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2024 AWRF PRESIDENT

Justin Brown



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What a year 2023 has been. Our industry is more dynamic than ever and AWRF is forging forward and solidifying our position as the leading association in the rigging industry.

I am thrilled to begin my tenure as President of AWRF and continue to represent the interests of our membership along with a great group of directors.

Things in the Works

AWRF has lots in store for our members in 2024 and I'll touch on just a few. We are nearing the point where we can roll out our much-anticipated AWRF Accredition Program. Our first group of rigging shops are nearly complete at which point we will have baseline data for the program and our first group of accredited members. This program has been years in the making and one of the most exciting programs to date. For large and small shops alike, this program is truly a game-changer for rigging shop quality. In the future, the best-of-the-best will be AWRF Accredited so stay tuned for exciting updates.

At our Fall meeting we held a panel discussion about the future of AWRF meetings. The board will be hard at work this winter and with input from our members we have a basis to put together an annual slate of events that will give the members the programs they want.

Speaking of input from our members, be on the lookout for our membership survey. These surveys are your chance to voice your opinions and help shape everything we do at AWRF. The more participation we get from our surveys, the better the Association will be for everyone.

Thanks

A big thank you to two departing board members after many years of valued service to our Association. First to Andrew Hall of Southern Wire and second to the newest member of the Past-Presidents Club, Patrick Shire. Their insight has been instrumental in helping shape the success of the Association, and their willingness to thoughtfully voice their opinions has been especially impactful. They - and all their fellow directors - have invested extraordinary time and effort in AWRE.

Enjoy your winter and on behalf of the entire board we look forward to seeing everyone in the spring.

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2024

January 17-19 Technical Committee &

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April 28 – May 1 AWRF General Meeting

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October 27 – 30 AWRF General Meeting

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2025

April 6 – 9 AWRF General Meeting and P.I.E. Sheraton Denver Denver, CO

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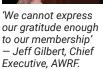
AWRF 2023 FALL GENERAL MEETING & P.I.E. WRAP

Touchdown in Dallas

A record number of first-time attendees and Emerging Leaders participated in our Fall General Meeting & PIE, which took place at the Sheraton Dallas Hotel in October.

Over 600 people participated in our Fall General Meeting & Production Information Exhibition (PIE), which took place in Dallas, Texas.

Jeff Gilbert, our Chief Executive, said, "We cannot express our gratitude enough to our



membership, who continue to support meeting efforts,

and our exhibitors for putting on one heck of a show."

As Justin Brown, incoming President, added, "Whenever I attend any conference, I have three goals in mind: meet someone new; learn something new; and, finally, have fun."

Most attendees at our latest general meeting and PIE left with ticking all three of those boxes—and more.

"It was a resounding success,"
Brown enthused. "The more interactive the event, the more fun, and the better the activities; the chance of connecting with someone new in the industry goes way up. In the end, networking at these events is one of the most important things, and I think this was the best networking event that I have ever attended.

"It was a phenomenal turnout, especially for both new members and Emerging Leaders."

Brown added, "A week like this, drives home that AWRF remains the place to meet, make new

contacts, learn, and stay in the loop in the lifting, rigging, and load securement industries."

Brown, President at Unirope, succeeded Patrick Shire, northeast territory sales manager at Alps Wire Rope Corporation.

"Patrick built a lot of momentum," Brown said. "We made progress with our rigging shop accreditation program; came up with a lot of new

> ideas to move the association forward; and, very importantly, started the conversation about how we can make the best use of our in-person events."

Gilbert added, "Patrick is truly such a kind person. His commitment to the association and the Board of Directors, who led under him, was top notch. We cannot thank him enough for his constant support and thoughtful leadership."

Mike Poroo, SWOS, stepped into the Vice-Presidency role, and Brown reiterated the importance of constant cohesion among AWRF leaders.

"Mike and I have worked very closely over the last several years and share the same vision for AWRF as the leading association in our space," he said. "The term for President is only one year, which is shorter than the time it will take to bring some of the ideas and issues we will work on to a conclusion. And so, it's extremely important to align with not only the Vice-President but the entire Executive Committee since they will possibly be the people executing on many of the ideas and issues that we work on during my term."

Brown's goal as President is the same as in any of the committee chairs he's sat on to date, "To leave it better off than how I found it.

"It's a big picture goal and there are a lot of details in between, but if the association is better off than when I started then I will be satisfied."

Gilbert enthused, "Justin has amazing industry knowledge and experience. He has already shown tremendous leadership and expertise throughout his various roles with us; we look forward to working with him this upcoming year."

Field goals

The latest meeting was memorable in large part because of an iconic networking gala dinner at the Dallas Cowboys' AT&T Stadium on the Tuesday evening.



Justin Brown (left) succeeded Patrick Shire as AWRF President.

Emerging Leadership

A well-attended dedicated reception on Saturday evening set the scene for a meeting that welcomed the largest ever number of Emerging Leaders, geared to members under the age of 40.

Jeff Gilbert, our Chief Executive, said, "The group has seen a great turnout at many of their events. I know that they hope to continue that momentum and bring valuable knowledge and insight to these members. As hosts, we look forward to seeing them expand their reputations within the industry and play their part in bridging the gap between the generations in the sector."

2023



Members enjoyed a networking dinner at Dallas Cowboys' AT&T Stadium.

"We've been told that we made a lot of dreams come true that night," said Gilbert. "That was probably one of our favorite AWRF galas to date. The atmosphere was electric, and even those members who might not call the Dallas Cowboys their favorite team had a blast. It was definitely one we will not forget."

It was on the football field itself that Brown took his first opportunity to address the membership as President.

"...what a time to be in the lifting and rigging industry," he said. "We have spent many decades in the background being the very epitome of niche, and now find ourselves as interesting to outside investment. Well, the secret is out, we are interesting; we are part of strong businesses; and we do important work."

Members nodded in agreement across the gridiron.

Pointing to private equity especially, Brown offered perspective. He said,

"I'm not going to stand here and prognosticate, but there are a few facts to consider in these conversations:

"The first thing you need to know

is that we aren't the first industry to experience M&A [mergers and acquisitions] activity. Just look at our manufacturing members who are well ahead on that journey—even to the point that we have seen mega mergers in the past few years. But look at our PIE this week and the full slate of exhibitors eager to meet their customers. It was truly incredible. Our PIE has always been the best show in our space and continues to get better every single time.

