



Slingmakers

2019 ISSUE 160

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WORDS FROM THE PRESIDENT

Dear AWRF Members,

I hope everyone is having a great start to the New Year. We are looking forward to a great turnout and seeing each of you (April 7-10) for the upcoming general meeting in Cleveland, Ohio.



Benefits Team

As your president, one of my goals was to drive immediate impact into the association and our board of directors. Right from the start, the executive board went to work to establish the strategies for our key objectives with the goal of "bringing value to the membership."

We were able to do a deep dive into many of the committees, ultimately identifying and refocusing back on the primary pillars of the association. **Education, Technical/Safety & Benefits.** This was completed in time to be rolled out for our winter meetings in Longboat Key, FL in January.



Education Team

This year we implemented a few changes from our traditional board of directors' format and began a more collaborative team-focused approach towards getting things done. These changes were welcomed by many of the directors and past presidents. The board of directors are energized about the renewed focus on execution. I believe the new energies around membership focus will produce improved results for our association.

Continued on page 63



Past Presidents Group
Strategic Future Planning
ADHOC

Technical & Safety Team



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AWRF CALENDAR

2019

- March 12 - 15 OIPEEC Conference
Kurhaus Royal Amerath Hotel
Den Haag, Netherlands
- April 7 - 10 AWRF General Meeting and P.I.E.
Hilton Cleveland Downtown
Cleveland, OH
- October 27 - 30 AWRF General Meeting
San Diego Westin Gaslamp Quarter
San Diego, CA

2020

- April 19 - 22 AWRF General Meeting
Boca Raton Resort and Spa
(Waldorf Astoria)
Boca Raton, FL
- October 4 - 7 AWRF General Meeting and P.I.E.
Sheraton Denver Downtown
Denver, CO

2021

- April 25 - 28 AWRF General Meeting
Grand Wailea (Waldorf Astoria)
Maui, HI
- September 26 - 29 AWRF General Meeting
Omni Nashville
Nashville, TN

AMERICAN MANUFACTURING

Jobs the key to Solving Challenges Faced Today, a shout-out to Loos & Co., All-Clad and Shinola

By Peter Hildebrandt

“The future of manufacturing in the United States depends on us to bring change,” this, according to Terry Iverson, president and CEO of Iverson & Company, a machine tool distributorship and precision lathe rebuilder. Iverson has recently used his ideas to author, *Finding America’s Greatest Champion*.

His new book dares us to change the perception of manufacturing, how we consider the art of manufacturing, how we see workers who think of themselves as craftsmen and how we instruct those who will pick up the mantle of work and development in the coming decades. Iverson’s book features interviews with corporate giants, athletes, politicians, TV personalities and more.

The facts speak for themselves. Manufacturers added 2.25 trillion dollars to the U.S. Economy in 2016, up from 1.7 trillion in 2009. Also, in 2016, manufacturing made up 11.7% of GDP in the economy. For every dollar spent in manufacturing another \$1.89 is added to the economy – for every worker in industry, another four workers are hired elsewhere. “Along those lines,” writes Iverson, “it is also estimated that the total multiplier effect for manufacturing is \$3.60 for every dollar of value-added output, with one manufacturing employee generating another 3.4 workers elsewhere.”

Most manufacturing takes place in small firms, despite the media’s focus on GM or other traditional titans of industry. Manufacturing workers in 2016 averaged some \$82,000 annually to other workers in non-farm industries earning just over \$64,000. Iverson’s list



of 20 manufacturing facts continues with some eye-opening statistics which, in the end, serve to allow people to look at manufacturing as an opportunity and for those looking for a pathway into something that, maybe, they never knew existed.

Top five states for manufacturing include Georgia, Indiana, Michigan, Tennessee and South Carolina. Other states need to get on board with the fact that thousands of workers retire daily, while far fewer enter the manufacturing field to replace them. The hundreds of thousands needed to fill those jobs will continue to grow.

Students leaving college now average tens of thousands, if not hundreds of thousands, of dollars in student loan debt. Those entering programs to find work in manufacturing typically owe much less money by pursuing other routes for gaining an education. These include; starting in community colleges or tech schools,

in addition to having employers ready to help them with the cost as they proceed with valuable training.

The book contains a lot of information of value to anyone in this country, backed up by the most recent statistics and analysis. This is a key point to keep in mind: the world, our country, and how people use technologies available to change their lives – as well as how we view our careers – may be vastly different than what we’ve always imagined as true.

Perhaps many think about college as it has always seemed to be, a path to a better life with much more opportunity than a basic high school diploma. Statistics have appeared to bear that out for several generations now. But, when I went to college – possibly as many others, from the baby boomer generation, did as well – out-of-state tuition for the state university I attended was some 440 dollars per semester. In-state tuition was 90 dollars

per semester. Housing and food were the largest expense, beer and pizza were luxuries we all may or may not have managed to include in the budget.

For those without family support, summer jobs or work during the school year meant it was possible to graduate college relatively unscathed financially. Now, just a few decades later student loan debt is well over a trillion dollars in this country, worsening all the time by defaults on those high-interest loans. Someone graduating college now may be looking at the prospect of paying off tens of thousands of dollars in loans while working jobs paying minimum wages to start. Never mind a starter home, many now can barely get by paycheck to paycheck. Is there a way for us to escape this bleak state of affairs?

Terry Iverson thinks that there most assuredly is a way to turn things around. And frankly, after some 15 years of writing for trade publications in a wide variety of industries, my take is that Iverson has done his homework and has important information for us all. While doing my articles, when I inevitably asked the owners of small businesses for their greatest challenge

for the immediate future, the answer always contained some version of “my greatest obstacle is finding reliable, hard-working, employees – even ones simply will to learn something new.”

Manufacturing in the United States may not sound like the answer to anything in getting us out of the mess we are in, but sometimes a paradigm shift needs to take place. “Things have gotten worse,” explains James McGrew, a small business owner in South Carolina whom I first profiled nearly ten years ago. “I have gone to area school districts and begged them to concentrate on helping those more inclined to technical or manufacturing work as a career. “But so-called industrial arts / shop classes have been cut from budgets. It has not been worth the ‘tax cut’ I – we – all got. My workers now are young veterans 24-28, workers from African countries, and some hired on who are from Central America.

Despite misinformation and misconceptions, manufacturing in the United States remains alive and well, manufacturers contributing \$2.25 trillion dollars to the economy. This, in 2016 – a rise since the second quarter of 2009. Back then, nearly 10 years ago, the number was \$1.7 trillion dollars. The 2016 figure was 11.7% of the country’s GDP. As Iverson points out early in his book, for every \$1.00 spent in manufacturing, another \$1.89 is added to the economy, the highest multiplier effect of any economic sector.

“In addition, for every worker in manufacturing, there are another four employees hired elsewhere. And new research suggests impacts on the economy are even larger than that, if we take into consideration the entire manufacturing value chain plus manufacturing for other industries’ supply chains. This may cause manufacturing to account for one third of GDP and employment.

“Despite the misconception that everything has ‘gone overseas’ and we make less stuff here, the GDP has gone up with other indicators. Automation has resulted in us making more here. But because employment numbers have gone down steadily since 1980, everyone thinks that we don’t make anything in this country anymore.” That is just not the case, asserts Iverson. People want to dumb it down – for whatever reason – to the most black and white answer. “But as I have told my kids for a long time, there are no black and white answers to anything. Everything is a shade of gray.

“It may look black but it’s just a very dark gray or perhaps a very light gray – never completely black or white. And in negotiation there should be win-win situations. It takes more time and study to understand the whole picture enough. People inherently want to understand immediately and make decisions on a moment’s notice. Things don’t work that way. Everyone should get something out of the deal. The only things truly black and white are death and taxes.”

Decisions in turn should be based on all the facts, as well as studying and understanding the issues.

Iverson feels that in this country we’re so self-absorbed, tuned into immediate gratification, that understanding the whole story isn’t something they really want to do. We have a populace now trained to think that way, not ever taking the time to get the whole picture.

“Likewise, when we discuss issues with our kids, we need to help them understand that there are different sides to issues, pros and cons. Make sure they know how to research details to make an educated decision.

People tend to think that absolutes go on for decades. “But we know that isn’t true,” adds Iverson. “Everything changes. Chinese wages are rising, they’re making more products and acquiring more skills, their wages have increased. This in turn means their





successes. Quit trying to be their best friend and bailing them out when they mess up or do something wrong.

“You are not doing them any favors by enabling them. When I was growing up my father told me that if I got into trouble and went to jail, I better figure out a way to get out. You can figure out a way to get out, so don’t call me.”

Millennials truly need to develop the so-called soft skills, Iverson points out, showing up on time, staying late, putting in extra time to learn something. He tells

cost of living has gone up. China now has a steadily growing middle class thanks, in part, to the tremendous growth in their manufacturing.”

Now there is competition for workers. But also, every year things become more automated. Instead of putting people out of work, quite the opposite typically happens – more workers are needed to manufacture the parts involved with the automation. With the rise in the use of robots and drones; parts, tools and programs for running this technology are in demand.

More workers are needed to manufacture parts for such equipment as well as to service the new automation. “And the labor for that type of work commands a higher wage. Such work has become sophisticated. We’ve eliminated several low-paying jobs, for example, but may have also created one or more high paying jobs. At the end of the day, is it bad? No, it’s not bad because if we didn’t become more automated, we would have eliminated five low-paying jobs.

“If anyone takes the time to listen, and if things are explained properly, these concepts are not difficult to understand, are not complicated

ideas. The question becomes, perhaps whether or not people want to understand these things.”

What Iverson in turn tries to put forth in his new book is that if your child wants to go and get a four year degree that’s fine. But, just make sure that they know this is what they want, and that they know they will have a good paying job commensurate with what they expect to get out of life. There should be a match between what they are earning, what they want to spend, and the quality of life they want to have ahead of them.

“There is a careful balance between following your dreams, doing what you love to do, how much money you are going to need, and what are you good at doing. If say, you enjoy photography as I do, you can also do that as your hobby and not rely on that field for your income or to support your family.”

Unfortunately, in the United States our culture is such that we like to “cushion” our children. This idea finds a discussion in Iverson’s book. It is ok if we let our kids understand what failure is and let them understand what success is as well. “Hold them accountable for their failures and

people when he gives his talks to show up early, stay late, and tell the truth; you will go farther in life than you ever imagined that you would go. Just do those three things.

As mentioned earlier, the vast majority of manufacturing in this country is done by smaller firms, not in the huge factories of the last century. One such smaller manufacturer, for example, was founded in 1958. Loos and Company actually started up in a three-car garage. This business began, situated behind the home of owner A. W. “Gus” Loos and his wife Joan.

The firm has grown to a 220,000 square foot facility located in rural Pomfret, Connecticut. Starting out in business as a manufacturer’s representative for hardware concerns, Mr. Loos at the same time imported wire rope and cable from Germany and Japan. He was soon stocking cable, tools and fittings, as well as re-reeling and packaging cable.

In 1962, Loos and Company began manufacturing cable assemblies. Following its success in that area, in 1964, Mr. Loos added facilities to produce plastic-coated cables. Since 1971, with the acquisition of its own stranding and closing

machines, Loos has been able to draw wire and strand it into cable in house. Today, the company can draw wire, strand cable, extrude plastics, manufacture hardware and tools for mechanical cable, manufacture cable assemblies, as well as test all the items mentioned above.

For 50-plus years, Loos and Company pioneered, thrived in the essential business of cable and wire rope manufacturing for use in aerospace flight controls, elevators, rigging and scaffolding – such work where human lives are continually on the line. To work with the firm, as with many, many manufacturers in the United States currently, is to have more than simply a job, but rather a career any employee would be proud to work every day.

Today, Loos and Company continues to manufacture a wide variety of wire, aircraft cable, and wire rope. These products find use in aerospace, military, and commercial applications, including - aircraft flight controls, elevators, fitness equipment, rigging, and scaffolding operations. They are OEM producers for companies such as Boeing, General Dynamics, and Bombardier.

Loos is poised and ready for future challenges. “My one real thought is that we need to invest our capital into the latest and greatest equipment and take a long-term approach to returns,” explains Robert Davis, vice president, sales and marketing Loos and Company. “There are two reasons for my feeling this way. The first is that the latest equipment today also uses the latest in computing and programing. Young people, in hearing that, will in turn want

to work on such equipment and in facilities such as ours. “I feel as well, that short-sighted returns make for short-sighted decisions. We won’t have sustainable profits and sustainable productivity (i.e. returns) for the years to come, if we’re more worried about an extra 2% return in the next 90 days. Invest more in the newest technologies and invest a lot for the long term. That should be the bottom line for Loos, and indeed, perhaps for us all.”

And for those wondering about the future of manufacturing in this country, it’s not difficult to find a vast number of companies manufacturing both high tech creations, exceptional hardware products, as well as useful innovative items that typically have a long life and give owners a great deal of pride of ownership. You may find some American-made products at Wal-Mart but be amazed, as well, at how much American-made merchandise fills the shelves of high-end shops.

All-Clad Metalcrafters in Canonsburg, Pennsylvania, for example uses a patented bonded arrangement in its phenomenal cookware, all made with care and pride here in the U.S. The company started up in 1967 and apparently has found a niche in stores such as Williams Sonoma. No doubt the firm took advantage of the nearby labor force of steel workers in mills starting to decline in Pittsburgh.

Finally, a company called Shinola, in Detroit, started up in 2011. Taking advantage of a workforce familiar with the world of manufacturing, the company has had success with its selection of high-end watches. “We are a design brand predicated on meaningful American job creation through the manufacture of timeless, well-designed goods,” explains the firm. “Across a growing number of categories, Shinola stands for skill at scale, the preservation of craft, and the beauty of industry.”

As an owner of two of their beautiful, solid, well-build wrist watches, I am grateful to own products that I enjoy wearing every day. Now we all simply need to encourage our young people to seriously consider careers in manufacturing as viable, well-paying, and beneficial options looking ahead to the future.



