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On a Presidential Note...

Indian Wells, CA. Spring 2015 General Meeting

The Spring General Meeting is going to be in beautiful Indian Wells, California this April 12th-15th, 2015. We have great speakers lined up to talk about leadership development, the new Swager Guide Video, wire rope and many other topics important to all of our businesses.

Indian Wells’ average midday temperature in April is 80°F (27˚C). I’m in the Midwest and I have to say that sounds awful good to me right now (avg. temp here is 5˚F). In addition to wonderful weather Indian Wells has renowned golf courses, tennis, spas and shopping. There is also great hiking and biking close by. Joshua Tree National Park is only a 45 minute car ride away. I strongly urge you to consider coming to this meeting.

The AWRF Technical Committee and the Board of Directors met this past January. The Technical Committee discussed cordage, wire rope, synthetic slings, alloy chains, hoists, below the hook lifting devices and testing. The BOD focused on getting all new members up to speed and past president, Bruce Yoder, reminded all of us about our responsibility to the membership.

Reminder: The Data Gathering Survey will be coming out soon, please watch for it. We are reviewing participation this year to decide if we will continue to offer this service in the future. If you feel that the Data Gathering service is valuable please make sure you participate.

I look forward to seeing all of you next month in Indian Wells.

Mary Brett, President
From The Editor - We are pleased to present this article about Dave Frieder. Please note that the bridge spellings used in this article are those preferred by Dave, who maintains that the spellings currently being used were changed from their original (as used here) for the purpose of expediency.

The Bridge Man is about Dave Frieder who was the expert consultant behind the Bronx-Whitestone Bridge article and pictures in Slingmakers issue #143.

By Peter Hildebrandt

The Bridge Man
Photography interested Dave Frieder long before he ever climbed any of New York’s suspension bridges. And climb bridges he has, nearly all of the many, many bridges found in the New York Metropolitan area. Frieder also has perhaps more knowledge of the design, structure, construction, history and background on this city’s bridges, a city with perhaps more bridges than most others on earth.

Though not an engineer by training, Frieder has more general knowledge of suspension bridge design and the work of the wire rope cables that make them possible than many involved with bridge engineering and design. He knows many of the factors involved in bridge construction, the varied features of each individual bridge and how they are put together to carry their enormous loads. This expertise certainly applies to those structures scattered throughout the landscape of metropolitan New York.

A recent Slingmakers article featured photos taken by Frieder of the Bronx-Whitestone Bridge, one of many bridges that he’s had the privilege of climbing. The nearby George Washington Bridge however remains his favorite, for reasons he will explain shortly.

“My dad gave me a little Brownie camera with the old 127 film when we moved from Queens, NY to New Jersey,” explains photographer and bridge expert Dave Frieder. “Dad also encouraged me to try gymnastics. But at first I wasn’t especially crazy about that idea. But in time I found that I liked it. As my strength increased I started to excel in gymnastics in high school. I became a bit addicted to it; that and the New York City area bridges. I credit my father as the one who got me started in both gymnastics & photography, thus seeing the world around me through the lens of the camera.”

Frieder’s father pointed out the interesting photographic composition of the work of Ansel Adams. Frieder’s admiration for the work of Adams was inspired by what his father told him.

Over time he spoke to many of the area’s bridge engineers as well as an assistant of Adams, all leading to the eventual success in his idea to photograph the bridges.

“It was the work of all of these various individuals that inspired me to push this project through; civil engineers taught me a lot. But I eventually began to surpass them in my knowledge of bridge history and trivia.”

What made for a particularly good fit was Frieder’s gymnastic training and skills – that and the lack of a fear of heights. One detail that he learned, which may seem a bit counter-intuitive, is that the steeper the drape of a suspension bridge’s main cable, the greater the load that the bridge can carry.

“I also learned that the center of the deck of the Verrazzano Narrows Bridge changes in elevation 12 feet depending upon the time of the year,” adds Frieder. “In the summer it hangs lower due to heat expansion. Also, the top of the towers are 1-5/8 inches off from being completely parallel to each other due to the curvature of the earth.

“A nice side effect of all my work with photographing the bridges and speaking about them over the years is that my spelling, grammar and writing has improved. I wasn’t much of a writer in school. Now I get very excited about bridge spellings and pronunciations. The Goethals Bridge is one of the most mispronounced of the bridges as is the name Van Wyke, in the case of the Van Wyke Expressway.”

Before 9/11 put an end to such activities, Dave Frieder even climbed the towers of the Verrazzano Narrows Bridge. That bridge, named for the Italian explorer who visited the area during a 1524 voyage, just celebrated its 50th anniversary in November 2014. The bridge topped the record-holding Golden Gate Bridge for being the world’s longest bridge. But another suspension bridge in Japan now holds the world record.

The old Tappan Zee Bridge, farther up the Hudson River, is being replaced by a diagonal cable stay bridge. Cable stay bridges typically have a lower construction cost, according to Frieder. More of the cable stay bridges have been built in recent decades possibly mainly due to this fact. Their design and construction features two towers balancing out each other in the work of holding up the cables radiating out in two directions on the bridge deck below.

New York City has 2,027 bridges scattered among its four island boroughs and the one borough, the Bronx, actually on the North American continent. Those bridges include suspension bridges, cantilever bridges and even small bridges over roadways or small water bodies. On the Verrazzano Bridge construction, the foundations were installed through the use of a huge cofferdam. These were on both sides of the bridge, for each of its pair of towers. “I’m guessing that the suspenders are ropes on the bridge will be replaced another 25 to 30 years,” says Frieder. “Right now they are in pretty good shape.”

To do his photography on the bridge Frieder had access to the towers. An elevator takes you to the top of the arch where you must climb a ladder to reach the Saddle Room. To get to the cables a ladder takes you between both saddles and then a hatch must be opened to access a platform at the main cables. If you want to climb to the top of the tower, a gangway leads to another little ladder; that takes you to a hatch opening onto the top of the tower.

Nearly all of Frieder’s climbing of New York City bridges took place before September 11, 2001. Though he remains in excellent physical condition, the halt to Frieder’s climbing came at a fairly good time; as some back problems
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would no doubt make climbing tough 14 years later. A planned coffee table book will be filled with a fraction of the thousands of bridge photographs he has taken in the years he was active.

A combination of factors started Frieder’s love of bridges. Though he always thought bridges were fascinating one factor involved in his taking notice of area bridges occurred through simple family geography. His grandparents lived in New York City, Brooklyn and Manhattan and when his family moved to New Jersey they always took the George Washington Bridge to visit his family. He never ceased being in awe of the GW Bridge. To visit his father’s parents in Manhattan they would pass the Triborough Bridge, see the Hell Gate Bridge in the distance, pass the Queensborough Bridge, Williamsburgh Bridge and sometimes the Manhattan Bridge.

“All these bridges served the same function yet all looked so different; I thought that was fascinating. Then in the early 1960’s when they completed the lower deck of the GW Bridge I was amazed that someone, the engineer had enough insight to design a bridge years ago which could handle a whole additional roadway beneath the existing road on the bridge which had originally been designed for 4 lanes of Rapid Transit. It also intrigued me that at 178th and 179th Streets in New York there were tunnels as you came off the bridge.” Those are now closed off though.

Frieder’s first love was always photography. From taking many vacations and borrowing friends’ cameras, he finally bought his own camera. His father showed him the photographic art of Ansel Adams, a photograph called “Moonrise over Hernandez.” Frieder did some research and found out that the print used for the poster was far different than the straight negative and at that point wondered if maybe he could do his own black and white photography.

When he was just a child, he made his own darkroom for developing film from his own camera. After improving the darkroom he purchased an enlarger that could be upgraded. After contacting the Ansel Adams gallery, they put him in contact with Jeff Nixon, Ansel’s workshop assistant. After speaking with Nixon for a year, he took some workshops from him. Frieder met Ansel’s oldest granddaughter and a few days later Frieder was introduced to Ansel’s personal assistant, John Sexton. Now he owns a professional enlarger that can handle film up to 8x10 inches.