"The second thing is that M&A is not a bad thing. Just a thing. A normal evolution of business. Acquisition makes sense for a lot of owners that have worn many hats for many years, or companies that need funds and management prowess to take them to the next level. For others, it's certainly not the right fit or right time. And that will be true for a lot of our members.

"And so, as an association, it means we have to adapt. We serve

Continued on page 66

'We've been told that we made a lot of dreams come true that night' — Jeff Gilbert, Chief Executive, AWRF.

AWRF Accreditation Program

The Dallas meeting presented an opportunity to celebrate the progress of our Member Accreditation Program with the Lifting Equipment Engineers Association (LEEA), whereby AWRF members can choose to go through an additional process that will see them being audited by LEEA. The purpose of this audit is to give them support and assistance in ensuring that they are operating at the highest of levels.

The audit was developed by LEEA according to requirements set out by AWRF.

AWRF members gain a valuable endorsement, while also benefiting from the oversight and feedback of a third party. They get to use a special logo to distinguish themselves in addition to accessing some of LEEA's services to support their development.

Robert Wilson, head of member engagement at LEEA, said, "It was great to see all the [AWRF PIE] exhibitors; several of them were LEEA members. I was in the U.S. prior to the meeting to conduct an initial batch of audits. Since, I have also traveled to Canada to complete further such audits and visits. The initial audits have been conducted successfully."



Robert Wilson, head of member engagement at LEEA.

The Government Affairs Committee

Trending Labor Law Imbalance

Government Regulations Reform

U. S. Department of Labor and other federal agencies adopt rules AWRF members live and work by. Remember our battle with OSHA over point-ofoperation barrier guarding? Remember the obsolete OSHA Sling Safety Manual? In spite of stubborn government opposition the AWRF Government Affairs Committee successfully lobbied to correct DOL oversight. Nonetheless, many of the new antibusiness regulations which pour out of Washington on a regular basis have an existential impact on the lifting, rigging and load securement industry. In theory the rulemaking process relies on cost-benefit analysis, risk assessment and real science. But what really took place to cause the Obama administration, for example, to promulgate an average 565 EPA rules a year? First the government came up with "social costs and benefits." Anecdotal evidence became the guiding premise and "global impact" played a major role. Best practices established by the Office of Management and Budget were ignored. Political expediency replaced scientific assessment. Although the Trump White House recalculated and rolled back some of the more absurd rules, we have returned to a system that largely ignores reasonable cost-benefit analysis. The analytical distortions would be even more obvious if the principles of consistency and transparency were reintegrated to favor scientific results over politics.

To establish a firm basis for a new regulation the science behind it must be relevant and reliable.



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



Junk Science

Another factor in a sound rulemaking process is reliance upon real science. Too often this element also is clouded or altogether replaced by political expediency. To establish a firm basis for a new regulation the science behind it must be relevant and reliable. Relevancy depends upon "scientific knowledge"-not just general acceptance. There must be testimony based upon "technical" and "other specialized" knowledge. The test of reliability is "flexible" under the law, and administrative agencies are arguably not held to stringent courtroom standards. Nevertheless, there still must be deference to due process. In any event, administrative rules are supposed to be forward-thinking thus diluting the absolute necessity of established science in every new rule. However, the spirit of the law should be followed whatever the forum, and junk science, most experts agree, has no place in the rulemaking process. A current example of regulatory overreach according to auto executives (assuming carbon reduction is the objective) finds itself in the obtuse rules and regulations governing EV production. Clearly, there is more cost than benefit because, in order to lose as little money as possible, car manufacturers have been forced by the government to build large electric vehicles with enormous batteries instead of small efficient vehicles in order to meet customer demands. Wouldn't it be better all around to raise the gas tax and let the marketplace determine which autos to manufacture?

Secretary of Labor

Julie Su has been serving as Acting U.S. Labor Secretary during the Biden administration, first s Deputy Secretary and then as the Secretary. She follows the previous incumbent, Marty Walsh, in that role but has yet to be approved by the Senate. Previously Su was Labor Secretary for Gavin Newsome from 2019 to 2021 and was nominated by Joe Biden in February 2023. Although the Government Accountability Office has allowed her to serve without confirmation, her indefinite tenure without confirmation has become a constitutional issue calling into question the advice and consent powers of the Senate.

Overtime

Because wages have not kept up with inflation, the federal government proposed that 3.6 million salaried workers should be eligible for overtime. Under the Fair Labor Standards Act, "covered employees" must be paid time and a half for over forty hours a week. An exception to this rule applies to

6 2023

employees who serve "in a bona fide executive, administrative or professional capacity" as defined by the Department of Labor. The Biden DOL proposes to increase the threshold for exemption from \$684 per week (\$35,568 annually) to \$1,059 per week (\$59,285 annually). It is anticipated that in order to preserve budgets, employers will cut working hours, replace higher paid employees with new hires at lower wages and use more independent contractors. The inevitable result will be fewer jobs. A recent calculation show average hours worked as 34.3 per week, down from 35.0 in January, 2021.

OSHA Walkaround Rule

On August 24, 2023, The White House Office of Regulatory Affairs (OIRA) completed a review of a newly conceived DOL regulation described as the OSHA Worker Walkaround Representative Designation (NPRM). On August 390th, the rule was officially proposed and on September 27th The House Subcommittee on Workforce Protections (formerly testified before by AWRF) held a hearing entitled the Policies and Priorities of the Occupational Safety & Health Administration. Although an OSHA publication entitled "Worker Walkaround Representative Designation Process" purports to explain the rule, a letter from the Coalition for Workplace Safety (CWS) (signed on by AWRF) exposes its practical effects. The letter, directed to the House Education & Workforce Subcommittee in advance of its hearing on September 27th, points out the proposal is inconsistent with underlying statutory and regulatory history; that it inserts OSHA staffers into labor disputes thus violating NLRB jurisdiction; that it exposes both employers and OSHA to liability; and that it infringes on workers' rights. The letter further notes that there is no stated limitation on either the number of third party representatives for a single inspection or on how many employees may request different representatives. Basically, the proposed regulation would fundamentally change the entire nature of workplace safety inspections and put OSHA in the center of organizing campaigns and labor negotiations. The walkaround representatives could be union organizers or environmental fanatics or they could be involved in some other campaign against the employer. In any case these interlopers could use the opportunity to collect proprietary or private information about the employer or the place of business and they could target and recruit workers for an organizing drive.



OSHA posts materials and details about the Panel on heat injury and illness at www.osha.gov/heat/sbrefa.