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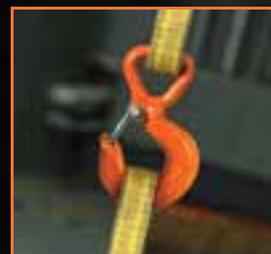
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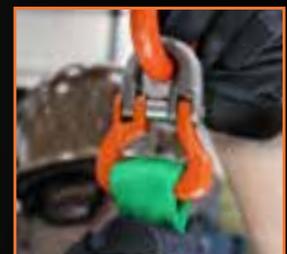
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The Government Affairs Committee

By: J. Barry Epperson
General Counsel and
Chairman of the
Government Affairs Committee



Unfolding Trade Issues

NOTE: New address for J. Barry Epperson; 4512 South Atlanta Avenue; Tulsa, OK 74105 (Phone: 918.640.5773 or 918.633.4065)

This article is the fourth in a series of reports appearing in Slingmakers regarding global trade/tariff issues directly or indirectly affecting the lifting, rigging and securement industry.

CHINA

The G-20 nations met in Buenos Aires, Argentina during the last week of November through the first days of December.

On Saturday, December 1st, Presidents Xi of China and Trump of the US held trade talks during a two hour dinner at the meeting. The US agreed to postpone the escalation of tariffs on \$200B worth of Chinese imports in exchange for China's commitment to purchase a variety of US products, including agriculture, energy and industrial goods. Both sides agreed to further discussions to include the following subject:

- Forced technology transfers
- Intellectual property protection
- Cyber intrusion
- Cyber thefts
- Non-tariff barriers

The two leaders concurred that the ultimate goal was to be the removal of all tariffs and as many other trade restrictions as possible. The topic of Taiwan was conspicuously omitted from the dialogue and there was no reported reference to the threatened \$267B in additional US duties. The US imposed deadline for a comprehensive agreement between the parties of March 1st was acknowledged by China following the meeting.

US negotiations with China are being led by US Trade Representative Robert Lighthizer, having replaced Secretary of Treasury, Steven Mnuchin. Larry Kudlow, who replaced Secretary of Commerce, Wilbur Ross, is also a principal negotiator for the US. Lighthizer is a 71 year old former steel industry lawyer who is known as a hardliner and who opposed China's entry into the WTO.

Although President Trump tweeted on December 2nd that China would roll back its recently imposed 40% tariff on imports of cars shipped from the US, Larry Kudlow stated at that time that the deal had not yet been completed. It would not be a difficult concession for China because only 4% of cars sold there last year (1.2 million) were manufactured in the US. These were mainly luxury cars, led by BMW, Lincoln and Mercedes. Three-fourths of all US



car exports to China come from plants in four states: Kentucky, South Carolina, Alabama and California. Most global car manufacturers have plants in China to escape tariffs and take advantage of cheaper labor.

What AWRF members are looking for now are more positive signs from China and we are getting some. On December 6th, the Chinese ministry broadcast their version of the G-20 talks with the US.

On the positive side:

1. They acknowledged the 90 day deadline for negotiations (to March 1st).
2. They acknowledged a "clear timeline and roadmap" for a full agreement.
3. They committed to quickly implement "an agreed upon consensus."
4. Their Supreme Court announced punishments for infringement of intellectual property.

On the negative side, the Chinese Ministry did not mention the following:

1. Auto tariffs.
2. Purchases of US agricultural products.
3. More discussion of intellectual property theft.
4. Forced technology transfers.



Basically China seemed to be slow walking as usual, but at least they are walking.

Trade talks were interrupted and adversely affected by the arrest of the CFO of Huawei Technologies by Canadian authorities at the request of the US Justice Department. Coincidentally, the arrest was carried out on December 1st, the same day of the Buenos Aires meeting between Presidents Trump and Xi. The arrest on US extradition warrants, alleged violations of Iran sanctions stemming from money laundering and was the culmination of a growing concern about China's threat to national security in the technical sector. The defendant is Meng Wanzou who is the daughter of Huawei founder, Ren Zhengfei whose company supplies much of the world with critical cellular network equipment, the latest of which is labeled 5G. The 5G push is part of the signature Chinese initiative "Made in China 2025" which seeks ultimate domination of cutting edge technologies by displacing all foreign competition in this arena. The US has barred Huawei's equipment from US networks out of concerns that it could be used for purposes of espionage. All out efforts to separate the Huawei deal from trade talks have been made, but it is a definite deterrent to a smooth dialogue.

Unrelated to the Huawei ordeal is news that the US has charged a number of Chinese hackers with crimes emanating from an alleged multi-year scheme to break into the records of US technology service providers in order to compromise the networks' clients, steal intellectual property and commit espionage. The hacking attacks are identified as "APT10" or "Cloudhopper." One of the main targets has been Micron Technology, the US's largest memory chipmaker.

On December 10th, in a phone conference between Secretary of Treasury Mnuchin, US Trade Representative, Robert Lighthizer and China's Vice Premier Liu He, China agreed to reduce USA auto import tariffs from 40% to 15%. They also declared their intent to increase imports of US soybeans and other crops as well as to ramp up protections of intellectual property. Implementation dates are unclear but the US imposed March 1st deadline was acknowledged. Meanwhile, the US Justice Department has continued to pursue criminal charges against hackers linked to the Chinese government whose abiding mission seems to be a plan to break into US technology service providers in order to compromise the networks and their clients. The US has responded with export controls and indictments to counter intellectual property theft. China has calmed the waters to some degree by stepping up foreign patent law protections to address US concerns.

On the darker side is the Huawei matter which has been followed by the detention of a former Canadian diplomat charged with espionage in Beijing. All this has been compounded by the exploitation of US cyber vulnerabilities. A series of hacking incidents in the last two years has given China everything from classified ship maintenance blueprints to missile plans.

On December 14th, the Chinese Finance Ministry released a statement confirming that for three months, beginning January 1st, tariffs on cars imported from America would in fact be lowered from 40% to 15% and auto parts to 6%, but only for three months. The US had previously committed to put off the scheduled January 1st increase in tariffs from 10% to 25% on \$200B of Chinese goods to the new March 1st deadline. Chinese state owned companies have also increased the promised purchases of US soybeans and the "Made in China 2025" project is also being deemphasized.

China is feeling the pinch of slower growth estimated by the International Monetary Fund at around 3.5% for 2019 (down from 6.6% last year). As part of an effort to ease trade tensions with the US, China's top planning agency has promised to replace the "Made in China 2025" initiative with a new policy of reduced subsidies and better access to its markets for foreign manufacturers.

China's annual year-end meeting that sets economic policy for the coming year, called the Central Economic Work Conference, took place during the week of December 20th at the Jingxi Hotel in western Beijing. Discernibly absent from the forecast for 2019 was any mention of China's former industrial policy which has been criticized by President Trump as "protectionist." Referring to the ninety day trade truce with the US which was declared on December 1st at the G-20 meeting in Argentina, the new Chinese plan states that Beijing will strive to continue liberalizing its markets and "promote economic consultations between China and the US."

On December 29th, President Trump reported that he had a "long and very good call" with President Xi, as a follow-up to the G-20 discussions in Buenos Aires. He further characterized the conversation as "big progress" toward resolution of contentious trade issues. Next a team of US trade officials attended meetings in Beijing with Vice Premier Liu He during the week of January 7th. Secretary of Treasury Mnuchin reported that China had committed to buy an additional \$1.2T in US goods and services. In 2017, the US exported \$188B in goods and services to China, but ran a deficit of \$336B.

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According to the official Chinese news agency, Xinhua, President Xi stated that “China attaches great importance to the development of bilateral relations and appreciates the willingness of the US side to develop “cooperative and constructive bilateral relations.” He further expressed hope that “both teams can meet each other halfway and reach an agreement beneficial to each country and the world as early as possible.” On December 29th, Mr. Trump had tweeted that the “deal is moving along very well”...and...“if made, it will be very comprehensive, covering all subjects, areas and points of dispute.”

When the trade talks between mid-level negotiators resumed on January 7th and 8th in Beijing, the focus was on specifics. The US sought guarantees that China would make good on its pledges, i.e., what it will purchase from the US and when, a full list of its subsidies, removal of the 49% maximum for US investment in joint ventures (China has drafted a new foreign investment model), monitoring privileges and assistance with North Korea. (It is notable that Kim Jong-Un arrived in China during the talks).

The downward spiral in the Chinese economy begs for compromise, but as China makes concessions, skepticism is alive and well within the Chinese hard-liner camp based on the fear that the US won't let up even after a deal is reached. Nevertheless, the Beijing talks were sufficiently promising to plan for a round with cabinet level officials later in the month to include Vice Premier Liu He, who is chief of economic policy.

On January 9th, US Trade Representative Robert Lighthizer, who has become the undisputed leader of the trade negotiations for the US, moved forward with his separate initiative to assert multilateral pressure on China through the World Trade Organization (WTO) by hosting a meeting with Japan and the EU in Washington. The threesome have been convening regularly over the past year to address China's subsidies as well as its required turnover of proprietary technology. Although the recent US government shutdown reduced the US Trade Representative's staff from 265 to 74 individuals, the negotiations seemed to continue without interruption.

Other agreements in Buenos Aires included international support for a US initiative to revamp the WTO and a commitment by China to use more transparency in its financing arrangements of infrastructure projects around the world. The latter could avert concern over Chinese takeovers of ports, railways and roads in developing countries.

The key to the success of the negotiations is whether or not the Chinese promises will be carried out and whether they are enforceable. One could say that things seem to be going more right than wrong with China. Hopefully, trade pressures from the US and other foreign trading partners, combined with China's weakening economy will bring about some form of commercial parity, enabling AWRP members to reestablish their supply chains without the

burden of excessive tariffs. In the meantime, many US businesses have identified supply alternatives from global or domestic sources, albeit often at higher costs.

US-Mexico-Canada Agreement

On November 30th, one day before the new left/nationalist President of Mexico took office, the US, Mexico and Canada signed a new NAFTA pact called the US/Mexico/Canada Agreement (USMCA). The document had been further refined since originally agreed to in principal by the three executive administrations last year and ultimate approvals by the respective legislative branches must follow. According to reports, there should be little resistance in the Canada and Mexican legislatures but the new treaty faces resistance in the US House with the current Democratic majority, many of whom say the deal doesn't go far enough,

President Trump declared that he will soon terminate the old NAFTA which must be followed by a statutory 6 months withdrawal period. Congress can then decide between doing nothing (automatically reverting to the pre-NAFTA era in which there existed a bilateral agreement between the US and Canada but nothing with Mexico) versus approving the new USMCA.

On December 15th, Mexico's new President, Manuel Lopez Obrador, unveiled his economic plan for the country which calls for a moderate increase in spending and no new taxes or debt. Petroleos Mexicanos (Pemex), the state oil giant, is getting a \$3.6B budget increase. The general budget also calls for lowering value added and income taxes along the border with the US. Following the preliminary signing of USMCA in November by the three presidents, the US changed its plan about lifting the steel and aluminum tariffs on Canadian and Mexican imports. We are now asking for new quotas on their exports of these metals to the US. Mexico has so far retained its 25% tariff on US exports of dairy products to that country.

Under the Congressional Trade Priorities and Accountability Act of 2015, the following steps must be taken before USCMA becomes law in the US:

1. The White House must provide Congress with the finalized text.

Continued on page 67



AWRF GENERAL MEETING & PIE
SPRING 2019
HILTON DOWNTOWN CLEVELAND, OHIO



Hilton

CLEVELAND DOWNTOWN



Schedule of Events

AWRF GENERAL MEETING & PIE

SPRING 2019

HILTON DOWNTOWN CLEVELAND, OHIO



SUNDAY – APRIL 7TH, 2019

7:30 – 11:00 am – Board of Directors Meeting – Center Street Meeting Room A

11:30 – 5:00 pm – Registration – Hope Foyer

10:00 – 5:00 pm – P.I.E. Set-up – Superior Ballroom ABCD

5:00 – 5:30 pm – First Timer's Reception – Center Street Meeting Room A

5:30 – 7:00 pm – Opening Reception – Hope Ballroom DE

MONDAY – APRIL 8TH, 2019

6:00 – 7:00 am – Workout Class – Center Street Meeting Room A

7:30 – 9:00 am – Breakfast Buffet – Superior Ballroom Floor

8:00 – 3:00 pm – Product & Information Exhibition – Superior Ballroom ABCD

9:00 – 2:00 pm – New Product & Technology SPOTLIGHT! - Superior Ballroom Floor - Veterans D

11:30 – 1:00 pm – Luncheon Buffet – Superior Ballroom Floor

4:00 – 5:00 pm – Workout Class – Center Street Meeting Room A

6:00 – 7:00 pm – Reception – Hope Ballroom DE

TUESDAY – APRIL 9th, 2019

6:00 – 7:00 am – Workout Class – Center Street Meeting Room A

6:30 – 8:00 am – Networking Breakfast – Superior Ballroom ABCD/Veterans ABCD

8:00 – 12:35 pm – General Business & Breakout Sessions – Superior Ballroom ABCD/Veterans ABCD

10:00 – 3:00 pm – The Tour – Meet in Lobby

3:30 – 4:30 pm – Workout Class – Center Street Meeting Room A

6:00 – 7:00 pm – Reception – Superior Ballroom Foyer

7:00 – 11:00 pm – AWRF Banquet – Rock and Roll Hall of Fame (Bus Pickup In Lobby)

WEDNESDAY – APRIL 10th, 2019

9:00 am Modified Shot Gun Start (weather permitting) – Bus Pickup @ 8:15 a.m.