“Taked a joint workshop with Sexton and Morley Baer. Though Baer praised my work, Sexton wasn’t as free with his praise. But that in turn made me work even harder and because of that Morley told me I did really beautiful work but that I had to focus on a subject, something that means a lot to me and that is near and dear to me. I still thank John today for that constructive criticism.

“I started soul-searching for something unique, that no one’s done before as well as something that meant a lot to me. A few months down the road I started to see and hear of some work from two folks who had photographed from the top of the Golden Gate Bridge.”

Inspiration eventually came when he realized that here in his midst were more bridges than any one location in the world, right here in New York City. When he visited the main branch of the New York Public Library and a number of other libraries, he discovered there weren’t any fine art books of the bridges of New York.

Frieder was dogged in his pursuit of gaining access to the bridges. He finally received permission to do so and took advantage of that until the world changed on September 11th 2001. “The more I climbed and shot pictures of the bridges the more they became even more fascinating, structures that are civil engineering marvels, really. I have a civil engineer friend who truly opened my eyes on just what goes into these structures. I even came up with my own term for my appreciation: ‘Feel the Steel’.

“This means that the more you know your subject, the better able to capture that object you will be; whether that be on film, water colors, oil painting or whatever medium you use. I feel the steel physically and mentally – understanding exactly how the structure works, the ins and outs of what’s going on in terms of what the engineer designed so that it can be understood better and photographed better.”

The initial process of obtaining clearance to the bridges to shoot...
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For longer periods. Where emails must be retained for extended periods for research purposes, health security practices should be adopted and enforced.

Another option is encryption. This alternative works well for in-house conversation, but not for correspondence with outside companies, not privy to the codes.

Control can be a complicated matter. Intel Corporation, for example, settled an antitrust case in 2009 caused by the failure of certain employees to stop relevant emails from being destroyed by the company’s auto-delete system. The law is clear that destruction of documents in the face of litigation will most likely be considered “obstruction of justice.” Now Intel automatically deletes emails after 90 days unless individual employees take action to store them in folders or unless litigation is pending.

This article has focused on the vulnerabilities of email dialogue where security measures are lax. A subsequent paper will deal with the subject of cyber insurance.
Slingmakers 12 2015

PREAMBLE TO THE AWRF ELECTRONIC AND SOCIAL MEDIA POLICY

On March 11, 2011, the U.S. Federal Trade Commission obtained a consent order from Twitter for its failure to protect the privacy of its users. As a result of their security breach, hackers were able to obtain administrative control of the entire system including private accounts, passwords and messages stored in personal archives. This debacle invited the federal government’s first venture into the realm of social media.

The consent order reinforces the caveat that anyone who facilitates electronic communication can be held accountable for breaches of the privacy of its users. But privacy violations are only the tip of the legal iceberg, for within the content of cyber conversation looms a plethora of potential violations of the law. Antitrust, intellectual property, infringement (copyrights, patents and trademarks), defamation (libel and slander), information security violations and employment law violations are but a few of the more fertile areas for litigation. Moreover, the internet encourages the type of informal dialogue that causes a user to let down his or her guard and simply chat away. Absent training, there is little deference to the degree of caution generally exercised by businessmen and women.

Where a written document begets some degree of self restraint, electronic conversation is often treated as casually as street conversation – thus derives the label “social media.” Unlike the old fashioned way of discussion, cyber records can almost always be resurrected, private exchanges quoted out of context and damaging conclusions reached by courts and juries. Where arbitrary reconstruction of non-electronic dialogue is subject to denial by one party or the other, cyber words are here to stay. Any attempt at destruction, in anticipation of legal action, is, as in the case of written materials, obstruction of justice.

Social media has been compared to a publishing house where all association members are potential authors. It has also been characterized as a “commercial bulletin board where postings can get covered up, but never really go away.” The inevitable spontaneity which takes place in communal cyberspace will at some point put the facilitating association on the spot. Everyone involved will wish they could retract certain communications. If legal action is threatened or litigation is commenced, numerous individuals may be the targets of liability along with association. Historically, under common law or statutory codes, officers, directors and others may be vulnerable under the theory of vicarious liability. This is to say that inflammatory statements may be attributed to the leadership of an association even though they were not aware of such statements, because under the law it is their job to control their members. The combination of lack of control over postings and the fact that the association may not know about these exchanges unavoidably results in a certain amount of unknown risk. Obviously, the greater the electronic traffic, the greater the risk.

Above all, it is important for a member to think before communicating on the internet. Any such conversation should be treated as if written on paper – indelibly etched in the memory archives of all computers involved and subject to retrieval and subpoena where litigation ensues. Please consider this article as the preamble to the AWRF policy regarding social media.
The thesis of caution and warning about the potential for violations of the law (particularly the antitrust laws) as a result of inadvertent or intentional misuse of electronic communications has been advanced by Association Counsel at numerous AWRF functions in the past. These discussions have traditionally culminated with an admonition by Counsel, emphasizing the indelible cyber-trail left by unsecured electronic conservation. These etchings can (and in some cases will) be captured to build a deleterious record to be relied upon in civil and/or criminal lawsuits. The discovery process within the U.S. legal system gives equal weight to electronic exchanges of information and paper trails. Unlike the unrecorded spoken word, these conversations can rarely be denied nor excused during litigation.

AWRF members have access to a variety of electronic communication services: computers, e-mail, telephones, voicemail, fax machines, external bulletin boards, wire services, on-line services, the Internet, the World Wide Web and various forms of social media. These vehicles make communication more efficient and effective because they provide valuable sources of information about vendors, customers, new products and services. Electronic media and services facilitated by the AWRF are Association property. They exist to advance the AWRF Purposes as enumerated in the By-Laws of the Association. Inappropriate or excessively informal use runs counter to these objectives. For example, some individuals have experienced the use of electronic communication for derogatory comments about others, violations of policy, or even criminal activity. Because electronic communication systems often resemble a less formal method of communication than paper, and because there is no direct face-to-face conversation, users sometimes feel free to be less cautious or more candid in the contents of messages. It is therefore vitally important to remember that the e-mail and social media systems are not private modes of communication. Consequently, defamatory or other unlawful remarks distributed through these systems can be recovered, exposing the user and/or his or her employer and/or facilitator to liability.

With the rapidly changing nature of electronic media, a unique etiquette is developing among users to cope with the vagaries of on-line services and the Internet. While this policy cannot establish rules to cover every possible situation, it expresses the Association’s philosophy and sets forth general principles to be applied to the use of all forms of electronic communication.

**PROCEDURES**

A. Electronic media may not be used for knowingly transmitting, retrieving or storage of any communications of a discriminatory or harassing nature, or which are derogatory to any individual or group, or which are obscene or are of a defamatory or threatening nature, or for “chain letters,” or for any other purpose which is illegal or against AWRF policy or contrary to the best interests of the Association and propriety. Users should be particularly diligent in avoiding conversation or commentary in violation of the antitrust laws as explained in the attached AWRF Antitrust Statement, attached hereto as Schedule B.

B. Electronic media and services are primarily for business use. Limited, occasional, or incidental use of electronic media (sending or receiving) for personal, non-business purposes is understandable and acceptable—as is the case with personal phone calls. However, users must demonstrate a sense of responsibility and may not abuse the privilege.

C. Electronic information will be generally monitored by the Association.

D. The Association reserves the right, in its discretion, to review any electronic files and messages and usage appearing on media networks facilitated by AWRF to the extent necessary to ensure that electronic media and services are being used in compliance with the law and Association policies. User identification is inherent to such monitoring. Users should therefore not assume electronic communications are private and confidential and should transmit highly sensitive information in other ways.

E. No e-mail or other electronic communication may be transmitted with attempts to conceal the identity of the sender or to represent the sender as another individual or entity.