OSHA Heat Proposal

The DOL has released some details on a new heat proposal as part of its Small Business Review obligations under the Small Business Regulatory Enforcement Fairness Act (SBREFA). Under this law OSHA must convene a Small Business Advocacy Review Panel consisting of representatives from OSHA, the Small Business Administration's Office of Advocacy and the White House Office of Information & Regulatory Affairs (OIRA). The Panel hears comments from Small Entity Representatives (SER). OSHA posts materials and details about the Panel on heat injury and illness at www.osha.gov/heat/sbrefa. CWS is submitting comments and has dispatched a letter to the Assistant Secretary of Labor for OSHA requesting an extension for filing in a letter which was endorsed by the Government Affairs Committee of AWRF on September 22nd.

Cemex Case: Union Card Check

A building material company was found guilty of unfair labor practices (UFL) by the NLRB during a union election. The Cemex holding changes the burden to the employer to request a secret ballot from the National Labor Relations Board in a union election. Previously, the union seldom won because the employees were able to hear the employer's opposing position. Now, with 30% of cards signed, the company must immediately recognize the union organizer unless the employer files its petition within two weeks of the election. Moreover, if the company is found to have committed a UFL, the union will be immediately recognized and the company's petition summarily dismissed. This ruling applies retroactively to all pending cases. Both Obama and Biden attempted to promote legislation to the same effect, but failed. The ruling ignores 1974 Supreme Court precedent by arbitrarily changing the burden of proof to involve NLRB intervention. The dissent in the *Cemex* case clarifies that a company union can be automatically formed without a traditional secret ballot election thus violating workers' rights to "bargain collectively... or refrain from such activity."



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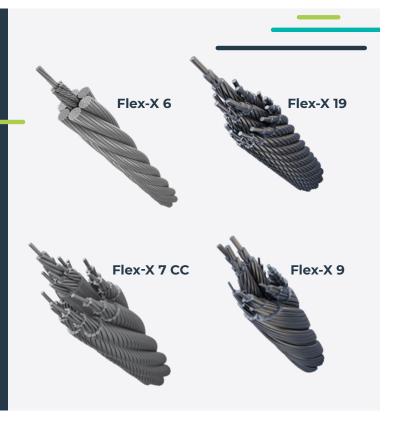
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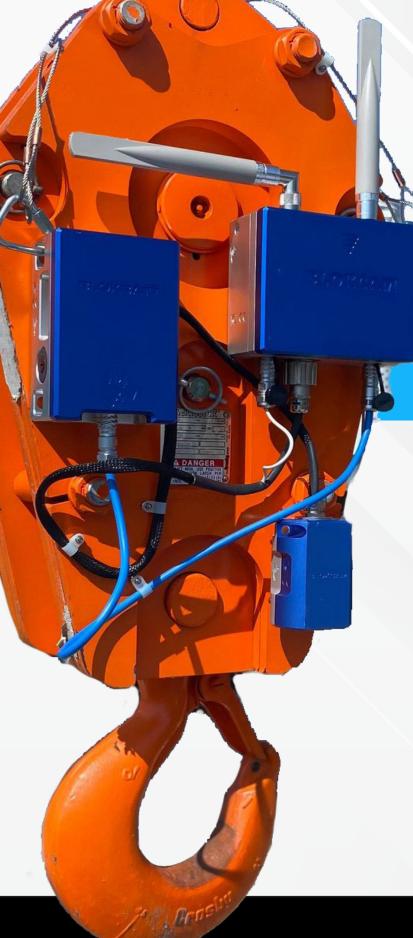












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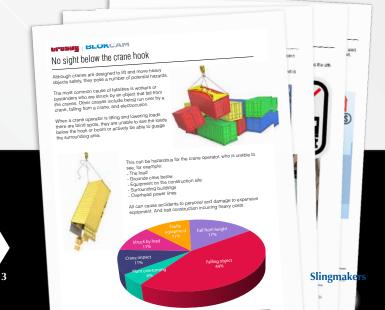
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2023 15



Grand Teton Climb Takes Strategy, Focus – and Coping With Less Oxygen

by Peter Hildebrandt

"When you're used to climbing, there's no time for fear of heights or falling. You are too busy working and studying what your next move will be," explains Shawn Llewelyn after a recent trip with two friends to Wyoming's Grand Tetons. "I was new to this peak, just 225 feet shy of 14,000. Being from the eastern U.S. and familiar with such popular climbing sites as North Carolina's Linville Gorge, Grand Teton peak was ten times harder."

Shawn Llewelyn, park ranger at South Carolina's Paris Mountain State Park has become an expert in his own right on all that goes with climbing varied geologic formations. Llewelyn recently tested his physical stamina cycling from coast to coast across the U.S. Others on this Tetons trip included Adam Moats, firefighter for the City of Greenville, and Elliot Wilkes, a park ranger at Jones Gap State Park.

"Perhaps what most people not as familiar with this sport may be surprised to learn is that climbing can get kind of boring. Movies featuring climbing tend to be inaccurate. I had no experience climbing a 13,000 foot plus peak before and I am not sure if the other two guys accompanying me were in the same situation or not.

"Last year Elliot, Adam and myself while sitting around, at Adam's suggestion, booked the trip and we finally decided to go rock climbing out in the Tetons, something I have always wanted to do. Yosemite is another place I'd like to tackle, starting with some sites aside from El Capitan and Half Dome."

The three friends researched what route to take, then spent six months preparing the needed gear. "I needed to go as light as possible. I was able to ride my bicycle across the U.S., so I am used to planning out a trip. This was also ten times harder than I thought it would be."

After their first night at Moraine Camp the real rock climbing starts, according to Shawn. "We struggled up to the summit – and ran out of food. This, the direct result of trying to go too light, basically. From the 13,775 foot summit the views were amazing, weather perfect despite being a location notorious for its rough conditions weather-wise. Lightning is a constant worry when you are exposed on a rock face."

The gear Llewelyn and his fellow climbers used was not much different than that used in the eastern U.S. "When you are starting out you are pretty much scrambling up rocks and then from that point, you're on the cusp of what is considered climbing. For someone that's been climbing for a little while it's pretty easy climbing. We ended up free soloing for a fair amount of the climb before we ended up using the equipment."

16 2023



Tetons trip included Shawn Llewelyn, park ranger at South Carolina's Paris Mountain State Park, Adam Moats, firefighter for the City of Greenville, and Eliot Wilkes, a park ranger at Jones Gap State Park.