4:30 – 6:00 pm - Closing Reception – Eliot's Bar



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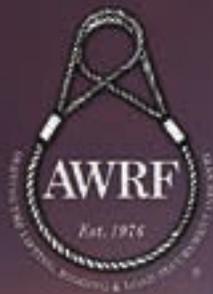
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2019

April 7 - 10

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Hilton Cleveland Downtown
Cleveland, OH

October 27 - 30

AWRF General Meeting
San Diego Westin Gaslamp Quarter
San Diego, CA

2020

April 19 - 22

AWRF General Meeting
Boca Raton Resort and Spa
(Waldorf Astoria)
Boca Raton, FL

October 4 - 7

AWRF General Meeting and P.I.E.
Sheraton Denver Downtown
Denver, CO

2021

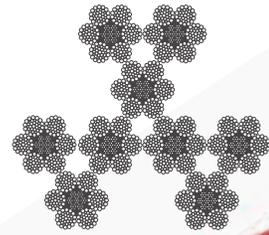
April 25 - 28

AWRF General Meeting
Grand Wailea (Waldorf Astoria)
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September 26 - 29

AWRF General Meeting
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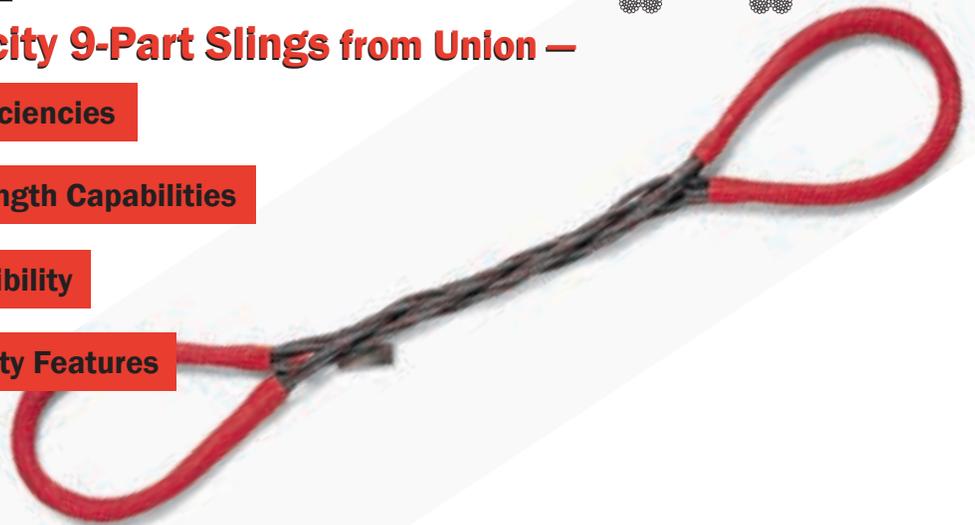
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Opioid Epidemic

Takes Toll on Manufacturing

Opioid use and its misuse is almost certainly the health crisis of our time. Thousands of Americans are addicted to or misusing prescription pain medication and black-market alternatives, resulting in financial and health disasters in communities across the United States.

The manufacturing industry is not immune to the damaging effects of the opioid crisis, reports Jenn Callaway, vice president of research at the Manufactures Alliance for Productivity and Innovation. "It's a pretty pervasive issue that's impacting companies' ability to hire and their current workforce."

Callaway and other researchers set out to study the degree to which the opioid crisis was becoming a challenge for site selection, whether locating an operation in an area with a higher rate of opioid addictions would make filling newly created positions more difficult. "What we discovered was a larger problem, particularly how the velocity of the issue over the past five years was much faster than we anticipated. It grew into its own research project" she says. Callaway's paper, "Ignorance is Bliss: The Impact of Opioids on Manufacturing" highlights how the crisis is being felt by U.S. companies.

Among the study's findings:

- In 2015, the U.S. spent 2.8 percent of it's GDP on this crisis
- The crisis is reducing the labor force and productivity
- Areas with higher opioid pain medication prescription rates have lower labor force participation rates
- The epidemic is accelerating in communities with large manufacturing workforces

By the end of 2016, 70 counties employing the largest number of manufacturing workers were among the hardest hit by the crisis. Another 201 manufacturing-intensive counties were also seeing overdose deaths above the national median. Together, 40 percent of the counties employing the most manufacturing employees were experiencing the worst of the crisis.



She found that 1 in 20 existing manufacturing employees were at risk of misusing an opioid-based pain medication. That doesn't mean they'll become addicts, simply that these employees are at risk to use a medication other than what it was prescribed for. However, many of the existing addiction stories have their roots in just such usage.

MAPI found there were some techniques to combat the development of addiction casualties among its existing workforce. "The early indications are that wellness programs can play a role in better supporting employees within the workforce to minimize the risk of opioid medication dependency" she says.

Additionally, a comprehensive safety culture is important. Some dependencies start as a result of medication prescribed for a workplace injury, so the fewer incidents that take place, the less likely there will be a need for narcotics.

A robust drug testing policy and process should also be in place, one that tests a strong panel of the drugs that are actively being used and misused in the communities where the plants operate.

Finally, those workers that do succumb to dependency, "There is anecdotal evidence from other studies that employees who pursue getting clean from any drug addiction or alcohol issue through an Employer Assistance Program are more likely to be successful than just being encouraged to do so by family and friends. There is a role an employer can play to successfully support an employee".

Continued on page 79



Quality
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2019 AWRF General Meeting

Cleveland, OH

Schedule of Speakers & Presentations

Tuesday – April 9th, 2019

7:00 a.m. Networking Breakfast/Committee Reports

8:00 a.m. Salvatore Giunta – *Uncommon Valor: The Importance of Teamwork, Sacrifice, and Leadership*

9:00 a.m. Salvatore Giunta – Meet & Greet



9:45 a.m. – 10:35 a.m. – Session 1

10:45 a.m. – 11:35 a.m. – Session 2

11:45 a.m. – 12:35 p.m. – Session 3

	Veterans A	Veterans B	Veterans C	Veterans D
9:45 a.m. – 10:35 a.m.	Mastering the Millennial Mindset and Beyond Lisa Ryan	Mergers, Acquisitions and Divestitures to Meet Your Business or Personal Goals Kate Matz & Mark Karchner	Integrated Marketing Billy Strawter & Dimitri Pivtorak	Redefine Your Health Nicholas Chase & Rene Vallant
10:45 a.m. – 11:35 a.m.	How to Keep YOUR Talent... Lisa Ryan	Strengthen Your Business. Grow its Value. Kate Matz & Mark Karchner	Give your employees CRAP Jeff Kortez & Randy Wilinski	Redefine Your Health Nicholas Chase & Rene Vallant
11:45 a.m. – 12:35 p.m.	Sweat the Small Stuff Lisa Ryan	Integrated Marketing Billy Strawter & Dimitri Pivtorak	Making Millennials Great Jeff Kortez & Randy Wilinski	Redefine Your Health Nicholas Chase & Rene Vallant

Lisa Ryan

An award-winning speaker and author of ten books, Lisa works with her clients to develop employee and client engagement initiatives and strategies that keep their top talent and best clients from becoming someone else's.

Lisa's expertise includes: strengthening workplace culture, improving employee engagement, increasing customer retention, and initiating gratitude strategies ("Grategies") for personal and professional transformation. Lisa's participants enjoy her high energy, enthusiastic delivery and quick wit and they leave the session with ideas they are committed to acting on immediately to make positive workplace culture changes.

Lisa costars in two films with other experts including Jack Canfield of "Chicken Soup for the Soul." She is the Past-President of the National Speakers Association, Ohio Chapter and holds an MBA from Cleveland State University.

Relevant Experience

- Keynote, breakout or workshop speaker at more than 100 national and international conferences
- Thirteen years of industrial marketing and sales experience, including seven years in the welding industry – and yes, she does weld
- Host of "Elevate Your Engagement Levels: What You Need to Know" on the Elite Expert Network
- Creator of "The Seven Mistakes Managers Make to Crush Company Culture" video series
- Best-selling author of ten books, including "Manufacturing Engagement: 98 Proven Strategies to Attract and Retain Your Industry's Top Talent"
- Award-winning speaker



Sal Giunta

Salvatore “Sal” Augustine Giunta was born on January 21, 1985 in Clinton, Iowa. The oldest of three children of Steven—a medical equipment technician and Rosemary—a pre-school teacher, Giunta grew up in Cedar Rapids and Hiawatha, Iowa. At age 17, while working in a Subway sandwich shop, he decided to enlist and he joined the Army in November 2003. He attended Infantry One Station Unit Training and the Basic Airborne Course at Fort Benning, Georgia, before being assigned to the 173rd Airborne Brigade Combat Team, Vicenza, Italy, on May 24, 2004. Promoted to the rank of Staff Sergeant in 2009, Giunta completed two combat tours to Afghanistan totaling 27 months of deployment.



On October 25, 2007, while conducting a patrol as team leader, Giunta and his team were navigating through the treacherous terrain of Afghanistan’s Korengal Valley when they were ambushed by a well-armed and well-coordinated insurgent force. While under heavy enemy fire, Giunta immediately sprinted towards cover and engaged the enemy. Seeing that his squad leader had fallen and believing that he had been injured, Giunta exposed himself to withering enemy fire and raced towards his squad leader, helped him to cover and administered medical aid. While administering first aid, enemy fire struck Giunta’s body armor and his secondary weapon. Without regard to the ongoing fire, Giunta engaged the enemy before prepping and throwing grenades, using the explosions for cover in order to conceal his position. Attempting to reach additional wounded fellow soldiers who were separated from the squad, Giunta and his team encountered a barrage of enemy fire that forced them to the ground. The team continued forward and upon reaching the wounded soldiers, Giunta realized that another soldier was still separated from the element. Giunta then advanced forward on his own initiative. As he crested the top of a hill, he observed two insurgents carrying away an American soldier. He immediately engaged the enemy, killing one and wounding the other. Upon reaching the wounded soldier, he began to provide medical aid, as his squad caught up and provided security.

For his extraordinary gallantry, unrivalled courage and selfless leadership in action on October 25, 2007, Giunta was awarded the Medal of Honor by President Barack Obama in a White House ceremony on November 16, 2010. Staff Sgt. Giunta was the first living recipient of the Medal of Honor for service in Iraq or Afghanistan, the first living service member to be awarded the Medal of Honor since the Vietnam War and the eighth service member to receive the nation’s highest military decoration for valor in Iraq and Afghanistan. He would later choose to bequeath his medal to his brigade, stating that it doesn’t belong to him alone, but to all the men and women who served alongside him. His other military decorations include the Bronze Star, Purple Heart, Army Commendation Medal w/oak leaf cluster, Army Achievement Medal, National Defense Service Medal, two Army Good Conduct Medals and the Global War on Terrorism Service Medal to name a few.

He retired from the Army in June 2011 and is the author of *Living with Honor* (2012). He currently resides in Colorado with his wife Jennifer Giunta and their children.



Billy Strawter

Coming from a traditional marketing background, Billy seamlessly blends traditional and digital marketing.

He has worked with international brands and companies, leading hundreds of successful, measurable digital marketing strategies backed by data and insights that have resulted in over \$750 million in incremental sales.

Billy specializes in alignment and integration of traditional and digital marketing objectives, data-informed digital strategy development, management and optimization of digital campaigns including PPC, Email, retargeting, SEO and social media channels.

Billy’s background includes advanced manufacturing, automotive, food, retail, finance, and technology.

Dimitri Pivtorak

Dmitri is the Director of Digital at MILO Detroit and loves helping companies plan, optimize and measure digital campaigns. He has spent the majority of his career working in Detroit, gaining experiences in areas such as social media marketing, digital advertising and analytics. While running the digital department is his primary job function by day, Dimitri also enjoys traditional Ukrainian food and traveling with his wife.





Kate Matz, CPA CVGA, CGMA

Kate Matz, CPA, CVGA, CGMA is a partner with William Vaughan who brings over 15 years of experience as a leader and mentor. Kate has extensive experience in analyzing organizational and operational efficiencies, strategic planning, resource optimization, M&A transactions and financing options. Kate strives to understand her clients' needs from a hands-on perspective. As a result, her clients have come to rely on her practical business guidance and assistance in meeting their objectives.

Specific experience

- Collaborates with executive and management teams on financial reporting, operations, internal procedures, budgeting and cash flow forecasts to enhance efficiencies
- Assesses strategic financial position to ensure an accurate understanding of key fiscal conditions
- Evaluates clients' internal control structures and develops recommendations to strengthen
- Provides value-added recommendations related to institutional equity financing, as well as various debt financing structures

Involvement

- Chartered Institute of Management Accountants (CIMA)
- American Institute of Certified Public Accountants (AICPA)
- Ohio Society of Certified Public Accountants (OSCPA)

Education

- University of Toledo (Toledo, Ohio)
- Bachelor of Business Administration in Accounting
- Master of Science in Accountancy

Mark Karchner, CPA

Mark Karchner is a partner with William Vaughan Company more than 30 years of diversified business experience across multiple industries. He serves as a strategic business advisor with regard to the growth and realization of business value including succession planning, acquisitions, and divestitures. Mark has participated in more than 150 M&A, restructuring and succession transactions and brings a straightforward and practical approach based on meaningful experience.

In addition to over 20 years in public accounting, Mark spent 10 years in senior level financial and operational positions in industry. He began his career at a Big 4 firm leading the delivery of assurance and advisory services to significant companies, and lead the successful development and growth of a transaction advisory practice.

Specific experience

- Assists organizations with strategies and alternatives surrounding increasing and realizing business value and effective transition of ownership and management
- Provides strategy, coordination and execution assistance with both sell side and buy side M&A transactions including pre and post-transaction matters
- Identifies practical solutions for complex financial reporting and control matters
- Offers value-added recommendations to organizations dealing with business and financial challenges, including financing and capital requirement



Randy Wilinski

Randy Wilinski is a coach, speaker, and trainer. He works with organizations that want to grow their emerging leaders and help young professionals reach their potential in addition to his expertise in customer service training. As a coach, he works one-on-one with millennials who want to move up within their organization and increase their impact. As a result of his work, people gain clarity regarding their career, develop extreme focus, find meaning in their work and live their passion. For more about Randy, check out his website at www.randywilinski.com

Jeff Kortez

Jeff has more than 25 years experience in human resources. He has worked at companies that specialize in manufacturing, construction, and software development. During his career he has worked to recruit, retain and develop employees, at companies including ConAgra Foods, SPX, Midas International and American Crystal Sugar.

Jeff is the founder of Human Asset Management LLC, which helps organizations to recruit, engage, develop and retain talent. He is a member of the National Speakers Association (NSA) and a frequent speaker on the topic of loyalty, employee retention, recruitment and culture building. He is an avid high school wrestling fan, CrossFit participant and US Army veteran. Jeff is the author of *Give Your Employees C.R.A.P...and 7 Other Secrets to Employee Retention and HR Horror Stories... True Tales from the Trenches*. For more information visit <http://www.jeffkortez.com> and follow Jeff on Twitter @jeffkortez



Nicholas Chase, pewag Chain, Inc.