F. Electronic access to proprietary materials and intellectual property must be accompanied by due respect for all patents, trademarks and copyrights. Users may not copy, retrieve, modify, or forward copyrighted materials except as permitted by the copyright owner or pursuant to the “fair use doctrine.”

G. Electronically communicated statements by an employee or agent may be imputed to the individual’s employer or principal.

H. Users should never make statements in jest which may be isolated out of context for purposes of impeachment.

I. Users should be familiar with, and abide by, the list of best practices, attached hereto as Schedule C.

J. Any individual found to be abusing the privilege of using Association facilitated electronic media or services will be denied further access.
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- Delta Rigging & Tools – Fort Worth/Hurst 2004
- Jergens Inc. 2004
- Lifting & Rigging Specialty Sales 2004
- Medcraft Sales 2004
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- Paducah Rigging - East St Louis, IL 2004
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- Silver State Wire Rope & Rigging 2004
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- Python America 2004
- Sea Land Distributors 2004
- Silver State Wire Rope & Rigging 2004
- Southeast Rigging 2004
Quality

Fellow members,

As you know we have been asking everyone to be on the lookout for the Quality Evaluation Self Audit Survey for the past year with the hope of presenting the results at the April meeting in Indian Wells. Since last September we have sent the survey to all Regular and Associate members 4 times. One paper version via regular snail mail and 3 times electronically. As of Jan. 20th we have only received 23 responses out of 204 possible participants. Eighteen electronic and 5 paper. We are going to resend the survey via Survey Monkey and also resend as an attachment in an e-mail over the next couple of months. We hope that you will participate in the survey as all results are kept confidential. ONLY THE AWRF OFFICE WILL KNOW THE NAMES OF THE COMPANIES THAT PARTICIPATE. The QHSE committee only gets the results, not the company names.

If you are one of the companies that wants to fill out the survey and gauge your company procedures against industry best practices but you have not seen the survey, please contact the AWRF offices and give them the correct contact name and e-mail. We hope you will participate.

Safety

We would like to thank all the members who filled out and returned the Safety Award form last summer. In case you missed the Oct. meeting in St. Louis here is the list of members who received an award plaque.

Platinum:
- Bairstow Lifting Products
- Cascade Rigging
- Chant Engineering
- Hercules SLR

Gold:
- AJT Equipment USA Inc.
- American Wire Rope & Sling
- Certified Slings
- Dakota Riggers
- Kulkoni
- Laclede Chain
- Marine & Industrial Supply
- Mile High Rigging
- John Sakash Co.
- Western Sling & Supply

Silver:
- Alliance Industries
- Brown & Perkins
- CECA, LLC.
- Eriez Manufacturing Co.
- Harrington Hoists
- Lifting Gear Hire
- Newco Manufacturing
- The Rigging Box

Standard:
- All-Way Wire Rope & Splicing
- Bilco Wire Rope & Supply
- Charleston’s Rigging & Marine
- Discount Wire & Sling
- Elko Wire Rope & Mining Supplies
- Esmett
- F & M Mafco
- Industrial Training Intl
- Industrial Magnetics
- Integricert
- International Cordage
- Lamco Slings & Rigging
- Mazzella Companies
- Memphis Chain & Cables
- Metro Wire Rope
- Miami Cordage
- National Industrial Supply
- Pacific Industrial Supply
- Page Wire Rope
- Peerless Industrial Group
- Phoenix Wire Rope
- Safety Sling Co.
- Samsel Supply Co.
- Samson Rope
- Sharrow Lifting Products
- Southern Wire Corp.
- Southwest Wire Rope
- Suncor Stainless
- Superior LMS
- Woodward Wire Rope & Slingline
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<td>Fitness &amp; Wellness</td>
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<td>Heat Stress</td>
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<td>Lock Out / Tag Out</td>
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<td>OSHA Recordkeeping for Managers, Supervisors &amp; other Employees</td>
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<td>Portable Grinders &amp; Abrasive Wheels</td>
<td>12 min dvd &amp; leadership guide DVD</td>
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<td>Pre-Trip Inspection for Light Trucks</td>
<td>13 min dvd DVD</td>
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<tr>
<td>Reporting for Work, Your Safety Responsibilities</td>
<td>10 min dvd DVD</td>
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<tr>
<td>Respirators &amp; How to Use Them</td>
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<td>Safe Operation of Overhead Cranes</td>
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<tr>
<td>Safety Audits</td>
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<td>Safety Showers &amp; Eye Washes</td>
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<td>Slips, Trips &amp; Falls</td>
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<td>Unsafe Acts; Human Behavior</td>
<td>11 min dvd &amp; leadership guide DVD</td>
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<td>Welding Safety</td>
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<td>Workplace Stress</td>
<td>complete training program DVD</td>
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The Living Desert was established in 1970 as a non-profit education and conservation center, dedicated to preserving the plant and animal life of the desert.

The word “desert” conjures images of beautiful landscapes and a diverse ecosystem filled with unique plant and animal life. For over 40 years, The Living Desert has been celebrating and conserving the beauty of the California desert. Covering more than 1,000 acres in Palm Desert and Indian Wells, the Park is home to more than 450 animals representing over 152 species including coyotes, big horn sheep, Oryx, giraffes, zebras, cheetahs, leopards and meerkats. Additionally, there are lush botanical gardens representing 10 different desert ecosystems, showcasing more than 1,200 varieties of plants, all of which are native to desert environments.

The Living Desert is one of the most successful zoological parks in the country and is fully accredited by the American Zoo and Aquarium Association. Guests will experience a private walking tour of this unique and exciting animal and plant sanctuary conducted by the Reserve’s highly trained docents. Educational and informative this tour will include a behind-the-scenes tour of the Tennity Wildlife Hospital & Conservation Center. This multimillion dollar, state-of-the-art facility was conceived and constructed to bring the highest quality of care to the Living Desert’s vast animal collection allows for all animals to be examined and treated on-site.

During the walking tour of The Living Desert, guests will enjoy a 20 minute show called “Wildlife Wonders” featuring appearances by birds, reptiles and small mammals that call The Living Desert home. Guests will be able to see the animals up close in the park’s shaded amphitheater. This experience will leave guests with a fonder appreciation of our endangered wildlife and how they too, can preserve and protect the fragile beauty of our unique desert ecosystem.

A must see is Eagle Canyon, where guests can look at the Golden Eagle whose noble presence named this canyon. Animal inhabitants include mountain lions, peccaries, bobcats, badgers, Mexican wolves and an aviary exhibit.

The Living Desert’s Village WATUTU is an authentic replica of a village found in Northeast Africa. Mud-walled huts with grass-thatched roofs circle a shady Elder’s Grove where you can hear rhythmic sounds of African drums and percussion. Listen as master storytellers weave spellbinding tales of Africa and Native American folklore.

Attendees will have free time to enjoy the park on their own. After the Living Desert we will enjoy lunch at Tommy Bahama’s Larkspur Patio on El Paseo Boulevard with time afterwards to stroll the shops and art galleries. JOIN US!
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The Sales to Payroll Wedge: A Profit Necessity

At present most distributors are experiencing strong sales gains. The serious concerns about generating adequate sales are largely a thing of the past. Unfortunately, the strong increases in sales are not translating into strong increases in profit. The problem is that expenses, especially payroll expenses, are absorbing an excessive amount of the increase in sales.

The key to overcoming this problem, and generating substantially higher profits, is to produce what is commonly called a sales to payroll wedge. Simply put, sales must grow faster than payroll expense. It is an incredibly simple concept to understand, but a maddeningly difficult one to implement.

This report will examine the nature of the sales to payroll wedge from two perspectives:

- **The Economics of a Sales to Payroll Wedge**—An examination of how sales growth and payroll control combine to produce higher profits.
- **Implementing the Wedge**—A discussion of the specific management actions that are required to generate a sales to payroll wedge.