Climbing has distinct varieties. In free solo climbing the climber is not connected to any lines or other climbers; there is no backup. This climb involved ropes and such equipment as cams in order to climb as safely as possible.

The ropes must extend away from the rock face, enabling the use of solo options in some sections. The climbers had to pick the correct size cam, stick it in the wall after which they could clip into this. That is what's known as traditional climbing. Sports climbing, track climbing, and bouldering are some others.

Climbing gear has not changed a whole lot in quite a long time, according to Llewelyn. Englishman, George Mallory perished in his 1924 attempt to climb Mount Everest – his body being discovered about 300 meters below the summit of the peak in May of 1999 – outfitted himself with not much more than ropes and an ice pick. Lightweight oxygen tanks did not exist. Since his 1924 attempt, critical equipment such as lightweight cams and carabiners, as well as lightweight personal gear have become essential for climbers.

Today's climbers such as Shawn and his companions mainly use cams and such older gear as hexes and nuts which they don't use as much. "Cams are wires that go through a piece of metal and that chunk of metal is on the end of a strong thin wire. The cam gets lodged in the crack in a rock. Basically, climbers must pick the right size, stick it in to make sure it is a good fit before clipping into that.

"Dynamic lines are better than static in climbing. You may draw a comparison to static lines in skydiving – where the person jumping from the plane has no control over the executing of the chute, an attached line does that.

"Myself and my fellow climbers, Adam and Elliott were all at about the same level of ability and climbing knowledge. We all knew that when you tie anchor points, you must have a station once the lead climber goes up and you want to place three pieces of protection so it's a

redundant system. If two fail, you still have one left. You need to know what to do, coordinate or equalize the load to the anchor as there are a lot of forces to keep in mind.

"Where to place all your knots and how to do your angle of belay is critical. Anchors and strands need to be pointed toward the climber. In top roping there is a rope at the top of a wall making this probably the safest type of climbing. Sports climbing features bolted anchor points on the route that can be clipped into.

"When a climber ties anchor points; that climber must have a station once the lead climber ascends, Llewelyn explains. "You want to place three pieces of protection, so it is a redundant system. That way if two fail you still have one left. Also, you need to know what to do to coordinate or equalize the load to the anchor points as there are a lot of forces you must keep in mind."

Climbers must know to place all of the knots and how to do the angle of belay. Anchors should be pointed toward the climber and all the strands. Various types of anchoring include top roping, a wall rope where the rope is placed at the top of a climbed surface and which is considered the safest form of climb. Next is sports roping in which there are bolted anchor points clipped into on the route.

In traditional climbing, usually involving a group, there is room for error. This type is perhaps the safest. Shawn discovered as he climbed and others were around, that simply by the lingo used he could figure out if they knew what they were doing – or had no idea whatsoever.

"All in all, climbing is mostly relaxing – not that high adrenaline level you may imagine. It washes everything else you're thinking of while you wait at home. You are checked out, only focused on one thing, something that feels good occasionally."

The three men all worked together in South Carolina's Mountain Bridge Wilderness Area near the North Carolina border, for 17 years. Elliott Wilkes started climbing at around the age of 13 or 14.

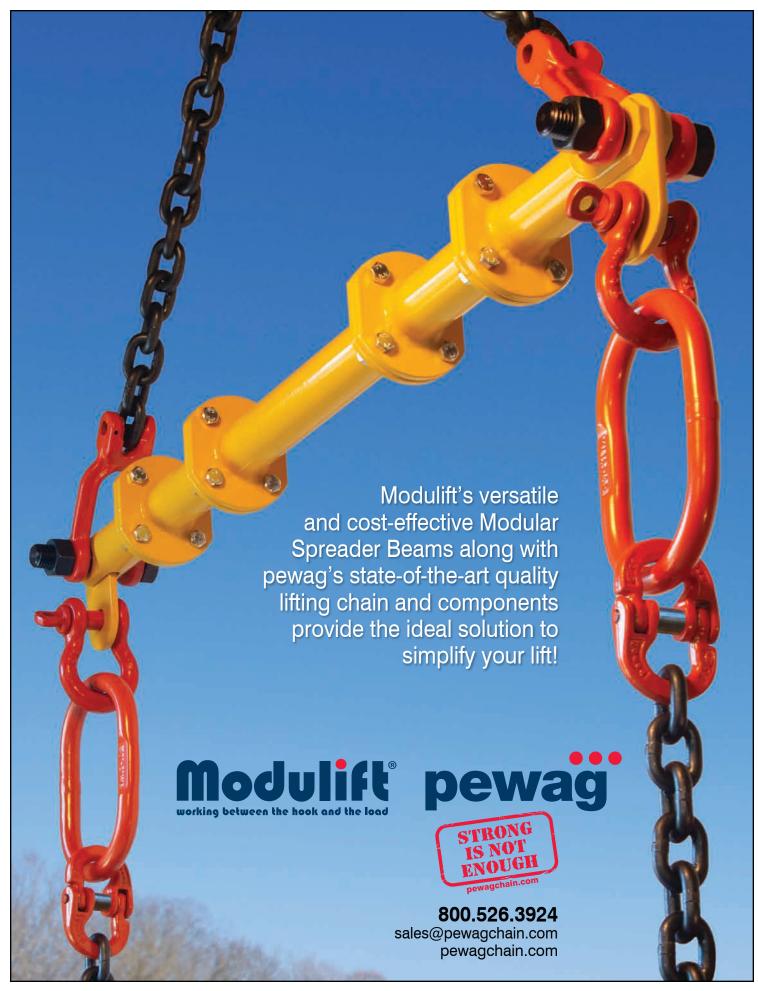
"I made a lot of friends that way and continued climbing until I started college," explains Wilkes. "I got out of it and then met Shawn and got back into it. For me climbing is about connecting with the natural world in a way that a lot of other people cannot or do not.

"I love being in places that other people can't get to. This is not that I am trying to be exclusive, just that you are on this edge of a cliff seeing a sunset or sunrise that a lot of people cannot, having a bird's eye perspective. Five years back I was going through a tough time... a fellow park ranger in the National Park System invited me out west to the Tetons and I had my eyes opened. The Tetons gave me a new life."