After 10 years Active Duty in the United States Air Force, Nicholas Chase decided to set out on a professional career in triathlon; both as an athlete and coach/business owner. As owner of TRIBAL Multi-Sport with over 5 years of professional racing and athlete development, he has an incredible grasp on what it truly takes excel with performance and overall health. Nick has competed in over 55 triathlons while traveling the world, earning podiums and top-placing among the best in the in the business. As a coach, Nick focuses on communication with each athlete, and balancing training stress with life stress. Finally, as an avid food lover, Nick has plenty of knowledge when it comes to food choices, which can help add value to any training program. While in the military Nick managed the physical fitness program for over 500 Airmen and helped those who struggles to pass physical fitness testing. He loves what he does and will go above any beyond when it comes to helping athletes break through limitations that restrict performance. Nick has just officially joined the Pewag Racing team for 2018 and considers it one of his bigger accomplishments to date.

Rene Vallant, pewag Chain, Inc.

As a business professional and coach, I maintain a leading edge in science and industry knowledge in order to offer the highest quality of services to clients. I am responsible for every aspect of client health and performance, even while leading a highly skilled staff of coaches.

Qualifications

Business Operations: Responsible for contract negotiations with health providers, corporate sponsors, and clients. Oversee hiring and management of coaching staff. Oversee overall facilities management.

Client Services: Conduct scientific client testing in order to clearly define training requirements for both health and performance needs. Maintain an interactive client experience in developing and executing training and performance regimens.

Professional Experience

Vice President, Athletic Director and Manager

2013 to Present

www.pewagracingteam.com/en • www.pewagracingteam.com/de

Klagenfurt Austria and world wide

Responsible for all aspects of managing this triathlon racing team, including (but not limited to):

- Negotiating and securing contracts with Professional Triathletes from around the world.
- Maintaining a high level of team performance to represent at the highest level of quality.
- Logistics management in arranging training camps throughout world-wide locations for all team athletes
- Manage all athletes through event scheduling, preparation of training plans to meet or exceed performance goals, monitor training efforts to adjust workouts as needed.

Continuing Professional Experience – 2000 to Present

• **Adjunct Professor:** Curriculum development for private academy • **Sport Advisory Board of the Austrian Federal Economic Chamber:** (2010 to 2015) Lobbyist • **Independent Sports Scientist:** (2005 to Present) Provide independent medical evaluation • **Vital Coach:** (2004 to Present) • **Sports Medicine Cooperative** with Dr. Krösselhuber in Lienz (2004-Present) and Dr. Bittighofer/Dr. Wallner (2003-Present) • **Director/Co-Owner:** www.Sport-Control.com Designed and developed the functionality provided by the Sport-Control web-based training management system.

Education

- 2003 – Present: Doctoral studies at the Institute for Sports Science at the Karl Franzens University in Graz, Austria.
- 1996 – 2003: Masters of Sports Science at the Karl Franzens University in Graz, Austria. Additional post graduate studies Specializing in Sports Physiology and exercise testing for endurance sports.



Considering Being on the Board of Directors, But.....

The ROI on Board Service

Bob Harris, CAE

“Leaders are made, they are not born,” said football coach Vince Lombardi. So where does one find a good source for leadership development? Association boardrooms are ideal schools for leadership.

Most volunteers join a board out of a sense of responsibility and passion. Few people consider that board service results in enhanced skills to support personal and career growth.

If the nominating committee comes up short on candidates, be certain they are conveying the indirect value of board service.

President’s Perspective

This was described by an outgoing president. “Board service has high rewards in a low cost environment with minimal risk,” he told the annual meeting. The experience is an opportunity for learning an array of leadership and business skills that will have long-term benefits.

He described the lessons he learned while serving, stating there are not many forums in which one can learn so many lifelong skills.

Account Retention – Focusing on recruitment and satisfaction of members.

Budgeting – Understanding budgeting and reporting; monitoring costs.

Collaboration and Negotiation – Identifying partnerships outside of the association to build strength through collaboration.

Community Service - Learning to position the association as a good corporate citizen.

Customer Focus – Serving members and attracting prospective members through customer service excellence.

Evaluation – Using tools to assess financial performance, committees and the performance of the board of directors.

Forecasting – Monitoring internal and external forces which have an impact on programming.

Governing Documents – Recognizing how articles of incorporation, bylaws and policies guide an organization.

Leadership - Recognizing the desirable behaviors genuine leaders and developing one’s own style of leadership.

Lobbying - Understanding civics, how laws are made, coalition building and seeking opportunities to influence regulations.

Marketing – Using traditional and digital marketing initiatives, including improved use of social media.

Meeting Planning – Learning about negotiating with facilities and speakers, setting guarantees and estimating attendance while working to protect revenues.

Skills Learned and Enhanced	Worth
Account Retention	+
Budgeting	+
Collaboration and Negotiation	+
Community Service	+
Customer Focus	+
Evaluation	+
Forecasting	+
Governing Documents	+
Leadership	+
Lobbying	+
Marketing	+
Meeting Planning	+
Meeting Rules	+
Networking	+
Printing	+
Public Speaking	+
Revenue Generation	+
Roles Respect	+
Selflessness	+
Strategic Planning	+
Time Management	+
Training and Programming	+
Values and Principles	+
Website Enhancement	+
Writing	+
New Opportunities by Serving	+
First Hand Information Access	+
Investment of Time and Resources for Board Service	-
THE LEADERSHIP EXPERIENCE	Life-Long Value



Communicate the value of volunteer service not only as it relates to the organization, but to the individual's opportunities to learn new skill.

- Meeting Rules** – Understanding rules of order, agendas and consensus building.
- Networking** – Improving networking skills in a variety of settings.
- Printing** – Realizing the processes and deadlines necessary to keep projects within budget and on schedule.
- Public Speaking** – Enhancing speaking confidence through opportunities to represent the association.
- Revenue Generation** – Identifying new sources of revenue to sustain and organization.
- Roles Respect** – Respecting the distinctions of board governance and staff management; working as partners.
- Selflessness** – Deflecting credit to ensure that the entire leadership receives due recognition.
- Strategic Planning** – Planning strategically for the long-term, and making best use of resources.
- Time Management** – Learning to better manage time and set priorities between volunteer responsibilities, business and family.
- Training and Programming** – Identifying educational needs and finding ways to offer cost effective programming.
- Values and Principles** – Respecting the culture and principles within the organization.
- Website Enhancement** – Maintaining a vibrant website for members and consumers; monitoring analytics and increasing search engine optimization.
- Writing** – Improving written communication so messages are consistent, brief and effective.

The past president closed by telling members the commitment to lead have greater return on investment than it costs. “All the functions that the board completes within the year are similar to the business functions needed in your own work environment.”

Note: Bob Harris, CAE, offers free governance tips and templates at www.nonprofitcenter.com.

The Benefits of Volunteering

To serve the membership and advance the mission requires a board of directors. The board and its committees must be made up of dedicated volunteers.

Volunteer service is an honor. To be honest, it does require an investment in time and energy to fulfill expectations. The membership has entrusted the board to make decisions that advance and protect the industry and the association.

With today's busy schedules, it can be difficult to find people with enough time to serve. But without qualified volunteers it would be a weak and ineffectual association.

The opportunity to serve is an honor. But you may not realize the underlying benefits of volunteering. What you learn can enhance your personal and career skills furthering your career.

Here's what volunteers said they learned:

- | | |
|----------------------------------|------------------------------|
| Account Retention | Public Speaking |
| Budgeting | Revenue Generation |
| Collaboration and Negotiation | Roles |
| Community Service Customer Focus | Respect |
| Evaluation | Selflessness |
| Forecasting | Strategic Planning |
| Governing Documents | Time Management |
| Leadership | Training and Programming |
| Lobbying | Values and Principles |
| Marketing | Website Enhancement |
| Meeting Planning | Writing |
| Meeting Rules | New Opportunities by Serving |
| Networking | First Hand Knowledge |
| Printing | |

Where else can you hone so many skills without investing in educational classes? The answer is right in your own association!

CONSIDER SERVING!

Note: Bob Harris, CAE provides governance tips and templates at www.nonprofitcenter.com

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Meadowbrook Insurance

20 Years

Delta Rigging & Tools-Houma, LA
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MAGNA Lifting Products, Inc.
Memphis Chain & Cable LLC
Pacific West Wire Rope
Superior LMS Inc.
Talurit AB
U.S. Rigging Supply Corp
Ultra-Safe, Inc.
United Rigging

10 Years

Continental Chain and Rigging Ltd.
Etiflex Corp
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Join us for a Tour of Cleveland. Some of the sights include: The story of Millionaire's Row, Playhouse Square and the World's largest outdoor chandelier. Lunch at Guarino's and time for shopping in Little Italy.

*Tuesday, April 9th.
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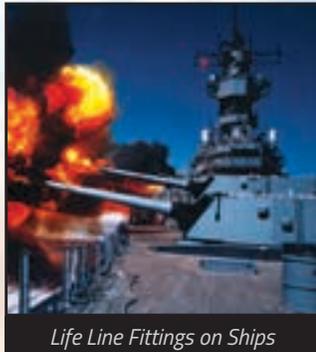
Monday, April 8th 6:00 - 7:00AM **and** 4:00 to 5PM
Center Street Meeting Room A

Tuesday, April 9th 6:00 to 7:00AM **and** 3:30 to 4:30PM
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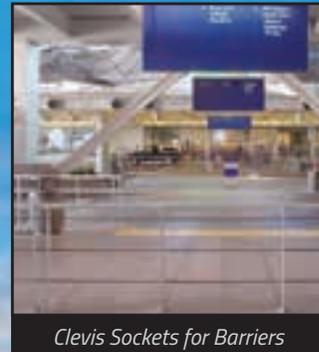
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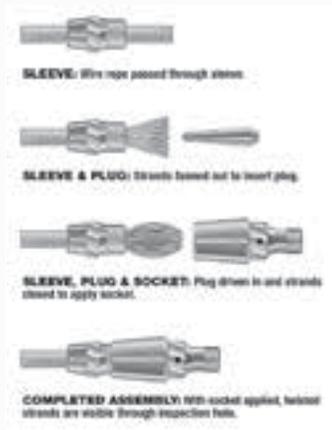
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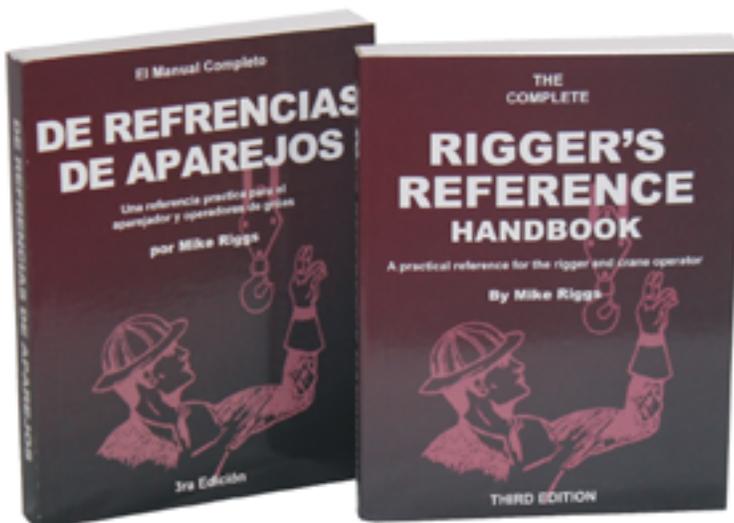
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Passing Over The Wire Rope Bridge

Don Sayenga



Donald A. Sayenga, 84, passed away peacefully in his home, in Bethlehem, on February 26, 2019. He was born in Pittsburgh, Pennsylvania, on June 4, 1934. Donald graduated from Lafayette College in 1956, with a Bachelor's Degree in Metallurgic Engineering. He then pursued his graduate studies at Lehigh University. During his years at Lafayette College, he participated in football, track and field, choir, and wrestling. Donald took military leave in 1957 to attend the U.S. Army Ordinance School and served in the Army Reserve as an ordinance officer for eight years. In 1976, he was inducted into the Lafayette Hall of Fame, as a two-time heavy weight champion. In 1993 he received the Order of Merit from National Wrestling Hall of Fame for his writing and research of amateur wrestling. After 30 years, he retired from a top executive position at Bethlehem Steel's Wire Rope Division in Williamsport.