The Economics of a Sales to Payroll Wedge

One of the oldest management bromides in distribution is “Sales are vanity, profits are sanity.” Bromide or not, the statement continues to be true. Sales growth almost always helps, but what is needed is sales growth that does not require a commensurate increase in payroll expenses.

The economics of sales and payroll growth can be seen in Exhibit 1. It reflects the results for a typical AWRF member based upon the latest PROFIT Report. The Current Results column indicates that the typical 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. Of particular note, total expenses are heavily weighted towards payroll which represents 16.0% of sales, or 50.8% of total expenses. This is why payroll control is so critical.

The last two columns examine the impact of a sales to payroll wedge. Again, this means that sales growth outpaces payroll growth. Two sales growth scenarios are used to examine the sales to payroll wedge—5.0% and 15.0.

**Slow Growth**—The 5.0% growth column reflects operations in a mature market. This growth rate was achieved with no change in the gross margin percentage. As a result, both cost of goods sold and gross margin also increase by 5.0%.

The real key to this column is that payroll expense only increases by 3.0%. This provides a 2.0% sales to payroll wedge (5.0% sales growth minus 3.0% payroll growth). For most firms 2.0% is a realistic goal that should be part of planning.

The other expenses (all of the non-payroll items, such as rent, utilities, interest and the like) are assumed to increase at the same rate as sales. Realistically, such expenses would not grow as fast as sales. However, this assumption allows the exhibit to focus exclusively on the power of the sales to payroll wedge.

As can be seen, the very modest 5.0% sales growth does wonders for the bottom line if the

<table>
<thead>
<tr>
<th>Income Statement ($)</th>
<th>Current Results</th>
<th>2.0% Sales to Payroll Wedge</th>
<th>5.0% Sales Growth</th>
<th>15.0% Sales Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$10,000,000</td>
<td>$10,500,000</td>
<td>$11,500,000</td>
<td></td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>6,450,000</td>
<td>6,772,500</td>
<td>7,417,500</td>
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<tr>
<td>Gross Margin</td>
<td>3,550,000</td>
<td>3,727,500</td>
<td>4,082,500</td>
<td></td>
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<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll and Fringe Benefits</td>
<td>1,600,000</td>
<td>1,648,000</td>
<td>1,808,000</td>
<td></td>
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<tr>
<td>All Other Expenses</td>
<td>1,550,000</td>
<td>1,627,500</td>
<td>1,782,500</td>
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<tr>
<td>Total Expenses</td>
<td>3,150,000</td>
<td>3,275,500</td>
<td>3,590,500</td>
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<tr>
<td>Profit Before Taxes</td>
<td>$400,000</td>
<td>$452,000</td>
<td>$492,000</td>
<td></td>
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<table>
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<tr>
<th>Income Statement (%)</th>
<th>Current Results</th>
<th>2.0% Sales to Payroll Wedge</th>
<th>5.0% Sales Growth</th>
<th>15.0% Sales Growth</th>
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</thead>
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<td>Net Sales</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
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<tr>
<td>Cost of Goods Sold</td>
<td>64.5</td>
<td>64.5</td>
<td>64.5</td>
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<tr>
<td>Gross Margin</td>
<td>35.5</td>
<td>35.5</td>
<td>35.5</td>
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<tr>
<td>Expenses</td>
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<td>Payroll and Fringe Benefits</td>
<td>16.0</td>
<td>15.7</td>
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<td>All Other Expenses</td>
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<tr>
<td>Total Expenses</td>
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<tr>
<td>Profit Before Taxes</td>
<td>4.0</td>
<td>4.3</td>
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</table>
2.0% sales to payroll wedge can be generated. Profit increases from $400,000 to $452,000, an increase of 13.0%. Profit is now 4.3% of sales.

**Fast Growth**—The last column examines the impact of more rapid growth, defined here as a 15.0% increase in sales. The same sorts of effects that were observed in the 5.0% column also are seen here. The gross margin percentage stays at 35.5%, so sales, cost of goods and gross margin all increase by 15.0%.

A 2.0% sales to payroll wedge is still the goal, so payroll only increases by 13.0%. The other expenses follow the same growth path as sales and increase by 15.0%. The end result is that profit grows by 23.0% to $492,000.

It is obvious that a more rapid rate of sales growth produces a somewhat larger bottom line. However, to get to $492,000 in profit versus the $452,000, the firm had to generate another $1,000,000 in sales. To do so, it probably had to hire more employees as payroll increased to $1,808,000. It was a lot more work.

The reality is that rapid sales growth makes the sales to payroll wedge a little easier to produce. However, sales growth is not the real factor behind higher profits. What matters is how much sales can be increased in relationship to how much payroll has to increase to support that sales growth.

**Implementing the Wedge**

At this point producing a sales to payroll wedge should seem like a great idea. Although readers can quibble with the 2.0% figure if they desire, a wedge of some size seems essential. The issue now is to identify how such a wedge can be generated.

In trying to produce the sales to payroll wedge, it is important to note that improved productivity systems are probably not the answer. Distributors have become much more sophisticated in using technology tools over the last decade, yet payroll remains about the same percent of sales as ten years ago. There has been no sales to payroll wedge.

Something else is required. The “something else” necessitates attention to the three areas where the sales versus payroll expense trade-off should be positive.

**Lines per Order**—Putting more lines on every order allows for a sales increase with only a modest payroll cost increase. Increasing the lines per order revolves around two actions. The first is to have the sales force do more add-on selling. It is an age-old issue of monitoring, evaluating and compensating.

The second action in driving more lines per order is to ensure that customers are aware of everything in the firm’s assortment. Nothing wrong with telling them over and over about one-stop shopping.

**Fill Rate**—If you don’t have it you can’t sell it, and if you don’t have it often enough all of your customers go away. However, improving the fill rate inevitably leads to the requirement to carry more inventory.

Adding inventory to increase sales is always a good idea. Of course, adding inventory without increasing sales is a terrible idea. The truth is that way too many firms have cut inventory to the point that sales are impacted negatively.

**Average Line Value**—Increasing the average line value (or line extension to use different terminology) is largely a pricing issue. No customer wants to pay too much. However, every distributor has a large array of slower-selling items for which availability is much more critical than price. It is an opportunity that needs to be exploited to produce more sales dollars from the same unit sales.

With the effort to increase the fill rate mentioned above, the opportunity to be the “always in stock at a fair price” distributor increases substantially. However, the increased fill rate must be supported by fair-value pricing. Firms must get paid for the services they provide.

**Moving Forward**

Payroll as a percent of sales is stuck in a rut that goes back at least ten years. If firms are going to lower their payroll expense percentage, and increase their bottom line, they must plan with the concept of a sales to payroll wedge in mind. Generating that wedge will require emphasizing three concepts—more lines per order, a higher fill rate and an increase in the average order line value.

**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 and is available from Amazon and Barnes & Noble.

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Most recently, your AWRF Testing Committee has been busy performing tests of nonstandard edge protection materials sometimes used with synthetic slings. Although the subcommittee recognizes that there are many suitable, built-for-purpose edge protection devices in the market, synthetic slings are still occasionally damaged as a result of improper edge protection materials being used. The AWRF Edge Material Test Program was conducted to determine the effectiveness of the non-standard materials used in an edge protection application.

For the Edge Material Test Program, the Technical Committee selected five commonly used materials to test on a standardized edge test fixture. The testing has been completed and the reports are being prepared for a presentation at the 2015 Fall General Meeting. The Testing Subcommittee looks forward to sharing the findings of this important test program with you in New York. Hope to see you there!
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OUR QUALITY = YOUR SAFETY
Great leaders can be born leaders, but more times than not, leaders become distinguished leaders by learning from their experiences and by understanding that in order to lead a team, they must encourage, inspire and trust in their employees to follow and execute their vision. Jay Voorhees is a perfect example of a great leader who enjoys helping others enhance their current leadership skills and help guide rising leaders.