Wilkes was planning on hiking the Tetons Crest Trail. The second night out he went over the Teton Pass at over 10,000 feet and it almost blew him off. "This was

Continued on page 70





AWRF 2022 SAFETY AWARD WINNERS



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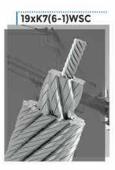
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Layoffs Are On The Rise Here's What To Consider When Terminating An Employee

By Gene Marks (This column originally appeared in The Inquirer)

Through the first nine months of 2023 there were more than 600,000 layoffs, a 198% increase from the same period in 2022, a new study found.

Layoffs — particularly in technology, retail, health care, and media — have been growing significantly this year, according to a new study from career services firm Challenger, Gray & Christmas. Despite the hot job market, the study found that through the first nine months of 2023 there were more than 600,000 layoffs, a 198% increase from the same period in 2022. The number of corporate layoffs this year is second only to 2009's Great Recession.

Whether or not your business is struggling to find workers, it's likely that you're also terminating employees for various reasons. But are you doing this the right way? Here are some things to keep in mind when you next have to let someone go.

Plan ahead

The first thing to consider when deciding to terminate an employee is reducing any potential disruption.

"Employers should always think about operational gaps if someone separates from the company, meaning is there someone else who can step in temporarily to offset any problems from losing business continuity due to that disruption," said Monica Siciliano, a partner at De Novo HRConsulting & Business Advisory in Southampton. "And if that's a risk, then employers will want to address appropriate redundancies that should be put in place as well as cross training."

There are also compensation ramifications of a decision to terminate an employee. In most cases, an employer will need to make sure that all unused

Despite the hot job market, the study found that through the first nine months of 2023 there were more than 600,000 layoffs, a 198% increase from the same period in 2022.



vacation and sick time has been paid out and that the employee has been paid completely through their end date so as not to be exposed to any wage-theft claims. In Pennsylvania, New Jersey, and Delaware, workers without an employment contract are generally employed "at-will" which means that an employer (or the employee) is free to terminate their employment usually with little reason. However, employers have to be careful that they're not acting in a discriminatory or retaliatory manner.

Document everything

"It's never a good idea to terminate someone after they have made a complaint," Mike Torchia, an employment attorney based in Huntingdon Valley said. "If the termination takes place too quickly then it could be considered to be retaliatory and not related to the employee's performance. Documenting the decision in advance — even before communicating the decision to the employee — is a good way to ensure that there's a supported timeline."

Torchia said that you don't need a detailed report for your documentation. "It could be an email to yourself or to human resources or to your partner that says 'we spoke today and we decided to terminate Rachel, but we're going to do it when she comes back from vacation.' "

When it comes to documentation, it's always best to start that process as early as possible. When an employee is underperforming, is exhibiting poor behavior, or has received complaints from others, make sure to keep a time-stamped log of these incidents that can be discussed with the employee at a termination meeting and used as support for your decision. If your business has union employees, you have to also make sure that you're complying with all terms in the union's collective bargaining agreement.

"It's the number-one piece of advice we give for termination," said Torchia. "When a client calls us and says they want to terminate an employee, we always ask if they have any documentation. If there's nothing in writing and there's a challenge to the termination based on discrimination or something else, then it's going to be harder to prove that it's a performance issue."

Continued on page



Gene Marks

Gene Is A Columnist & Author. A past columnist for both The New York Times and The Washington Post, Gene now writes regularly for The Hill, The Philadelphia Inquirer, Forbes, Inc. Magazine, Entrepreneur Magazine and Fox Business.

Gene has written 5 books on business management, specifically geared towards small and medium sized companies. His most recent is Want More Cash?: 100+ Ideas And Strategies For Increasing Your Company's Cash Flow This Year.

A Professional Keynote Speaker. Through his keynotes and breakout sessions, Gene helps business owners, executives and managers understand the political, economic and technological trends that will affect their companies andmost importantlythe actions they can take to continue to grow and profit.

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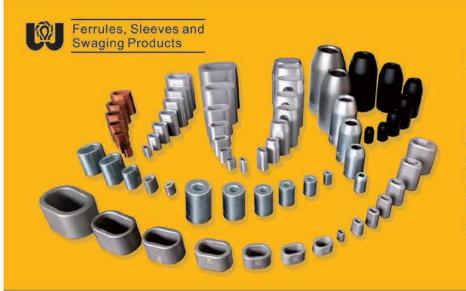






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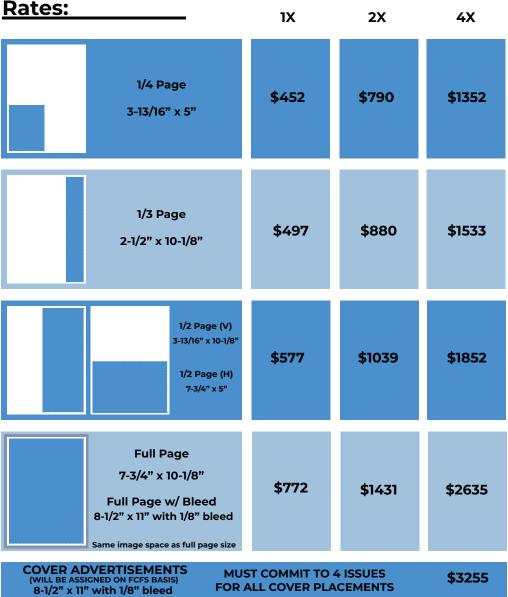
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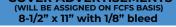
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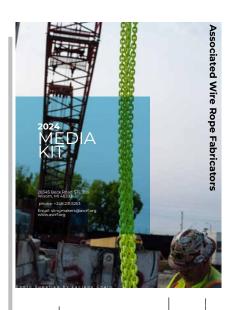
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#180	#181	#182	#183
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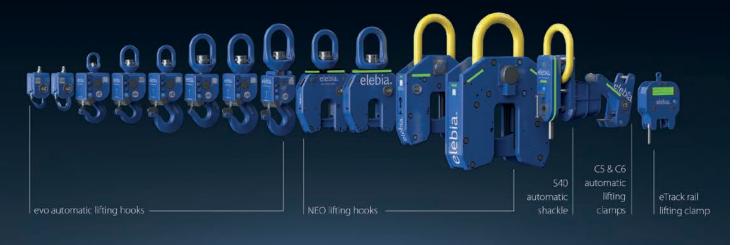






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Press Release



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Modulift's Expansion into Wind Energy Sector Accelerates with Wind Tower Lift in South America

Poole, Dorset >> The rise in renewable energy sources has accelerated demand for Modulift spreader beams to lift turbines, towers and monopiles at onshore and offshore wind farms worldwide. As part of this expansion, global ship operator G2 Ocean deployed a Modulift Spreader Beam to Colombia for the lift of a 63mt Nordex Wind Tower.