His passion for wire rope transcended into his natural love for research, including the Brooklyn Bridge, and generating written works in the form of articles and editorials, as well as, an established author of books related to the history of the Roebling family, and the Brooklyn Bridge. Donald and Carlene were active and integral to the Associated Wire Rope Fabricators (AWRF), where he served as the Chief Executive. When not researching, he was a humorous and eloquent story teller, enjoying spending time with family and friends. Donald and Carlene were active and integral to the Associated Wire Rope Fabricators (AWRF), where he served as the Chief Executive. Survivors: He is survived by his loving wife of 52 years, Carlene (Ebeling); son Mattheu and his wife Michelle (Resetar) of Bethlehem, one grandson, Aaron Enright and son-in-law, Don Enright of Tucson, Arizona. He was predeceased in death by his daughter, Bryn Alison Enright, his brothers, Harold and James Addis, and his sister, Carol Lynn. A celebration of life will take place at a later date. In lieu of flowers, contributions can be made to the Myasthenia Gravis Association of Western Pennsylvania. <http://www.mgawpa.org/Online> condolences www.connellfuneral.com

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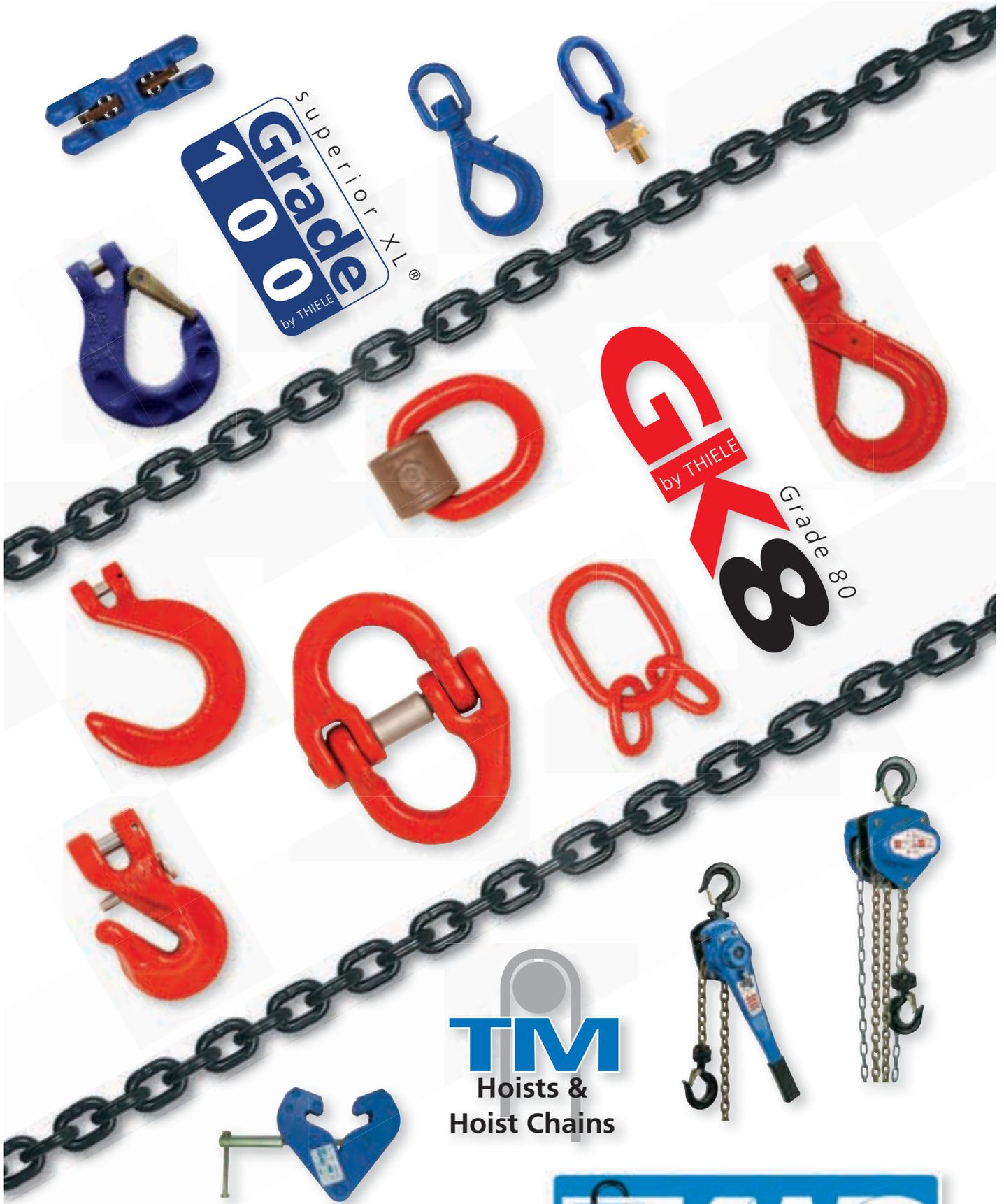
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Passing Over The Wire Rope Bridge



Dick Miller

J. Richard (Dick) Miller passed away peacefully on February 27, 2019 at his home in Alton at the age of 78. He was born on

July 26, 1940 at Pana, Illinois to the late James Rex Miller and late Eunice Irene (Buzzard) of Beecher City, Illinois. He is survived by his wife of 48 years, Deborah (Cornelius) Miller and three children, Thomas Miller of Edwardsville, Illinois, Greg Miller (Meghan) of Clarendon Hills, Illinois, and Mark Miller (Ellen Jourdain) of Agoura Hills, California. There are nine grandchildren: Madeline, Mallory, Mimi Kate, Charles, Elisabeth, Halle, Hannah, Bradley and Clayton. He is also survived by two sisters, Sue (Jeff) Weber of Alton, Debbie Wohlert of Cocoa Beach, Florida, and one brother, Patrick (Meg) Miller, of Alton and many nieces and nephews.

Dick attended public school in the Alton area and graduated in 1958 from Alton High School, where he played football and baseball. He graduated from Culver Stockton College in

Canton, Missouri with a degree in business in 1963. While at Culver Stockton, he was a member and president of Sigma Nu Fraternity. After college, he worked at McDonald-Douglas in St. Louis, and Quaker Oats in St. Louis before enlisting in the US Army in 1966. He attended Officer Candidate School and was commissioned as a Second Lieutenant and was on active duty from 1966 to 1968. After ending his active duty requirements, he returned to Alton and began employment with Laclede Steel Company as a salesman for two years. It was during that time that he met the love of his life, Debbie, while living in Moline, Illinois. They were married June 27, 1970 in Arlington Heights, Illinois.

In 1970, he returned to Alton and with the help of Al and Jeff Weber, began the Marcal Rope and Rigging Company in Alton. He ran this business for the next 48 years and his remarkable work ethic contributed immensely to his success. During that time, the business grew to four locations in both Missouri and Illinois. He was very much involved in the business and was a charter member of Associated Wire Rope Fabricators, which became an international organization. Dick was President of that organization 1981-1982.

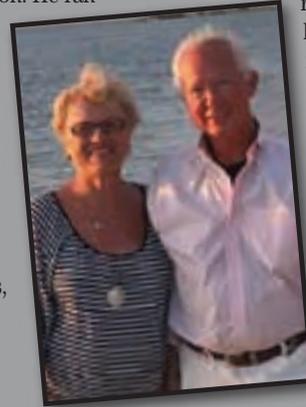
He also President of AGC-Suppliers of St. Louis, another trade organization.

While living in Alton, Dick was a member of a number of local organizations, including the Alton-Godfrey Rotary Club, Lockhaven Country Club, where he served as President, the Veterans of Foreign Wars, the Piasa Masonic Lodge, the Shriners Organization of St. Louis, and the Alton Nature League. He was also on the board of the Alton Banking and Trust Company, First National Bank and Trust in Alton, and Mercantile Bank of St. Louis.

Dick was loved by everyone who knew him. He was always upbeat and positive about life, notwithstanding his own health issues and he was a role model for the

rest of us on how to live our lives. He was loyal to his family, friends and business associates. He was considerate of others and despite his successes in life, he remained exceedingly humble. There are a lot of life-lessons to be gleaned from his life.

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Arborist Adds SP Load Pin to Tree Felling Toolkit

Arborist Adaptable Aerial Solutions LLC has added a second Straightpoint (SP) force measurement device to its inventory. Following the successful implementation of a wireless 25,000-lb. capacity Radiolink plus load cell, a 60kN capacity load pin has also proved its usefulness in tree felling applications.

SP's range of load or shear pins is designed for use where an end of line load cell cannot be used or when an integrated solution is required in applications such as pulley or sheave axles, moorings, winches, or support blocks. In this instance, Adaptable (or Craneva, as it is known after the website name) uses the pin on a Mecanil grapple saw. Readings are taken wirelessly on a Hand Held plus, also an SP product.

Steve Connally, of Craneva, said: "I can check the total weight on the grapple's mount or I can adjust it to tare [unladen] weight and measure what each particular piece weighs. I had always felt there was a need for a load-sensing module for the application of grapple saw work. The cranes themselves don't show a number reading; they have an LED [light-emitting diode] that shows a percentage of the maximum. I thought there needed to be something more accurate, if nothing more than to build the mental library of weights, sizes, shapes, and tree species. Having posted pictures of the Radiolink plus on Instagram, I pitched the idea of the pin in ensuing dialog with SP."



Craneva's Mecanil grapple saw and SP load pin combine to remove another piece of an unwanted tree.



The SP load pin provides valuable data during sawing applications.

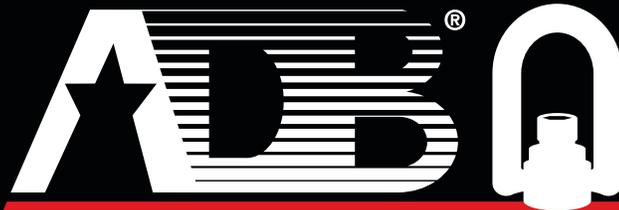
Connally explained that both the load cell and pin will continue to have a purpose. The former is utilized beneath the hook of the company's Palfinger knuckle-boom crane, while the pin provides valuable data during sawing applications. In addition to the inherent safety advantages of recording data, the pin also assists in preventing unnecessary wear and tear to equipment.

SP support

As can be the case in niche applications, Craneva's successful utilization of the load pin wasn't instantaneous. For example, remote control transmissions from the crane and grapple saw interrupted Bluetooth connection—only while running the grapple saw. SP converted the unit to use the wireless handheld receiver instead.

Connally said: "SP were extremely cooperative throughout the process and we have arrived at a solid arboreal tool. In our industry we are faced with dynamic situations with rough predictions of weight, although we still have to follow strict load parameters. The load pin allows us to mentally catalog our work. Granted, once you cut a piece you own it. By using this load pin we know what the last cut weighed and can figure appropriately for the next. We are dealing with nature—she defies predictability. Every piece of wood is going to weigh different based on numerous factors, but the key is to support one's experience with data and thusly keep out of trouble."

Connally is a National Commission for the Certification of Crane Operators (NCCCO) certified crane operator and has been using cranes in arboreal applications for 20 years. Additionally, he and the team are fully trained in arborist rigging and technical rescue rigging operations. Connally is also an instructor at the Crane Safety Climber School, a class for arborists working with cranes for tree work.



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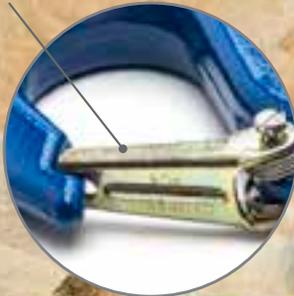


Latch marking forged into hook



Dual boss latch/spring support

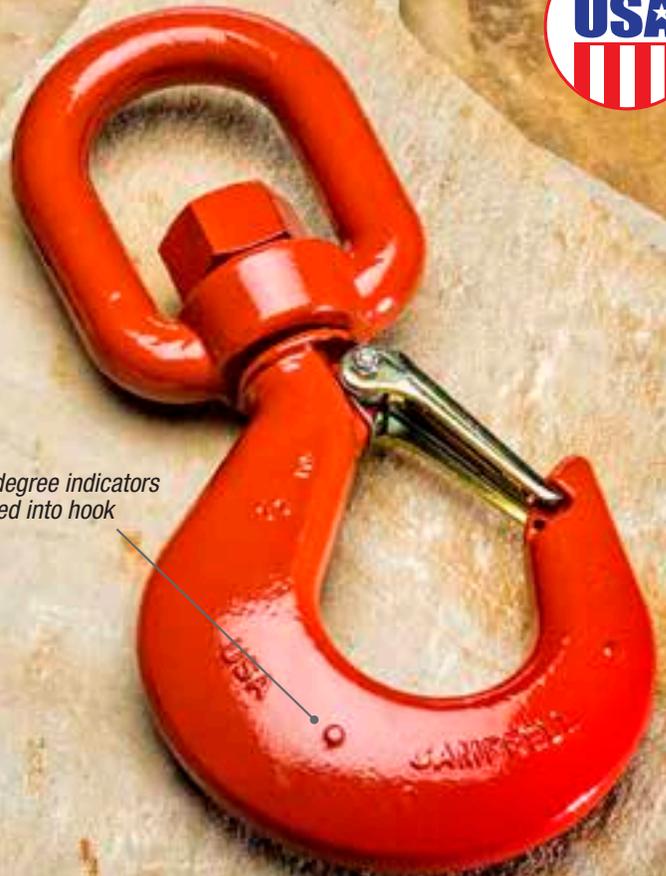
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2X stronger spring



45-degree indicators forged into hook





Denny, Eric and Doug at CSI 60th Anniversary Diamond Jubilee Gala

Denny Worswick

Dear AWRF Members,

I'd like to officially announce the retirement of Dennis Worswick, President of Certified Slings, Inc. Retirement is something Denny has been looking forward to for some time and it became official on January 1, 2019. Retirement is being good to my Brother. He is relaxed, happy and he and Barbie now have time to enjoy life and each other.

Denny and I have worked closely most of our lives, even prior to joining CSI and the rigging business. My Dad, Denny and I worked almost daily together in the Thoroughbred Horse Industry. Dad owned the horses, Denny bred and raised them, and I trained them at the race track. The horse business is where Dad, Denny and I bonded and spent many enjoyable years.

Dad put CSI on the map after he purchased it in 1978 by bringing to CSI his 20 + years of Department of Defense contracting experience. CSI quickly became a well known and respected name in the Government contracting world. Later in the mid-eighties and 90's we became very focused on growing our commercial side and market footprint.

Denny was a big part of CSI's 30-year association with AWRF. He took the time to understand and share with Dad and me the value of being a part of such a great industry association. Denny served on the Board of AWRF for many years and was the President of AWRF at the turn of the century (2000). The

friendships and associations he built over his 30 + years in the industry have and still serve CSI well and I hope in some small way AWRF Association has benefited from CSI.

After his tenure on the board and being a past president, he used this new opportunity to give back to AWRF as the Chair of the Entertainment Committee. In true Denny fashion he brought "fun" and entertainment to the banquet and AWRF in general. He and I have a standing joke; he was always the social butterfly and I was the conservative brother.

Denny was very instrumental in CSI becoming a fabricating Slingmax® Dealer. It was through his efforts and relationship with Dennis St. Germaine Sr. that CSI today enjoys the growth opportunities the Slingmax® brand brings to our business. To this day, although both retired, Denny and Dennis St. Germaine, Sr. enjoy a long-lasting friendship.

I've been at CSI since 1992 and Denny started at CSI in 1986. We have worked closely as partners and brothers. It is a bit strange coming to work and he not be here, but life changes and I know he is enjoying his retirement with Barbie, his children and especially his grandchildren.

All business aside, I am very happy for him.

Doug Worswick
CEO, Certified Slings, Inc.