Jay Voorhees has a personality that intrigues you, inspires you and leaves you wanting to know more about him. From the military stories to conversations about Jay’s family, he can light up a room. It could be his remarkable career as a soldier in the US Army, but it’s also his philosophy and vision about leadership and desire to motivate others to make a footprint in the lives around them.

Jay has learned from others and his experiences have given him the ability to fine tune his leadership skills over many years. “The lesson I’ve learned over the years is, it’s easy for me as a leader to have a strategic vision, but I must know how to bring my vision down to the employee level for them to be able to execute it,” says Jay.

Regardless if you are the CEO, HR Director or front-line manager, leadership is about leading people, not things or projects. Learning how to continue to shape your message as a strategic leader involves many components – one of them being health.

Jay’s question to those he meets is simple: How do you learn to navigate through the tough times to move forward with your vision, if you are under so much stress that you can’t think clearly, you are eating poorly and not getting enough sleep? Leadership isn’t just about making professional decisions, it’s about taking care of yourself and your most important assets – your employees.

It’s without question that in the nature of your field – safety comes first. What if someone told you safety and health went hand-in-hand? In order for you and your employees to do their jobs well, all of you must stay safe, produce quality products and be mindful of time and efficiencies. Living a healthy life can help you accomplish these important work-related factors you deal with on a daily basis.

Think of your duties as a leader from a health standpoint:

• Are you “walking the talk”? – Model the behavior you wish to see in your employees. If you strive for alert, safety-conscious, time efficient, and problem-solving employees then make their health a priority. But first, how is your own health?

• Being an effective leader means leading by example. We are never too old to learn something new. Your employees are trusting you, as their leader to point them in the right direction.

• Health plays a vital role in your decision-making. Think of a time when you were too stressed, unfocused and tired. Were you able to easily make a positive decision?

Good health is important to all of us, but it is especially important in the highly technical and safety-oriented wire, rope, and rigging industry. Jobs like these require precision, accuracy, consistency and attention to detail which is why it’s so important to be healthy!

Join Jay as he discusses how your health plays a vital role in being a successful and inspirational leader to your employees.

Jay is excited to be speaking at the 2015 AWRF Spring General Meeting where he will present Leading Up. Leading Up is a leadership presentation to provide you with practical tips and methods to successfully encourage and lead your organization to greatness.

Jay is a member of the Florida Hospital Speakers Bureau and is passionate about speaking on CREATION Health, Leadership Development and Men’s Wellness.

To learn more ways to encourage healthy changes in your workplace, visit FloridaHospital.com/HealthPerformanceStrategies
Jay’s Personal Connection to AWRF

Jay has had a personal connection to the very product AWRF members like yourself create every day and may not think it makes a difference. “I’ve personally used rope products, specifically Helicopter slings, made from AWRF organizations. Your products contribute to the safety of the military and gives leaders the confidence to know that the missions they are leading will produce positive results and will give support to people relying on us to keep them safe.”

Jay Voorhees Background:

Since joining Florida Hospital in September 2013, Jay has served as the Director for Global Strategy, and he also contributed to development of Florida Hospital’s innovative Physician Leader Development Program. Prior to joining Florida Hospital, Jay served for over 25 years as a Soldier in the US Army; at the time of his retirement in Oct 2013, he was Commanding Officer of the 12th Combat Aviation Brigade in Germany, the largest Aviation Brigade in the United States Army. Jay commanded units at every level from platoon to Brigade in both the Conventional Army and Special Operations Forces. Jay has numerous Combat and Peacekeeping deployments including Desert Shield and Desert Storm, Bosnia, Iraq, Afghanistan and he has served in a variety of other countries during his career. Jay holds a Bachelor’s of Science Degree in Business Management from Elon College, a Master’s Degree in Administration from Central Michigan University, a Master’s Degree in Joint Campaign Planning and Strategy from the National Defense University, and is a graduate of The Art and Practice of Leadership and Leadership Development, Harvard University JFK School of Government Executive Programs.

In addition to working with Florida Hospital, Jay serves on the Downtown Orlando YMCA Board of Managers. He is an avid outdoorsman and enjoys biking, hiking, water sports, and all athletic activities. Jay’s number one hobby is his family; he is married to his high school sweetheart and best friend Joyce and they have one daughter, Hailey, who is a senior at Longwood University in Virginia, and one son, Jake, who is a sophomore at Virginia Tech.
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Fritz Coleman is NBC4’s weathercaster on the weekday editions of “Channel 4 News,” airing at 5, 6 and 11 p.m. A Southern California broadcasting icon, Coleman is well known for his sense of humor and extensive knowledge of weather. He joined NBC4 in February 1982, as the weekend weathercaster, and moved up to weekdays in June 1984.

A long-time stand-up comic, Coleman has performed at The Improvisation, The IceHouse and other Southern California comedy clubs. He has utilized his humor in a number of series and specials that have aired on NBC4 over the years including “What a Week” (1990 - 1991), “It’s Fritz” (1988-1990), “Fritz and Friends” (Special) and “The Perils of Parenting” (Special). He received four Los Angeles area Emmy Awards for his work on the NBC4 comedy specials and series.

Coleman has written, produced and starred in three one-man plays. His first production “It’s Me! Dad!” won the coveted 1997 Artistic Directors Award. A humorous and touching account of what happens when a “baby boomer” tries to recount his own life for his young children, the play shows how the father comes to grips with the passage of time and the skeletons in his own closet. The production also aired successfully on public television in Los Angeles.

“The Reception,” Coleman's second play, is an insightful and hilarious look at relationships found at an imaginary wedding reception, the bride’s second marriage, the groom’s third. His most recent play, “Tonight at 11!” is an insider’s look at a typical local newscast. A rollercoaster ride between funny and poignant, Daily Variety called it, “surprising, incisive and powerful.”

Coleman moved to Los Angeles in 1980 from Buffalo, New York, where he worked as an on-air radio personality. Prior to that, he was a disc jockey and radio talk show host at various stations throughout the country. From 1980 until he joined NBC4 in 1982, he worked as a stand-up comic at various clubs throughout Southern California. He has also made a number of appearances on the “Tonight Show” and other non-scripted and scripted television programs.

Originally from Philadelphia, Coleman attended Salem College in West Virginia and Temple University in Philadelphia where he studied radio, television and film. Coleman is an avid runner, rollerblader and skier. He lives in the San Fernando Valley and has two sons and a daughter.
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Jay Voorhees

Director for Global Strategy

Since joining Florida Hospital in Sept 2013, Jay has served as the Director for Global Strategy, and he also contributed to development of Florida Hospital's innovative Physician Leader Development Program. Prior to joining Florida Hospital, Jay served for over 25 years as a Soldier in the US Army; at the time of his retirement in Oct 2013, he was Commanding Officer of the 12th Combat Aviation Brigade in Germany, the largest Aviation Brigade in the United States Army. Jay commanded units at every level from platoon to Brigade in both the Conventional Army and Special Operations Forces. Jay has numerous Combat and Peacekeeping deployments including Desert Shield and Desert Storm, Bosnia, Iraq, Afghanistan and he has served in a variety of other countries during his career. Jay holds a Bachelor's of Science Degree in Business Management from Elon College, a Master's Degree in Administration from Central Michigan University, a Master's Degree in Joint Campaign Planning and Strategy from the National Defense University, and is a graduate of The Art and Practice of Leadership and Leadership Development, Harvard University JFK School of Government Executive Programs. In addition to working with Florida Hospital, Jay serves on the Downtown Orlando YMCA Board of Managers. He is an avid outdoorsman and enjoys biking, hiking, water sports, and all athletic activities. Jay's number one hobby is his family; he is married to his high school sweetheart and best friend Joyce and they have one daughter, Hailey, who is a Senior at Longwood University in Virginia, and one son, Jake, who is a Sophomore at Virginia Tech.