Colombia provides good conditions for wind power generation, with wind forces of around 9m/s. G2 Ocean assembled a MOD 250 Spreader Beam on-site in the north of Colombia, the location of most wind farms in the country due to the position off the Caribbean coast. The cylindrical Nordex TS105 wind tower sections



were successfully lifted from the Star Lysefjord vessel to Puerto Brisa, a small cargo terminal in the north.

"Conditions at the port were challenging" said Richard Stannard, Senior Equipment Manager at G2 Ocean "The remote

location and lack of infrastructure at the port raised concerns about how we could safely lift and unload the tower sections. We were also working to a tight deadline, so time was of the essence."

"The nearest port was Santa Marta, but due to issues with road transport from the port to the project site – largely clearance issues under bridges, we had to rethink how to get the tower sections to the site. Puerto Brisa was the next option but as it is a coal loading facility there were no cranes available at the terminal."

To overcome this, the cranes on-board the ship were used to carry out the lift. The cylindrical Nordex TS105 tower sections measured 36 metres in length, with a 4.3m diameter and weight of approximately 63mt.

Stannard said "The

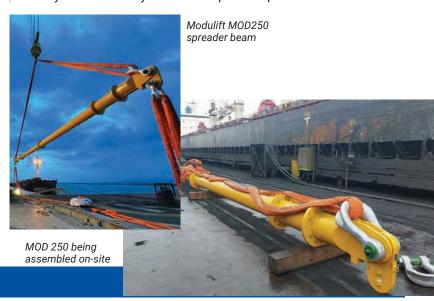
heavier sections were loaded further forward on the deck and unloaded using the ship's cranes in tandem. However, the upper sections could only be reached with one crane, which was achieved using the single 75mt crane."

Wind tower sections being lifted from ship

An additional challenge was low headroom, so the rigging had to be as short as possible. Stannard continued "There were limitations on the allowable sling angle at the load. We needed a 45-degree angle on the slings above the spreader beam."

Taking this into account, the MOD250 was rigged at 18 metres, with a SWL of 91mt and 45-degree sling angle. Using a modular spreader beam also sped up the turnaround time – with the longest strut at only 6 metres and total component weight of 4mt, G2 Ocean were able to airfreight the beam to Colombia, transport it by road and easily assemble it on-site.

Sarah Spivey, Managing Director of Modulift said "With the surge in demand for renewable energy sources, Modulift is well positioned to respond quickly to the growing demand. With a global network of stock-holding distributors, we can deliver spreader beams on-site, quickly. G2 Ocean's project presented several challenges which Modulift was able to help overcome. The modular design allowed for easy transportation, and the lack of headroom was not an issue as the rigging was able to be short. We were pleased G2 Ocean could deliver on this project safely and efficiently with the help of our products."







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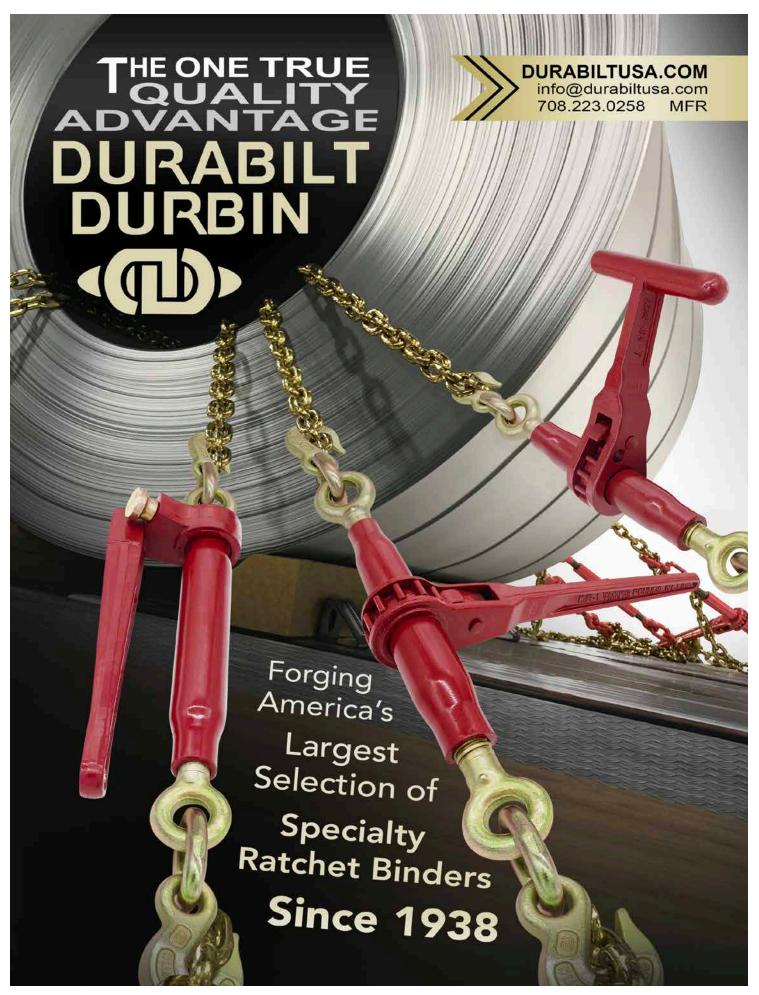
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Press Release



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Eriez® Announces Jaisen Kohmuench as New President and CEO Lukas Guenthardt Retires After 12 Years of Dedicated Service



Jaisen Kohmuench

Erie, PA – Eriez®, a global leader in separation technologies, announces the appointment of Jaisen Kohmuench as President & CEO, effective January 1, 2024. He will succeed current President & CEO, Lukas Guenthardt, who is retiring at the end of 2023. This appointment is the

culmination of a carefully planned succession strategy, with Kohmuench working closely alongside Guenthardt and the Eriez Board of Directors to ensure a seamless transition of responsibilities.

Richard Merwin, Chairman of the Board, conveys his deep appreciation for the outgoing President & CEO, stating, "Lukas has played a pivotal role in driving the company's transformative growth, fostering innovation, and achieving remarkable success during his tenure. Under his visionary leadership, Eriez achieved record revenues and strengthened its global market presence."