Doug, Denny and Oliver North AWRF, San Antonio, Oct. 2018



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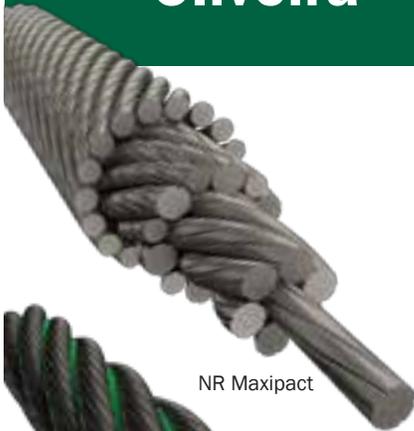
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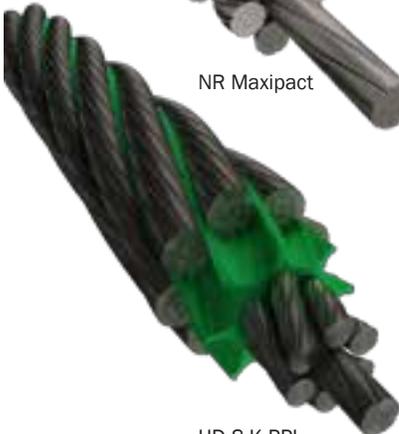
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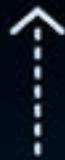
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Creating Focus And Alignment Around Expectations

By KP Persaud

As anyone who's managed an operation and supervised employees for more than a few months knows – staying focused on business goals and leading employees to achieve these goals is a bit like herding cats! It takes lots of focus and attention, and an ability to continually refocus to move forward in the direction you want to go.

Considerations for Setting Expectations

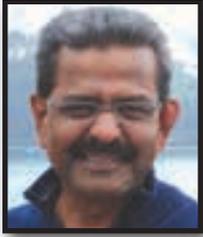
- **Ownership:** Affects the process of defining expectations as well as what the goals and objectives need to be for a given business period.
- **Private Companies:** Investors and owners define the key overall performance of the company, e.g. profit, cash flow and return on equity.
- **Public Companies:** Investor analysts put pressure and the Board of Directors to set expectations for the coming year.
- **The Annual Business Plan:** Captures all the details of what needs to be accomplished including detailed strategies and action items.
- **The Strategic Plan:** Provides a long-range look (3-5 years) at what needs to be accomplished. It is difficult to build a successful business in tight one-year compartments. Should align with the Annual Business Plan and vice versa.

Creating Alignment

- **Alignment Defined:** When everyone knows what they must do for the high level goals to be accomplished. This means that the interdependence between individuals and departments must be clear as to what you must do to make someone else successful.

- **The Alignment Process:** The two pieces of the alignment process are as follows:
 - ❖ **Get the Stakeholders involved** early in the process to define expectations. This is part of the bottom-up process. The top-down process involves ownership expectations. This type of process engages everyone in defining what goals are realistic and the stretch built into the expectations.
 - ❖ **Communication:** How the plan is communicated to all. Everyone must understand the three or four things they must do for the company to accomplish their goals.
 - ❖ **The content:** This must match the audience. People at the individual contributor level must understand what they must do and how success will be measured. Understanding the “why” to their action brings meaning to work as well.



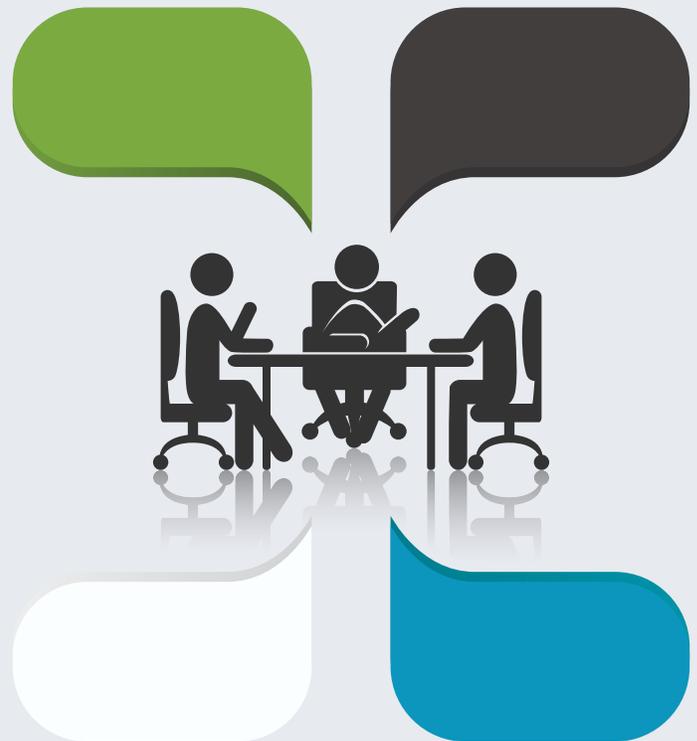


K. P. Persaud.
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Staying Focused: Are people doing the right things and are they doing them well?

- **Distractions:** People will be drawn to all kinds of important and urgent activities that may not be central to accomplishing the goals they commit to. They may need to be constantly drawn back on track. (This has been my experience in executing business plans). Great managers and supervisors help minimize distractions and maximize focus.
- **Timeline:** Critical Mass: What am I working on, how much time should I devote to the task and do I have the required skills to successfully complete a task? These are issues that need to be addressed to keep people focused. Make sure your people feel comfortable asking for needed skills training or tools to help them do their work better and that you have authority to provide it.
- **90 Days Planning:** Daily, weekly, monthly and quarterly meetings will help people to stay focused. I strongly recommend that annual business plans should be broken down on a 90 Days planning horizon and execution and feedback on performance be monitored monthly. Other meetings must take aim at daily schedules, problem solving and training. Communicating and listening all the way down to front lines will ensure problems are detected and resolved early to maximize productivity and minimize loss. (See the Rockefeller Habits for meeting details).



CONCLUSION: Getting things done through other people (delegating) is critical for business success. Goals usually defined at the top need to be broken down to individual tasks and communicated to everyone in the organization. Followed through at the appropriate level that actions are taken, and results realized are the responsibilities of the supervisors. I believe that supervisors must define expectations for their subordinates, create alignment among the team, and provide resources and keep the team focused on actions and results.

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Mazzella Companies Consolidates to One Combined Crane Service Brand

CLEVELAND, OH – Mazzella Companies has consolidated their three overhead crane service companies into one combined team and brand. The overhead crane service division of FHS, Inc., Mazzella Crane Service, and KCI Crane Service have combined to become FHS / Mazzella Hoist & Crane Service. This name and mark will be used universally for all overhead crane service going forward.

Mazzella Companies is implementing this new strategy in order to maximize the benefits of being a larger, stronger, and more deeply qualified overhead crane service organization. This consolidation will allow FHS / Mazzella Hoist & Crane Service to more effectively service their customers by offering superior competitive service to a broader geographic area.

Curt Barquin, General Manager of FHS / Mazzella Hoist & Crane Service, explains, “We started this consolidation strategy in Charlotte, NC with the goal being to provide a new experience for our customers. This included integrating our own proprietary mobile software application, carrying more inventory on our service trucks, and being more transparent with our customers.”

FHS / Mazzella Hoist & Crane Service currently has over 100 employees with experience in the overhead crane service business. FHS / Mazzella Hoist & Crane Service operates out of 10 main service branches, including: Bartow, FL; Charleston, WV; Charlotte, NC; Cleveland, OH; Duluth, GA; Gonzales, LA; Madison Heights, MI; Mobile, AL; New Freedom, PA; and Tuscaloosa, AL.

“This reorganization allows FHS / Mazzella Hoist & Crane Service to position ourselves throughout the country to better service our customers and gives us more opportunities to get into new markets. I’m excited to build our team and become one service organization that delivers our customers with an overall better experience, the most value, and the best service possible,” says Barquin.

With FHS / Mazzella Hoist & Crane Service’s significant growth, there are many immediate, full-time openings for qualified Service Technicians in the Eastern and Southeastern regions of the United States.

For more information about FHS/Mazzella Hoist & Crane Service, and current job openings, visit www.fhsmazzella.com.

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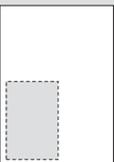
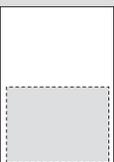
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Issue #s & Content Closing Dates

ISSUE	CLOSING	STREET DATE (See Note Below)
#160	February 21st	March
#161	May 23rd	June
#162	August 15th	September
#163	November 14th	December

NOTE: Street date is discretionary and may be adjusted to coordinate with OR around an event to provide timely, pertinent information for our readers.

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Jeff Kortes is the Founder of Human Asset Management LLC. He has over 25 years experience in HR leadership roles in both plant and headquarters environments. Human Asset Management LLC works with organizations to recruit, retain and develop their people.

Why is it so difficult to land talent? Because it's a candidate's market and candidates can choose where they want to go to work. Baby Boomers are retiring at a rate of 10,000 per day and there are not enough people to fill the jobs available. The bottom line is that millennials have their choice of jobs! After, you make them an offer...they still have to accept! This topic came to mind when I was visiting with the General Manager of a client company that I have worked with in the past as both a "headhunter" and employee retention consultant. I use him as a great example of how to do it right. *He is outstanding at selling his mid-sized company to millennials and, as a result, he has **successfully** competed with large employers that are able to pay top dollar as their main recruiting tool.*

As I was meeting with his leadership team to discuss recruiting and employee retention and the discussion was drawing to a close, he brought up the topic of how to sell the organization to prospective candidates to his leadership team. He realizes that millennials have the ability to pick and choose which organization they want to work for. Some key points he brought up were:

- **Treat candidates with the utmost respect and courtesy.** Why is that important? You want candidates to WANT to come to your organization. You want them excited and enthusiastic about the potential to join your organization and then continue to build on that when they do. He uses the same philosophy of treating employees with the utmost respect and courtesy as part of his employee retention strategy. That's why he has great employee retention.
- **Build enthusiasm.** It starts when you set up a time to do a phone interview. You set a time to call the candidate for the phone interview...CALL EXACTLY AT THAT TIME! Very few companies do. As a result, candidates are amazed by your timely call because what should be common courtesy is rarely practiced by many companies today. You have just set yourself apart from 90% of the other companies and just taken the first step in the process of selling the organization by calling on time!

- **Be candid and honest.** Every organization has challenges. Be honest about them. Explain the good and the bad without being negative. If a candidate is deceived in the interview process, they will ultimately leave the organization in short order. Millennials are a very open generation. Have a dialogue with them about the pluses, the minuses, the challenges and the opportunities the organization faces and how they can make a difference. They will appreciate this candor.

It's a different world in recruiting than it was even 5 years ago. It's now a two-way street. Candidates are selecting you as much as you are selecting them. If you go in with the attitude that a candidate will be "privileged" to work for you, that arrogance will come out in the interview and all the money in the world won't convince them to work in your organization. If you want success in your recruiting efforts, follow the three pieces of advice that this General Manager gave to his leadership team. If you do, you will see a remarkable improvement in your recruiting success.





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WORDS FROM THE PRESIDENT

Continued from page 3

We would like to welcome the newest members of AWRF which were approved for membership in our January meetings:

Company	Member Type
Campbell Hardware & Supply LLC	Regular
ProofCert, LLC	Manufacturing
Atlantic Braids	Manufacturing
Tiger Lifting North America	Affiliated

As we look ahead to the upcoming meetings, I am happy to announce a few of the new enhancements that will be showcased for the Cleveland PIE.



AWRF Meeting Enhancements:

- Enhanced Hours for the PIE on Monday
- Dedicated Product Innovation Area
- MULTIPLE Professional Development Breakout Sessions
- Leadership Speaker
- Private Event Banquet Format – *Rock & Roll Hall of Fame*
- Mobile App – for all agendas and schedules
- Wellness and Workout Sessions
- New Format to the Board of Directors Meetings

In closing I, along with our dedicated board of directors and management staff, would like to thank you for your membership and support. We look forward to working closely with you to ensure that AWRF continues to grow and prosper and be your association of choice for years to come.

Sincerely,

Nicole R. Parkerson



Press Release



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Domino's® and Eriez®: A 17-Year Partnership Dedicated to Product Purity

Erie, PA— Domino's® and Eriez®, two established companies who are leaders in their respective trades, are celebrating 17 years of doing business together. On November 8, 2018 Ray Spurgeon, Eriez Metal Detector Product Manager, presented Steve Covert, Domino's Director-Supply Chain Strategic Projects and Mike Popa, Domino's Reliability Maintenance Engineer, with a plaque in Ann Arbor, Michigan, recognizing this milestone.

Eriez® metal detectors have been in use at Domino's since 2001, operating at their Supply Chain Centers worldwide inspecting rounded dough and fresh toppings. Most recently, Domino's initiated the process of upgrading their equipment with Eriez' newest Xtreme® Metal Detector models.

Covert states, "Eriez is a wonderful partner and that's why we selected them as our preferred supplier. Our metal detectors are an integral part of our HACCP program and Eriez' reliability and support are unsurpassed. Further, each of our Supply Chain Centers has a variety of layout limitations and Eriez engineered custom solutions for each of our production lines."

Domino's also utilized Eriez' 22,000-square-foot Central Test Lab to ensure their stringent sensitivity requirements were met. Popa explains, "Product was sent from local stores and a team from Domino's visited Eriez to witness the test." Eriez also hosted live testing from its state-of-the-art media room for Supply Chain managers from all over the world that could not make a trip to Eriez headquarters in Pennsylvania. "The online demonstration enabled us to watch the testing in real time—as if we were standing right at the equipment—which saved us thousands in travel expenses," Popa says.

Spurgeon states, "Eriez and Domino's have enjoyed a wonderful working relationship." He adds, "We are proud of our long-standing association and we share a common bond: protecting consumers."