John F. Groce, P.E.

John has worked in the wire rope industry for 18 years as a member of WireCo WorldGroup’s Corporate Product Engineering Department. During that time, he has worked with the design, development, manufacturing and testing of various wire rope and wire rope lifting products. He has participated on various industry committees charged with developing and maintaining standards, manufacturing specifications and end user reference documents. He is a voting member on the ASME B30.30 Ropes subcommittee charged with developing a new standard for crane wire rope usage, maintenance and retirement criteria. His experience covers many different wire rope application areas which allow him to be able to provide technical assistance to WireCo WorldGroup customers across multiple market sectors. Currently, John’s primary focus is as the North American engineering contact for Casar, Oliveira and Union crane wire ropes in the crane rope aftermarket.
Christopher Guith is senior vice president for policy at the U.S. Chamber of Commerce’s Institute for 21st Century Energy (Energy Institute). He is responsible for developing the Institute’s policies and initiatives as they apply to the legislative, executive, and regulatory branches of the federal and state governments. Specifically, Guith leads the development of the Energy Institute’s policies and messaging relating to oil and natural gas and nuclear energy. He led the Chamber’s Shale Works for US campaign, which analyzed and promoted the widespread benefits of shale energy development in America.

Guith offers expertise on an array of energy and environmental issues. He educates policymakers, businesses, energy stakeholders, coalitions, and the public about the importance of a diversified energy portfolio and how it can ensure an efficient, reliable, prosperous, and secure energy future. He also leverages his broad energy expertise as a spokesperson with local, state, and national media.

Guith travels frequently to speak to small and large stakeholder groups, raising awareness of the impact of policy decisions on America’s energy future and encouraging groups to share their perspectives with policymakers. In addition, he consults with state and local chambers of commerce and business groups, advising them how to quantify the importance of safe, reliable American energy to their businesses, as well as how to amplify that message when communicating with energy decision makers.

Prior to joining the Chamber in 2008, Guith served as deputy assistant secretary for nuclear energy at the U.S. Department of Energy (DOE), where he developed the administration’s nuclear energy policies and coordinated the department’s interactions with Congress, stakeholders, and the media. He was also deputy assistant secretary for congressional affairs at DOE and a chief representative of the administration during the drafting and debate of the Energy Policy Act of 2005.

Earlier in his career, Guith served as Rep. Bob Barr’s (R-GA) legislative director and Rep. Tim Murphy’s (R-PA) counsel and policy adviser. He was also legislative counsel for the Environment, Technology & Regulatory Affairs at the U.S. Chamber of Commerce.

Guith is a graduate of Syracuse University-College of Law and the University of California-Santa Barbara.
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KANSAS CITY, Mo. – On December 5th, NASA’s Exploration Flight Test 1 (EFT-1) of the Orion Space Capsule lifted off from Cape Canaveral Air Force Station. The splashdown in the Pacific occurred 4.5 hours later under parachutes which were supported by WireCo steel riser assemblies—XLT4 Orion, designed exclusively for this project using a patented WireCo rope.

Airborne Systems of North America (ASNA) contacted WireCo WorldGroup in 2010 to design a strong, lightweight rope with more abrasion-resistance than ever seen before. The drogue parachute cables were designed by WireCo engineers Bamdad Pourladian, Kyle Bowland and Tim Klein. The cables were manufactured and tested in WireCo facilities in Missouri. Additional testing was performed at NASA proving grounds in Yuma, Arizona. WireCo worked with ASNA, NASA, Lockheed Martin and Jacobs Engineering during the initial design and development phase.

Orion is NASA’s new spacecraft built to carry humans, designed to allow us to journey to destinations never before visited by humans, including an asteroid and Mars. On this un-crewed test flight, Orion tested systems critical to crew safety as it traveled farther into space than any spacecraft built for humans has traveled in more than 40 years.

During the 4.5-hour flight, Orion orbited the Earth twice, covering more than 60,000 miles (96,600 kilometers) and reaching an altitude of 3,600 miles (5,800 kilometers) on the second orbit. That altitude allowed the spacecraft to return through the atmosphere at a speed of 20,000 mph (32,000 kph), which generated temperatures near 4,000 degrees Fahrenheit (2,200 degrees Celsius) on Orion’s heat shield.

The flight test validated systems such as Orion’s parachutes, avionics and altitude control. All of these systems must perform flawlessly to guarantee safe, successful missions in the future. Although they have been tested extensively on the ground, the space environment cannot be replicated completely on Earth, and Exploration Flight Test-1 provides critical data that will enable engineers to improve Orion’s design and reduce risk for the astronauts it will carry as NASA continues to move forward on its human journey to Mars.

Richard Humiston, WireCo Vice President and Global Market Director-Structures commented, “We are proud to be a part of this important project that will affect the future of space exploration. WireCo has a long history dating back to the 1960s and 1970s when we supplied parachute cables to NASA for the Apollo program.”

New drag rope can increase service life up to 110%

WireCo’s Union unveils new PowerMax PLUS wire rope

Downtime is costly to a mining operation. Increased service life of drag ropes helps minimize interruptions which is essential to lowering overall cost of ownership.

WireCo WorldGroup has just introduced PowerMax® PLUS, a drag rope that increases time intervals between resockets and end-for-ends—typical preventative maintenance procedures for draglines.

WireCo’s research and development engineers have designed PowerMax PLUS using new wire technology for increased wire toughness that improves abrasion resistance, and plastic enhancement that protects the rope core from material intrusion and fatigue. The increased service life for these PowerMax PLUS drag ropes minimizes cost of ownership and maximizes value.

Extensive field trials at coal mines in Wyoming, Texas and South Africa have shown that PowerMax PLUS lasted more than twice as long as their previous drag ropes so they were able to increase the time between rope replacements. That means a better bottom line for the mine.

PowerMax PLUS is part of Union’s PowerMax PLUS family of products for drag ropes which also includes PowerMax PFV PLUS, and PowerMax MD PLUS. For more information reference www.unionrope.com.
Modulift congratulates LEEA's new member of the board

Congratulations to Sarah Spivey, MD for Modulift UK Ltd who will be this years lady representative taking to the board at LEEA.

The Lifting Equipment Engineers Association has recently declared their current ensemble of ambassadors to its vast array of global members, with Sarah second top of the poll, becoming one of five elected to the exclusive role through recent member voting. Sarah will join Paul Fulcher, Tim Burgess, Kevin Holmes and Anthony Thomas on the seats of the board having sealed approval after her first application.

Sarah’s aim within this prestigious professional body is to share her industry knowledge, instilling her own valued working ethics amongst members as well as breed new ideas and discussions to lifting and safety challenges. Sarah would also hope to open conversations in a bid to see how best to move the heavy lifting industry as a whole forward, as it transcends into new territories, sectors and technologies.

Involved within high risk market sectors such as Oil & Gas, Construction, Wind Power, Aerospace, to name a few, Sarah expresses “I see first-hand the fundamental safety challenges happening on a daily basis. In turn I recognise the need to uphold and advance safety standards for a risk-free environment, responding to authority associations such as LEEA. Modulift has been involved with some particularly prestigious projects of late which have been monumental achievements for such a young company, drive, ambition, innovation and attention to detail I believe all play a vital part in their success. These values I would plan to bring to the table at LEEA as I do with my own workforce, so to support LEEA members and projects the very best way possible that I can.”

Sarah, pleased with her new accolade said, ”I am so excited to have been selected, and thank all those who voted for me. I think it's very important to have a ladies perspective on the board, providing an alternative viewpoint. However, equally I believe that I can offer fair and focussed judgement for all. I look forward to getting to know the LEEA members in a more personal capacity, working closely together on some of the most significant issues facing our industry in a bright and positive manner.”
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Peerless Industrial Group announces leadership change

Peerless Chain Company, a division of KITO America, has announced that President & CEO Tom Wynn is retiring effective March 31, 2015. Mr. Wynn has spent more than 42 years within the industry. He has served on numerous industry Boards and received several awards for his contributions in the chain, traction and accessory business. Mr. Wynn has been with Peerless for 18 years with the past eight as President & CEO. During his tenure he has facilitated company growth that led to becoming the market leader in the industry where products are used in diverse markets globally. Mr. Wynn will remain with the KITO Corporation as Senior Consultant assisting with future strategic projects.