After a comprehensive selection process that considered both internal and external candidates, Kohmuench emerged as the clear choice to succeed Guenthardt, according to Merwin. With more than two decades of service to Eriez, Kohmuench has held various executive-level roles within the organization, most recently as Chief Operating Officer.

Kohmuench's journey at Eriez has taken him from his initial role in research and development as a process engineer to directing and expanding the U.S. Flotation group. He later assumed an expatriate position as Managing Director for Eriez-Australia before returning to the U.S. to manage all of Eriez' international businesses as Vice-President of International and then Chief Operating Officer. Merwin notes, "Jaisen's career path reflects a distinctive fusion of technical and financial responsibilities that have helped him develop into the versatile and accomplished leader he is today."

Over his many years at Eriez, Kohmuench has been instrumental in shaping global business strategies

and driving profitable growth in magnetic, flotation, and service operations. His depth of expertise is demonstrated through his prolific authorship of numerous technical papers and contributions as an inventor with over a dozen patents. Kohmuench's academic achievements include earning bachelor's, master's, and doctoral degrees in Mining and Minerals Engineering from Virginia Polytechnic Institute and State University.

Merwin emphasizes that Kohmuench truly embodies the company's core mission and values. His commitment to nurturing a positive corporate culture and supporting initiatives within the community ensures Eriez' enduring impact, paving the way for promising opportunities for future generations. He says, "Jaisen's extensive technical and international experience, proven leadership qualities, and philanthropic spirit will serve as a guiding force propelling Eriez into a prosperous future."

Merwin adds, "We look forward to an exciting new chapter under Jaisen's leadership and extend our sincere gratitude to Lukas for his exceptional service."





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Family-Owned Business Succession Planning Decisions

Tips for Ensuring a Smooth Transition

After more than 45 years of working with hundreds of family-owned businesses across the country, I can tell you that each business and every family is different. Yet, most business owners have the same basic concerns about retirement and planning for the succession of their companies.

Most of the business owners I have met over the years have spent their entire adult lives running and growing their companies. Many of them who are now between the age of 60 and 75 are thinking about retiring. The succession/exit planning process worries them because they have not tackled this task before. They realize that they only have one chance to sell their company, and that their chosen exit plan must be the best one possible.

Following are some common questions business owners ask as they consider the succession planning process:

- · Will someone within the family take over?
- · Will the company be sold to an outsider?
- · What is my company really worth?
- How can I reduce taxes when I sell the business?
- How can I be fair to all of my children if only one or two of them take over the company?

To help our clients answer these questions, we discuss six main succession planning topics:

1. Business structure

The type of business structure currently in place affects long-term planning, income taxes and the transition to the next generation. Is it an S Corporation, C Corporation, Limited Liability Company, or a family limited partnership? Is there only common stock, or is there also some preferred stock? Are there 100 shares, 500 shares or 1,000 shares to work with?

Working with your wealth advisor, accountant and attorney can help ensure your entity type provides you with the most flexibility as early as possible, as it can take five to 10 years to properly implement changes to your business structure.

2. Successor(s)

Will someone in your family be buying the business from you? Will it be one child, or multiple children? If multiple children are involved, will one child have 51% voting control?

As the business owner, you must be confident that at least one or two of your children are best suited to run the



They realize that they only have one chance to sell their company, and that their chosen exit plan must be the best one possible.

business. If your children are not taking over, you may want to consider selling the business to key managers who have been with you for a long time. If your key managers aren't good candidates, is there someone else in your industry who may want to buy the business?

3. Transition options

If one or more of your children are planning on taking over the business, you'll need to have a discussion with your advisors about the best way to facilitate the transition. Some business owners gift company stock to the children who are taking over, then sell the remaining business to them. If you plan to sell stock of the company, it's important to designate the sale in order to take advantage of long-term capital gains, which are taxed at lower rates.

If you have the right type of entity, it may be advantageous to transfer voting stock to one or two children and provide non-voting stock to other children not involved in the business.

There are many different ways to transition a company to the next generation, and all should be considered when talking with your wealth advisor, attorney and accountant.

4. Retirement security

Many business owners still want, or need, additional retirement income after the business succession is complete, and there are many different ways to lock in monthly income. It typically works well to use a combination of two or three of the income options below, keeping in mind that some of these are good for the company while others are good for the retiring owner. It's important to reach a fair compromise.

Continued on page 70

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Talurit Group celebrates 75 years of excellence & innovation

Talurit Group, the global leader and manufacturer of swagers and wire rope equipment, proudly marks its 75th anniversary this year. Founded in the late 40s in Sweden, Talurit Group has continuously led the way forward in their field by bringing new solutions to the market and by delivering top-tier products and system to their customers. Through their unwavering commitment to excellence and innovation they have made an important contribution to the wire rope industry both in terms of efficiency and safety.

The company celebrated this significant milestone with a grand event held at a prestigious venue in Sweden this August. All employees from around the world were invited to join the festivities that span over several days. The anniversary celebration included a series of engaging activities and events aimed at recognizing the dedication and contributions of Talurit Group's employees. From inspiring keynote speeches to educational workshops and cheerful entertainment, the gathering fostered camaraderie and appreciation among the colleagues.

The occasion also served as an opportunity for Talurit Group to reflect on its remarkable journey during the past decades and for their CEO to share his ambitious vision for the future. The event was also attended by the members of the board and of course the owner Bernhard Rohland.

Throughout its rich history, Talurit Group has been at the forefront of developing cutting-edge technologies and solutions that have redefined wire rope termination processes. With a global presence and a diverse range of clients spanning various industries including rigging, construction, marine, mining, and more, Talurit Group continues to deliver unmatched premium products and services.

The company in its current form was first established in 1948 by Gerhard Rohland who came to Sweden as a refugee during the second world war. He was the third generation of rope manufacturers and had previously run a rigging shop and rope store. Gerhard Rohland was the one who saw the potential and patented the revolutionizing method for mechanical splicing of wire rope. After a few years of trial and error, he could finally initiate the manufacturing of the very first Talurit® branded ferrules. And it did not take long after for his method of mechanical splicing to gain attention throughout Europe. With carefully

selected licensees and distributors, his company started to grow exponentially during the 50s and 60s. Swagers, cutting machines, coiling machines, and much more were developed and introduced to complement the core products. In 1971, Gerhard passed the reigns to his son Bernhard Rohland who truly made it into a worldwide company and brand. Bernhard took strategic steps in order to ensure greater quality control and increased inhouse manufacturing. New and larger facilities were built in Sweden and the business kept expanding. Bernhard set out to improve the existing range of products and he also developed many more solutions and successful patents.