Left to Right:
Steve Covert, Domino's Director-Supply Chain Strategic Projects
Ray Spurgeon, Eriez Metal Detector Product Manager
Mike Popa, Domino's Reliability Maintenance Engineer



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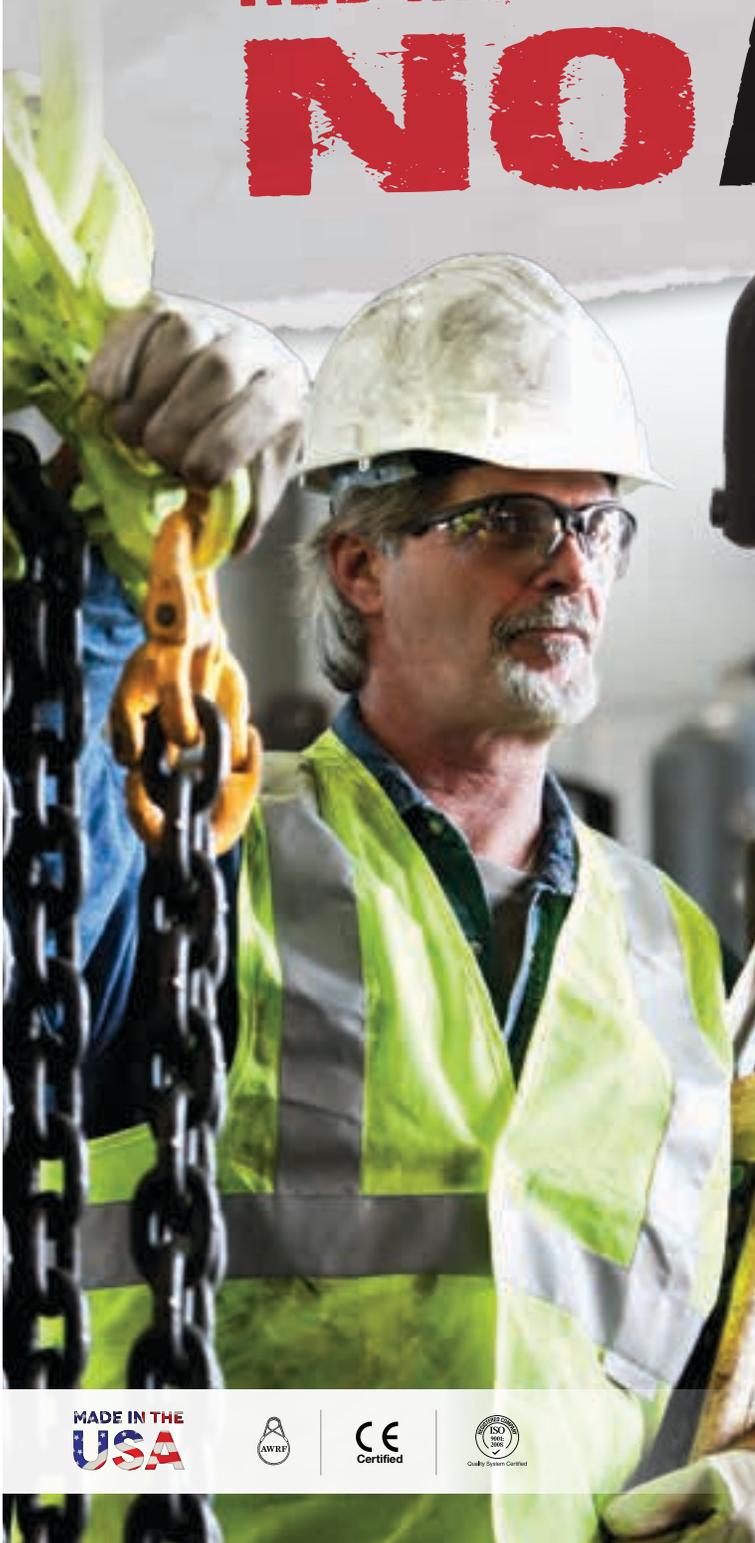
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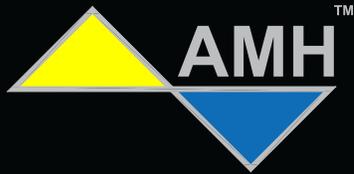
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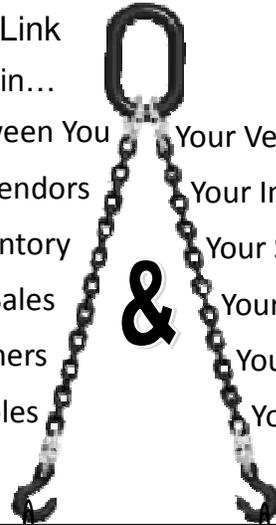
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2. The administration must draft proposed implementation legislation.
3. The International Trade Commission must assess the impact on US trade, labor and environment in an Impact Statement.
4. The administration must draft an Enforcement Plan.

The Speaker of the House, Nancy Pelosi, can make changes before a ratification vote. In the previous Congress, she was able to delay the US-Columbia Free Trade Agreement for almost four years. However, the 2015 Act does guarantee an up or down vote without amendments after House Ways & Means Committee and Senate Finance Committee consideration. Both the House and Senate are limited to 15 days of debate. As anticipated, the Administration is pressing Congress for quick approval.

Meanwhile, the US/Mexico relationship has been strained by pipeline closures in Mexico due to serious theft of gasoline by Mexican criminal gangs tapping into the lines. The new Mexican administration has advocated weaning Mexico off foreign gasoline imports and reviving their own refineries, causing US gasoline exports to Mexico to decline dramatically since Lopez Obrador became the President on December 1st. One of the six state owned refineries, Tula, is located just north of Mexico City. On January 18th, an explosion occurred near there killing 66 and injuring another 76 due to an illegal tap that went wrong. Last year gasoline thieves called “huachicoleros” stole approximately \$3B in fuel from Pemex.

Hopefully, the respective legislatures will ratify the new USMCA sooner rather than later to bring relief to AWRFF Fabricators whose material costs are now artificially high.



European Union

The US and EU are in disagreement about the future of the World Trade Organization. The WTO's General Council met on December 12th in Geneva, Switzerland to address US concerns regarding China's trade practices. In particular, the White House opposes the current dispute resolutions system. The WTO, which regulates \$17T in annual merchandise commerce, has the support

of Australia, Canada, India, Mexico and China. Since its founding in 1995, the US has won 96% of the cases it filed and 25% of the actions filed against it, making it the top litigator with a win rate above the global average. Still, the US objects to delayed decisions and what it deems to be procedural shortcomings. President Trump has threatened to block new appointments to the seven member WTO appellate body which must staff a minimum of three Judges to maintain the integrity of its appeals process. Two of these members' terms expired on December 10th.

The US Trade Representative met with EU Commissioner, Cecilia Malmstrom in Washington DC on January 9th. Having missed a mutually self-imported November deadline for quick action on removal of trade barriers, both sides are working to salvage a deal that would ideally result in zero tariffs, zero non-tariff barriers and zero subsidies. Big steps are Europe's agreement to purchase more liquefied natural gas from America (40% of which now comes from Russia) in exchange for a US commitment to shield European car manufacturers from potential US tariffs. To that end executives of German car makers met with President Trump at the White House on December 4th where they pledged and expanded investment in the US to ameliorate the threat of auto tariffs.

Notwithstanding this glimmer of optimism, the outlook for Europe has darkened after economic growth in Germany slowed sharply in 2018, caused by reduced local demand and weaker exports to China. On January 15th, the US dollar value of the euro fell to \$1.143. A major German automotive parts supplier expects sales to China to fall 20% to 25%. Other manufacturers such as Adidas sportswear anticipates similar declines. Overall the most significant issue from the White House's perspective is the enormous European trade surplus which hit \$115B last October.

On January 16th, the EU placed quotas on steel imports to include 26 product categories and imposed a 25% tariff on imports exceeding the quotas. The new duties are in response to US tariffs as well as massive Chinese exports to Europe which have created a crisis for European steelmakers. But, just as in the US, many EU steel users have objected and adjusted.

The EU announced on January 18th that there will be no discussions of agricultural products at the next round of tariff talks with the US. They have further threatened to place duties on a number of products if the US imposes new automobile tariffs.

The World Trade Forum met in Davos, Switzerland during the same week as the AWRFF January Board meeting. Missing were the leaders of the US, UK and France, all of whom are dealing with other urgent problems at home. During a speech by International Monetary Fund Managing Director, Christine Lagarde, she stated that although a global recession is not around the corner, “the risk of a sharper decline in global growth has certainly increased.”



By Gary Pittsford, CFP®
President and CEO, Castle
Wealth Advisors, LLC

Gary Pittsford, CFP®, is President and CEO of Castle Wealth Advisors, LLC. Castle specializes in helping families and closely held business owners with valuations, succession planning, estate and income tax analysis and retirement income security. Castle's senior partners work with clients throughout the country in making logical decisions that help them fulfill their personal and business financial goals. For more information visit www.Castle3.com, call 1-888-849-9559 or e-mail Gary directly at Gary@Castle3.com.



Six Reasons for a Business Valuation

Preparing a valuation for your company is a little like having a thorough physical examination on yourself with lots of x-rays and blood tests. The business valuation, if it is prepared by someone who knows your industry, can be an excellent way to get an expert's opinion on how well your company is being run compared to national industry averages.

There are plenty of reasons to have a business valuation prepared for your company. I wanted to provide you with six ideas on how the valuation could be the most beneficial to you:

#1 Selling to Family or Key Employees – If you are planning on selling your company to a family member or to a key employee, a business valuation is a necessity. The valuation will consider which assets are being sold, and which assets will be retained by the seller. For example, the seller may be the older generation. That generation may keep some of the business's excess cash. If the company belongs to a national purchasing cooperative, the current owner may also keep the value of the patronage stock.

The usable cash flow, or EBITDA, is one of the most important calculations in a business valuation. It will show the next generation how much cash flow they have to work if they are going to 1) look for financing for part of the purchase price and/or 2) pay on a promissory note to the older generation for the purchase of stock. The valuation is providing perspective to both the buyer and seller depending on how the sale of the company is financed. Moreover, the business appraisers will need to know the details of what the plan looks like between the older generation and the younger generation. If the usable cash flow changes during the three to five year transition, then those changes could impact the business appraiser's valuation. Is the older generation going

to reduce their salary and bonuses to zero, or perhaps take a 50% reduction in pay? Is the ownership transition going to take three to five years, or longer? These questions can be answered better if a valuation has been prepared.

If the business owner is selling to one or more key employees, the same questions must be asked. What assets is the seller going to keep, and how much usable cash flow will the key employees have to work with in order to purchase the stock in the business.

Over the years of speaking with owners, I have always said the assets of the company are very important, but the usable cash flow is more important.

#2 Selling to an Outside Party – If you are selling your business to another company within your industry, the business valuation experts will, again, need to know what assets are being sold and will need to determine the "usable cash flow". The calculation for the usable cash flow, or adjusted EBITDA, will be different for an outside sale relative to the sale to a key employee or family. If the business owner is going to sell the company and leave immediately, there would probably be a higher level of EBITDA which means the company could have a higher value.

The analysis in a business appraisal report can also be used by the seller in determining a selling price and help communicate the selling price of the company with a potential buyer.

The buyer will be very interested in reviewing all of the assets that they will be purchasing and they will want to thoroughly analyze the amount of usable cash flow that this company can produce.

A well-prepared business valuation report becomes a valuable tool for the seller and the buyer as they discuss all of the terms and conditions for selling the company.



#3 Improving Value – If you have decided to sell the business three to five years from now, many owners use a business valuation as a tool to monitor the progress of their transition or “exit” plan.

For example, the business owner could increase the value of the company by increasing gross margins 1% or 2% each year during the three to five years prior to the sale of the business. They may also try to reduce expenses or may reduce obsolete, or slow moving inventory.

By having a business valuation report prepared, three to five years early, this gives the business owner a health report on the company. Then, every twelve months, they have the business valuation updated with a minimum amount of cost, by the same valuation experts, using the same formulas and methods. This gives the business owner a status of the company and how well the owner is doing on developing their exit plan. Just like going to the doctor and getting a physical every twelve months, all the information the doctor gives you is important information on how well you are doing.

Getting an annual checkup on the company during the last three to five years, can be a valuable tool, to not only make the company healthier, but also increase the selling price substantially.

#4 Estate/Probate – Unfortunately, a business valuation is usually required when a stockholder of a privately-held company dies. The business valuation is needed not only for the estate planning, or probate process, but it may also be required by the company buy-sell, or stock redemption agreement.

Also, if a stockholder is in the process of getting a divorce, the attorneys and both spouses will most likely need a business valuation which can be used in any negotiations for property settlements.

#5 Buy/Sell Agreements – If there are two or more stockholders in a business, it is usually a good idea to have a business valuation prepared when stock redemption agreements, or buy-sell agreements, are signed for the first time. Then, every one or two years the valuation report can be updated with a minimum amount of cost in order to provide the updated valuation for the stock, which is used to update the stock redemption agreement. This way, all of the stockholders know the value of the stock and how the valuation was calculated.

#6 Retirement & Contingency Planning – A valuation report may also be needed to value the shares in case one of the stockholders is officially retiring from the company. In order to buy out the retiring stockholder, the updated value of the stock would be an important requirement.

Also, if one of the stockholders becomes disabled and unable to perform their duties and can no longer be an ongoing important employee of the company, for disability purposes, a business valuation becomes important.

Sometimes a stockholder may wish to sell a few shares if they have a need for cash. If cash is needed for medical purposes, or perhaps paying for college expenses, selling a few shares of stock in the family business may be one option for raising cash.

A well-written business valuation report that thoroughly analyzes the true value of the business, can be a very crucial tool for any business owner who may be involved in any of the six ideas discussed above. A well-written report which analyzes your company and compares it to your industry and national benchmarks, is no different than you going to the doctor once a year and getting x-rays and blood tests to monitor your own personal health.

If you think that any of these scenarios are applicable to you, having a business valuation prepared might be a good option, and it will also help the business owner and any minority stockholders in their decision making process.



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Smart Sling™ Case Study: Leesport PA State Road 1003 Pedestrian Bridge

Background:

The JD Eckman construction company was contracted to replace a 100 year-old concrete arch bridge spanning the Schuylkill River in Leesport, PA. The bridge carried State Road 1003 and a pedestrian sidewalk. Its position meant that it was an important link between the two parts of the town divided by the river. In order to allow residents to cross during the two years of construction, a temporary pedestrian bridge was erected at the beginning of the project. In addition to allowing pedestrian access, the neighboring fire company was able to stage rescue equipment on the far side of the structure, and the temporary bridge would allow firefighters to cross quickly in the case of an emergency on the other side.