April 1, 2015, George Kosiodowski will assume the role of President for Peerless Chain Company. Mr. Kosiodowski currently holds the position of Executive Vice President of Sales & Marketing. He is a ten year Peerless employee with experience in sales, marketing, mergers and acquisitions (M&A), product development, distribution and manufacturing. He also represents Peerless as Vice President of the North American Chain Manufacturers (NACM) Board of Directors.

Andrew Grimm will expand his role and assume the lead as Vice President of Sales & Marketing for the Peerless organization. Mr. Grimm, a nine year Peerless employee, currently holds the title of Vice President of Industrial & Heavy Duty Sales. His expertise in sales, marketing, product development, M&A, and manufacturing will be a driving force in facilitating continued growth and expansion.

Tom commented, “I am so pleased that all our plans have come together in respect to my planned retirement, the legacy of the Peerless team moving forward with KITO America and my ability to continue adding value in an advisory role. I am looking forward to continuing my work as a Senior KITO Consultant and also spending significant time with my family.”

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Polyester Roundslings Increased In Efficiency and Package Size!

TABOR CITY, North Carolina (January 15, 2015) - Filtec Precise Inc., a pioneer in the roundsling core yarn supply industry, is proud to announce their newest innovation EPP 21 – Engineered Polyester Power. EPP 21 is a core yarn designed specifically for high capacity polyester roundslings.

Appropriate for size 7 blue (21,200 lb WLL) and above this core yarn can offer much faster fabrication times and sling efficiency gains thru higher breaking strength and/or less total denier use. Verified through extensive trials at a number of shops across the country the EPP 21 core yarns can increase sling efficiency as much as 15% in very large (45+ ton vertical lift capacity) slings. The EPP line offers this performance advantage thru Filtec’s proprietary finish and additional denier providing larger break strengths and is available in 140,000 and 210,000 denier. The EPP21 has a truly impressive 75 lb package size with the same meter length as standard 100,000 denier packages. This allows fabricators to produce more slings per package saving time and eliminating knots.

One of the first innovations from Filtec Precise was EHP – Engineered Hybrid Power that set the stage for greater market availability of High Performance Hybrid Roundslings.

Filtec Precise Inc is a 25 year old industrial textile converter that is ISO 9001 registered. Filtec Precise is part of the Filtec group, a global textile business headquartered in Germany. All fibers processed and finished by the filtec group are used throughout the world in a variety of different applications. Examples include filter fabric, conveyor belt fabrics, construction textiles, geotextiles, narrow fabrics, hoses, lifting equipment rubber components, sewing thread and in medical engineering. New applications for high tenacity yarns are being developed every day.

To learn more about EPP 21 and other products available through Filtec Precise, please visit www.filtec-precise.com
continued from page 7

are bridges constructed with parallel wire cables such as the GWB.

“Cable stay bridges are pretty much taking over for suspension bridges these days. They are more cost effective and seismically safe. A good example of how problems can happen, say with a cantilevered bridge is easily seen with that design of the Oakland Bay Bridge and its collapse of the upper deck onto the lower deck during the San Francisco earthquake of 1989. New York’s Queensborough Bridge is also double decked and is of a similar design.”

Everything Frieder does involving the bridges and climbing on them is entirely legal. He’s never been arrested. “I do everything completely legally and by the book,” adds Frieder. “Safety is a top priority. I would never go up on top of one of the bridges without the proper safety equipment including the correct safety harnesses.

“I would also never go up to the top if I wasn’t sure of something either; that’s not right. If I slip, it’s my life and I can’t take that chance. Heights don’t faze me one bit; I just love being up there and looking down at a structure and seeing something that is the total opposite of what other people on the ground are seeing looking up. It is totally fascinating.”

On the George Washington Bridge all the wire rope suspenders hold up the deck of the bridge just below. Then contained within the main cable are thousands of wires making up that section and that load is transferred from the deck to the suspenders, to the cable bands, to the main cables, to the saddles on the bridge towers and then finally through the towers down to the concrete base of the bridge at ground level as well as whatever support is located down below for the bridge.

All suspension bridges contain four main forces at work at any time; compression, tension, torsion and shear. Torsion is twisting, tension is pulling, compression is pushing down and shear is sideways or lateral movement, such as that occurring when the wind hits the deck of the bridge.

New York, again, has more diverse types of suspension bridges than any other city in the world. But Frieder’s favorite bridge remains the George Washington, with the Manhattan, Queensborough, Verrazzano Narrows, Williamsburg and Brooklyn Bridges close behind. He has climbed on every major bridge in New York City. The two most difficult bridges for him to climb and navigate were the Queensborough and the Hell Gate.

“The George Washington Bridge is such a massively huge bridge and the maintenance on it is pretty straightforward; it never ceases to amaze me. The Queensborough is hard to climb, with two backpacks, at a 45 degree angle on the Eyebars for that one and as for the Manhattan Bridge it is also very involved to climb. I would take nearly a whole day to climb those bridges.

“I’ve had good days and bad days on the bridges, sometimes showing up and the roadway would be closed or rain would start up. On the Verrazzano I’ve been attacked by Peregrine Falcons because these birds are very territorial. As soon as I enter the bridge saddle housing at the top of the bridge they hear me and you can hear them squawking. Frieder would occasionally run into trouble with the Peregrines who were defending their nests. He brings up a story that someone from the EPA was trying to do some bird banding work at a nest but unfortunately did not have the proper headgear on. A Peregrine sliced off part of that person’s ear. “At least that is what I have heard, he says. Motorcycle helmets must be worn to protect the head from attacks by these skilled aerial predators.”

Visit Dave Frieder’s website to see more of his flawless bridge photography at www.davefrieder.com.
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Load Cells Integral to Safe Completion of Crane Boom Lift

Straightpoint load cells were used to facilitate the safe removal and reinstallation of a 300t crane boom on a 600t crane barge in Azerbaijan recently.

Caspian Marine Services, which operates a fleet of offshore marine support vessels serving the offshore oil and gas industry, was presented with a series of challenges before executing the project. The gross weight of the crane boom and centre of gravity was unknown, while the boom heel pins had never been removed from new and no supporting documentation was available.

Force measurement, load monitoring and suspended weighing load cell specialist Straightpoint manufactures equipment capable of providing dynamic information about loads wirelessly, straight to a PC.

With footprints in the Middle East, Kazakhstan and Azerbaijan, lifting and marine products provider Rigmarine offered a solution in Straightpoint’s 300t wireless compression load cells. Rigmarine managing director Mike Duncan explained that the load cells were used to conduct an engineering and feasibility study prior to completion of a full scope of work.

He said: “We successfully completed the job without incident and provided Caspian Marine Services with a comprehensive turnkey package, reducing the amount of contractors required for the project.”

The scope of work included removal of the boom heel pins with custom-built hydraulic systems; jacking up of the boom to establish gross weight and confirmation of the center of gravity; and reinstatement of the boom after a refit.

Duncan added: “Straightpoint’s 300t wireless compression load cells were the perfect component for the removal and reinstallation project given the challenging nature of the work and their reputation for accuracy, safety and versatility on demanding projects like this.”

Straightpoint’s wireless compression load cells are available in capacities from 50t to 500t and manufactured from stainless steel with a lightweight aluminium jacket and a load centring domed top. They can also be supplied with optional load-cap to protect the item being weighed.

