiggSafe .......................................... 67
- Ropeblock ......................................... 64
- RUD Chain ......................................... 62

**S**
- Sahm Splicing .................................... 70
- Slingmax .......................................... 75
- Straightpoint ...................................... 29
- Strider-Resource ................................ 33

**T**
- Tandemloc ........................................ 45
- Terrier ............................................. 6
- Tractel ............................................. 67

**U**
- Ultra-Safe .......................................... 27

**V**
- Van Beest International ....................... 51

**W**
- Wire Rope Industries LTD. ................... 77
- WireCo WorldGroup .............................. 65
- Wirop Industrial ................................. 52

**Y**
- Yarbrough .......................................... 8
- Yeu Yueh Enterprise Co. .................... 76
- Yoke ............................................... 36
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