100 Year Old Bridge – Jodi Christman Photographer

Challenge:

The new bridge was approaching completion, and it was time for the temporary bridge to be removed to allow for the final paving to take place. The plan was to position cranes at both sides of the river, rig to the bridge at the ends, and perform a tandem lift, removing the bridge and placing it on the road deck of the new bridge for disassembly. This type of lift allows for several opportunities for trouble. One is whenever a tandem lift takes place, it depends on both crane operators working in unison to lift both ends evenly. If one operator begins to swing the load before the other is fully clear of obstructions, the load could collide with an object causing



Removal of Pedestrian Bridge, February 14, 2019

unknown dynamic forces in the rigging and crane. Another potential for problems is if the bridge was not properly disconnected before lifting. The bridge was bolted to concrete foundations on either end of the river bank. If a bolt was inadvertently not removed, or if over the course of time, the bridge rusted at the connection point, the rigging could be overloaded when the lift began as a result of the load not being free to move.

Solution:

In order to have a greater insight into the status of the lift, JD Eckman decided to incorporate Slingmax® Smart Slings™ into the lift plan. Smart Slings™ incorporate electronic Sling Overload Sensors inside the sling, which constantly monitor for severe overload. During a successful lift, they transmit a “Normal” signal to a computer base station every 30 seconds. This allows a designated person to keep a constant watch on the safety of the lift while their coworkers can concentrate on their tasks. In the case of a severe overload, the slings will instantly transmit an Overload signal to the base station. This will display an alert on the screen of the base station as well as send text messages and emails to anyone



Lifting Smarter with Smart Slings™!

who is registered in the system. The crane operator, riggers, and anyone else on the job site could then stop, lower the load, and reevaluate the lift.

Results:

At the start of the lift, the crew was trained on the proper use and rigging of Smart Slings™. Since the crew was already familiar with Twin-Path® Synthetic roundslings, it was a simple transition to Smart Slings™. The only thing they had to remember was to not rig on the orange “No Rig Zone”. Meanwhile, a Smart Sling™ base station was set up at one end of the

bridge. It automatically detected the Smart Slings™ in the area and showed they were in a “Normal” condition. When the lift started, JD Eckman and Slingmax® personnel were able to monitor the slings which indicated that they remained in good condition throughout the lift. With a range of 500 ft, and a battery-operated computer, they were able to monitor the lift while walking around and observing the crews and all the parts of the procedure. If there were problems, the crane operator could be immediately alerted. In this case, the lift went perfectly, with the slings indicating “Normal” throughout. At the end, nothing had to be done except turn the base station off and stow the slings away for next time. Since the batteries in the slings have a two-year life, the riggers didn’t have to worry about turning the sensors off or charging them. In addition, they are waterproof and shockproof, so the normal care of synthetic slings would ensure that the sensors would be in good working order for another day.

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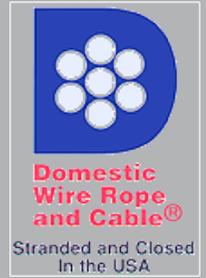


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Crosby Acquires Straightpoint

Dallas, Texas-based The Crosby Group LLC, the largest lifting, rigging, and material handling hardware company in the world, has completed the acquisition of Straightpoint UK (SP), a leading manufacturer of load cells and force measurement equipment. The value of the transaction is not disclosed.

The acquisition, effective 2 January 2019, includes the manufacturing facility and headquarters, co-located in Hampshire, UK that will become Crosby's center of excellence for load monitoring and measurement, in addition to key personnel based in the U.S.

David Ayling, formerly CEO at SP, will step into a new role overseeing sales, marketing, and product development functions for all load monitoring equipment. He will report to Robert Desel, Chief Commercial Officer at Crosby.

Ayling said: "SP has built a very strong team focused on innovation and high service levels and we wanted to ensure we could maintain and capitalize on these important features of the company. Crosby's brand, its channel strength, global reach, and management team will enable us to build on our strengths and take the business to a new level. Becoming part of Crosby represents an opportunity to deliver our solutions to more customers and increase the pace of our innovation. It is an exciting new chapter for SP, its team members, and customers."

Desel said: "We've had a close relationship with SP for quite a while—its load shackles are based on the industry standard Crosby G2130 shackle, and we use SP products on our Safe Rigging trucks. SP's position as a leader and innovator in load measurement and monitoring, and the opportunity to integrate its technology into our already strong portfolio, made this a compelling addition to Crosby. Safe lifting is in Crosby's DNA

and load monitoring is a critical part of that equation. Monitored lifts are inherently safer and we can now increase adoption of this best practice on a global scale."

He continued: "The acquisition is focused on growth. SP already represented a force in the marketplace and as part of Crosby we can position its products and expertise closer to the point of use and increase the pace of innovation." Ayling confirmed that SP would maintain its commitment to non-rigging markets, such as the weighing sector.

Desel concluded: "We are very excited to add the SP brand, best-in-class products, manufacturing capabilities, and team members to the Crosby organization."





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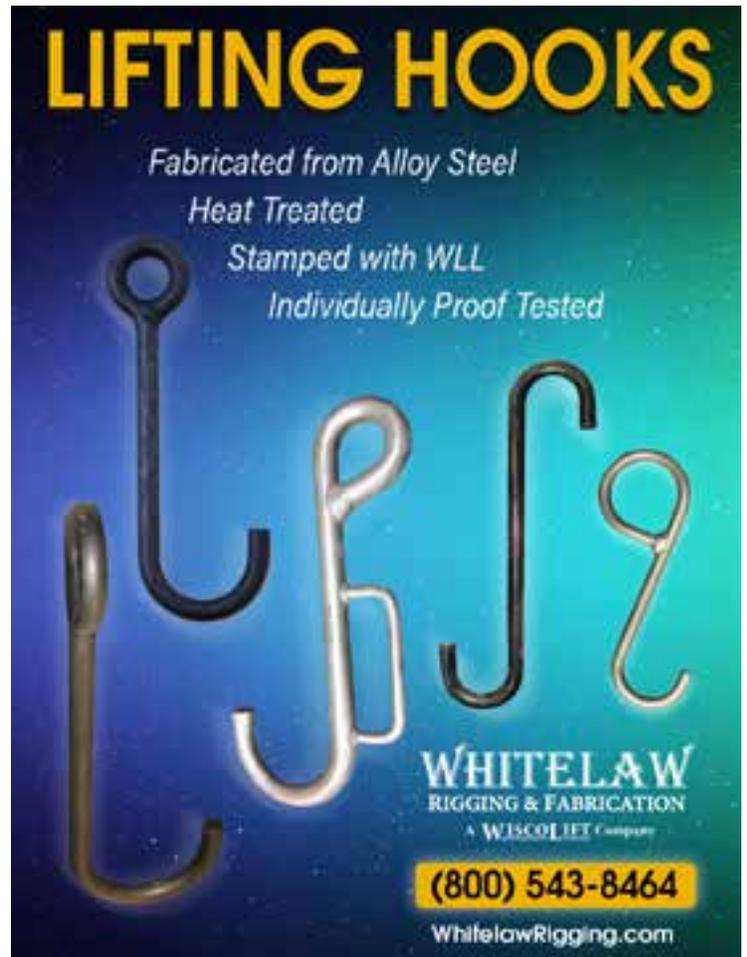
Continued from page 19

Of course, that only affects the existing employees. That doesn't help with manufacturers who are discovering the difficulties of replacing vacant positions or expanding operations. That is where the challenge is particularly acute, driven by several factors. The unemployment rate has been moving downward since the Great Depression, currently sitting at historically low levels. On top of that, baby boomer generation has begun to retire from the workforce, and the generation below is not as large.

There are some other findings in the various studies. There is a significant geographic bent to the crisis, with some areas getting hot considerably harder than others, often correlated with the rate that physicians are likely to prescribe medications. Also, there is a skewing of misuse toward low-education, unskilled, working men, who had been the lifeblood of manufacturing in the past.

As for the subject that prompted the study, site selection, Callaway says a community's opioid abuse rate should be considered a crucial factor when determining where to expand operations. "Obviously, any manufacturing facility or distribution center is a very costly endeavor. Given the current state of the drug crisis in the U.S., that's another filter for companies to consider: the overall health of the employees in the counties they're looking to invest in".

(Excerpts from article by Dan Markham of Metal Center News)



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Peerless Industrial Group, Inc. Introduces Model ATSB Adjustable Telescopic Spreader Beam

Winona, MN – Peerless Industrial Group, Inc. introduces their ATSB, Adjustable Telescopic Spreader Beam ideal for outdoor construction applications and for areas where headroom is not limited. It is ideal for accommodating various size loads and utilizes an upper rigging spread between two lift points that adds extra stability to the lift. It is supplied with a pair of heavy-duty swivel hooks. Additional lift points and hardware are available as options.

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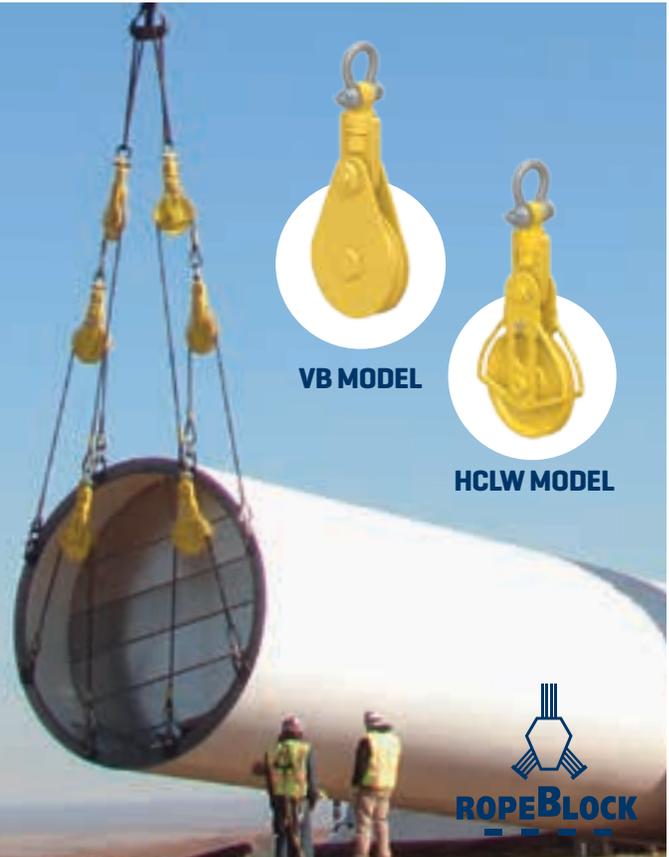
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Modulift Spreader Frame Lifts Viking Boats on TV Set

A modular spreader frame comprising Modulift beams is being used to lift handcrafted boats during filming of the History Channel's "Vikings" historical drama series in Co. Wicklow, Ireland. The elaborate set was created at Ashford Studios and is being shot in collaboration with Irish National Marine Services.

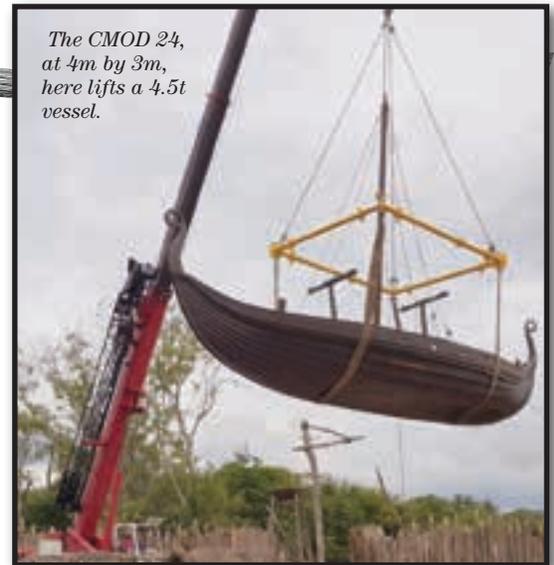
The CMOD 24 frame is being utilised beneath the hook of a 50t capacity Grove GMK 3050 mobile crane, supplied by crane sales company Irlequip Ltd., which is also a distributor of Modulift's range of lifting and spreader beams.

Supplied from Irlequip's Modulift stock, the frame with a 5m by 4m maximum span allows it to lift all vessel types on set. These boats vary in dimension and weigh up to 5,000kg. The frame, recommended for loads that have more than two lifting points, is capable of lifting up to 30t depending on configuration; the corner units are rated at 7.5t each. The majority of lifts on this project have seen the frame employed at 4m by 3m, but the larger span has also been used for the biggest of the boats.

Damien Maher, capital equipment sales at Irlequip, said: "We were asked to provide a solution for lifting boats in a safe manner. We suggested the spreader frame as a practical means to not only lift but also to cradle the boats, thus, preventing any inward pressure or stress. Furthermore, the rig allowed the boats' masts and sail rigging to protrude through the opening inside the 'box' created by the beams."



The rig allowed the boats' masts and sail rigging to protrude through the opening inside the 'box'.



The CMOD 24, at 4m by 3m, here lifts a 4.5t vessel.

The CMOD modular spreader frame is designed to expand the capabilities of Modulift's modular spreader beam system. The struts from the beams are combined with four corner units to complete the frame. Those already in possession of Modulift struts can reuse them with the corner units to achieve four-point lifts. Maher explained that the CMOD 24 is the smallest frame that facilitates a length of 5m.

Irlequip were consulted on the additional rigging gear and recommended the correct slings and shackles required, allowing the user to source the equipment from their regular supplier. Maher and the team remain in regular contact with the crane operator, who was already part of the crew, and onsite riggers, as the project continues.

In this case, a 50t mobile crane with a 'power-boom' was deemed the best solution allowing maximum flexibility where internal headroom was at a premium. Additionally, the hydraulic luffing jib proved invaluable for mounting lighting and allowed for the precise focus of light during certain shoots.

Maher said: "Irlequip always carries a stock of mobile cranes ranging from 40-250t, being new and refurbished. Additionally, we carry a stock of tower cranes to serve our customer demands. The market remains buoyant and we continue to invest in growing our team and facilities."

Maher concluded: "We carry a large [Modulift] stock ranging from MOD 6 to MOD 70 and also CLS adjustable spreader beams. Larger beams can be supplied to our customers thanks to the excellent support we receive from the team at Modulift UK—often at very short notice. We would like to thank all our customers for their continued business, without each and every one of them our continued success would not be possible. We are proud to represent Modulift in Ireland."

The CMOD spreader frame is currently available from the CMOD 6 up to the CMOD 250. The systems lift up to 300t.

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