Maintenance costs are all but eliminated due to the absence of cables and connectors, and the product’s added flexibility increases application possibilities. The unique design utilising double o-ring seals on the load cell ensures they are built for use in the harshest industrial environments.

All Straightpoint wireless compression load cells benefit from advanced microprocessor based electronics and high resolution and accuracy. Data transmission is handled by the Straightpoint Wireless system, providing high integrity transmission of data via the latest in IEEE 802.15.4 (2.4 GHz) technology and is capable of a license-free transmission range of up to 250m or 800 feet.
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Alps Wire Rope Corporation Announces New Changes!

December 18th, Alps Wire Rope Corporation announced the following additions and promotions.

Jim Miner is appointed Regional Manager for the North Central and Midwest area. Jim brings 6 years of wire rope experience at Alps Wire Rope Corporation and previous experience as Vice President of Sales and Marketing at Wells Electronics for 12 of years.

Greg Smith has just joined Alps Wire Rope Corporation as Territory Sales Manager for North Central territory. Greg was recently employed with WireCo World Group and has over 17 years experience in the wire rope industry. Greg also served in the US Army.

Dan Warren started at Alps Wire Rope Corporation December 8th as Buyer at the corporate headquarters. Dan is new to the wire rope industry and has over 10 years of purchasing experience. Dan was employed as a buyer at Spectrum and prior to this, was employed at Chaparral Materials in New Mexico as a buyer of industrial steel products.

Gregg Lakin started at Alps Wire Rope Corporation November 24th as warehouse manager in St. Charles, Illinois. Gregg is also new to the wire rope industry and worked at Aptar as an inventory analyst for over a year and worked previously at Prinova as the Warehouse Manager for 10 years.

This is a new period for Alps. With our new regionally located warehouses and Regional Managers at Alps, we are building our company with your best interests in mind.

Congratulations and welcome aboard to all!

“Accounting software vs. Management software... that is why we switched.”

- Sean Morris, Allway Wire Rope & Splicing

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All Products Proudly Made in the USA
Since 1970
Introducing North America’s online directory of distributors and dealers selling material handling, supply chain and logistics equipment, products and services.

A new online directory has gone live at findadistributor.com putting North America’s vast industrial equipment distributor network at the fingertips of manufacturing and supply chain professionals looking for lifting, moving, storage and delivery technologies.

Finding the right supplier of the appropriate technology can be a challenge for small and large end user facilities. Often, a local provider is priority and other times a more specialist supplier is required.

findadistributor.com connects material handling equipment distributors and dealers with end users consuming their equipment. Companies providing a product or service related to the lifting, movement and storage of materials in North America, can upload their own details via a simple payment procedure to be found by end users looking for the right equipment for the job.

findadistributor.com founder Mark Bridger said: “I have worked with companies in North America’s industrial equipment sector for many years and wanted to provide a cost-effective marketing tool for distributors and providers who serve specific geographic areas. There are a myriad of online marketing and search engine tools available but most are too broad in geography or generic in audience. findadistributor.com effectively puts distributors and dealers where they can be found by local customers.”

Conveyors and conveying equipment; overhead traveling cranes, hoists, and monorail systems; industrial lift trucks and stackers; mezzanines, racking and storage products, and other material handling equipment feature in searches.

Listings on findadistributor.com can include logo, address, telephone, fax, email, website and recent social media posts, plus a list of products and services. All company information is made readily available for buyers to source by U.S. state, town or city; product category; or company name. Search results even include a detailed Google Maps image of the location of the distributor or dealer.

Buyers in the automotive industry; plastics and electronics; pharmaceutical, healthcare, food and beverage; warehousing logistics; foundries; and aerospace sectors are among a growing community starting equipment buying processes at findadistributor.com.

The website also hosts details of relevant manufacturers and training providers putting the entire material handling, logistics, assembly and distribution networks in one easy-to-use directory. A newsstand of trade journals and a daily news service are also expected to be popular features; a Twitter account has been launched: @FADnetwork.

Visit findadistributor.com to upload your company details or contact info@findadistributor.com for more information.
Machines for the Rigging Industry

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Tractel® Inc. Griphoist® Division, offers a complete line of material handling products including the original pulling machine the Griphoist®-Tirfor®, still the best after 60 years. Our lifting and pulling equipment, such as the Griphoist®-Tirfor®, Tirak®, Bravo®, Trafil® and Gripwin® are known worldwide.

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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Now available with optional self-locking hooks for all lever and hand chain hoist models. From ¾-ton up to 6.3 ton capacity.

Darrin Noe Selected As Sales Manager For The J.C. Renfroe Division Of The Caldwell Group

January 8, 2015 – Jacksonville, Fla.; Darrin Noe has been selected as Division Sales Manager for J.C. Renfroe, a division of The Caldwell Group, announced Doug Stitt, president of Caldwell.

Noe, who will be relocating to the Jacksonville, Florida, plant from Caldwell headquarters in Rockford, Illinois, will be responsible for overseeing North American sales of the Renfroe brand. Renfroe has been known as a leading manufacturer of industrial lifting clamps and other lifting products for over 75 years.

Noe will also be involved in developing and growing sales channels that include manufacturer's representatives and distributors.

Since starting with The Caldwell Group in 1996, Noe has served in various capacities, including Applications Specialist for the Univac product line; Customer Service/Inside Manager; and Regional Sales Manager.

“We are looking to maintain an aggressive approach with the Renfroe brand,” said Stitt. “So we wanted to bring an experienced, energetic person to enhance our sales efforts for existing and expanded Renfroe lines. Darrin was the natural choice.”

For additional information about J.C. Renfroe, visit the website at jcrenfroe.com. For information about The Caldwell Group, go to caldwellinc.com.

Southern Weaving is currently recruiting for Independent Sales Representatives. We prefer a sales professional who is familiar with the industry and currently calls on sling makers and rigging companies. For more information, contact Tommy Lee, Sales Director, at 864-240-9372 or tommy.lee@southernweaving.com.
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Caldwell’s selection of standard, ASME compliant products include several expedited shipping programs such as SameDay*, InStock, and QuickShip. If a standard product isn’t the right fit, our experienced team of application specialists and engineers can provide you the solutions you need. Call us today at 800-628-4263 and see what Caldwell can do for you.

*SameDay shipping on specific product when orders are place before noon CST, see web site for complete details.
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Supplied with one upper shackle for adjustable bail positions and two lower shackles for adjustable spreads, the Universal Lifting/Spreader Beam is engineered and manufactured to ASME B30.20 & BTH-1 Design Category B Service Class 2.

100% of ALL Peerless Lifting Beams are Proof-Tested to 125% capacity and certificates supplied at No Additional Charge.

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Visit us online at www.peerlesschain.com to download your catalog or call 800-873-1916 to have one mailed.
SLINGS TO THE MAX

Slingmax® Rigging Solutions is a technology and marketing company, associated with the best companies in the rigging business inside and outside the USA.

The Slingmax® family of products includes the Twin-Path® brand in synthetic slings and the CornerMax® brands for cut protection for synthetic slings. Our Gator-sling™ brands are well-known multi-part wire rope slings.

Our technology results in a competitively priced product line that is far ahead of any competition. Our built-in sling inspection and safety features are not available anywhere else. And this technology is backed up by the most extensive testing program in the sling industry. Our policy of continuous improvement is well documented.

Here are some important features of our products.

- **Proof of concept testing to 600 tons**
- **Cycle tests to 50,000 cycles with no strength loss**
- **CoverMax® sleeve tests for abrasion and UV resistance**
- **More testing than any other sling product**

The Power of... **SLINGMAX®**
Lift-Check™ with Visual Tension Indication System

Jergens Lift-Check™ hoist rings quickly assure that an application is secure and ready to lift. Lift-Check™ uses a patent-pending bolt that clearly shows whether the bolted joint is loose or tight, providing fast and hands-free inspection for reduced installation time. No torque wrench or calibration required. Proof tested to 200% of rated load capacity.
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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