By the 80s, the company's wide range of products had gained a sterling reputation for durability and reliability. This played a vital role in shaping industry standards. The manufacturing processes were optimized further during the 90s and this was also when they geared up with their marketing efforts and started to reach even more markets around the globe. Today, the company has its own presence in seven countries and the Talurit® brand has become synonymous with high quality in the sector.

As Talurit Group looks ahead to its next chapters, it remains committed to driving innovation that addresses industry challenges while maintaining the highest standards of customer satisfaction.

Thommy Andersson, Business Development Director at Talurit Group, comments:

"It has been an honour for me to be a part of the company's journey these past 30 years. One of the things that I am most proud of is the strong partnerships we have forged with our customers worldwide. It really shows our commitment to providing both exceptional products and services. And the brand's global footprint has expanded substantially, now spanning across all continents, which is an impressive achievement as well. Our success over the past decades would not have been possible without the hard work and commitment of our talented workforce. This celebration was a great opportunity for us to express our gratitude and strengthen the bonds that unite us as a global team."

Victor Lindh, CEO at Talurit Group, adds:

"As we now move forward, we will continue to push the boundaries of innovation within our industry. By investing in research and development initiatives we hope to bring new solutions and technological advancements to market for the benefit of our customers. It is engraved in our company's DNA to always keep improving and we look towards the future with optimism and determination."





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De Haan SE secures largest order in 125-year existence

2023 can certainly be described as a special year for De Haan Special Equipment. The Dutch company celebrates its 125th anniversary and has secured their largest order ever: the production and delivery of enormous lifting blocks and related products for the placement of the world's largest combined underwater traffic tunnel between Denmark and Germany.

The company, once started in 1898 as a small-scale rope-making company, has developed into a world-class player over the years. In addition to rope production, demand for pulleys for ship lifting applications emerged. "In the 1980s we secured our first contract for the production of lifting blocks for mobile cranes", says Jeroen Hut, Commercial Manager at De Haan Special Equipment..



Jeroen Hut

Assignemengts of stature

Since that first order, the company has established itself on the world stage. "About 95% of all the products we manufacture here are being exported. For example, we supplied lifting blocks for the construction of the flood barrier in Venice and the steel cables which hold up the tower of Pisa are secured with end connections which were made here", explains Jeroen. "This new order fits nicely into that sequence."

Fehrmanbelt tunnel

A new traffic tunnel between the German mainland and Denmark is currently being constructed at the bottom of the Baltic Sea. This tunnel will replace the ferry connection between

Puttgarden and Rødby. "Through that new tunnel, you can travel to the other side by car or train within 10 minutes. The lifting blocks and other lifting materials for the installation of this structure are made and delivered by De Haan SE. A big project, on which we are working with all our might."

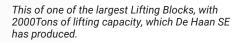
Interaction between man and machine

De Haan Special Equipment has everything inhouse to produce the lifting materials. "Everything is done here on site, from design to production and assembly. For us, it's all about working as one team. That's where the strength of our growth and success is to be found", tells Jeroen. The team of dedicated welders, painters, engineers, CNC milling/turning operators, commercial and logistics staff and assembly specialists represent 'the perfect mix of experienced professionals and young talent'. "Some colleagues have been working here for over 25 or more years, which certainly tells you something about the commitment of our employees and our corporate culture."

Excited about the future

Although they are proud of their heritage and achievements at de Haan SE, they are especially excited about the future. "The growing U.S. market offers great new opportunities. Therefore, we are always looking for talented colleagues to join our team of experts. Our horizontal organizational structure

and focus on personal development ensures a pleasant working atmosphere. We provide the ideal environment where talents can be deployed and grow, so that everyone enjoys working here with us."



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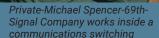
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is the founder and principal at Locked On Leadership, a consulting firm that focuses on practical tactical leadership skills that yield results. He is a Certified Professional Behavioral and Driving Forces Analyst and has worked with over 60 companies in 13 states arming them to achieve sustained and managed growth.



lockedonleadership.com

Is Your Message Really Getting Across?

Is your message really getting across? I ask this because I had a recent interaction with a team member of one of my clients that forced me to rethink how we communicate. This particular client is a 100% distributed company. If you are like me and that is a phrase you haven't heard yet, it means they are 100% virtual with team members all over the world. They've engaged me as a FCOO to help streamline their operations and get everyone working together.

There's a lot of talk now-a-days about managing remote teams, much of it is academic. My theory has been that it is virtually no different (do you like what I did there?) and this experience is validating the concept. While the tenants of sound and effective leadership haven't changed, there are nuances that need to be tweaked or, at least, understood. Especially when it comes to communications. To solve the communication problem this company leverages technology, using a combination of Zoom, Slack, and email.

> The problem became really apparent with one team member who, while brilliant in their field, also suffers from a social anxiety disorder. Imagine, for a second, that every time you met someone new, or you had to speak extemporaneously in a meeting with people you didn't know very well, or even if you received a phone call and you had to talk one-on-one with someone, you suffered from severe anxiety. While

I can't truly know what that would be like, I can imagine how debilitating it might be.

Let People Communicate in Their Best Medium

One's response to this kind of stress is naturally to communicate via the written word and they are big on long Slack messages. This is what I'm dealing with. I can't meet, Zoom or huddle on Slack, with this person unless I want to lose their services for a couple of days while they recover from the anxiety.

Now imagine this person is a brilliant strategist in your industry and they work for you or provide a service to you.

Writing, as I've found out, can be effective sometimes but communicating feeling, emotions, and nuances become more of a challenge. That's why top novelists are so rare and so well rewarded. Great writers convey frustration, anger, joy, delight, mirth, the entire gambit of human emotions with the written word. It is a true gift, which this individual shares with great writers...and I don't.

Oh sure, I can write OK. Well enough that I have held your attention over the years. I suspect that is more about the quality of my content rather than the prose with which I write. I'd much rather tell a story than write one. The problem with writing is that we are limiting the medium of communication to only one, the words themselves.

How We Convey and Receive Meaning

The specific problem is how to communicate my intent? Words can be sterile without the gift of prose. It is significantly more difficult to convey your emotional intent and that is what we, as humans, respond to first and foremost.

In a often quoted study published in 1967 in Volume 6 of The Journal of Personality and Social Psychologytitled Decoding of inconsistent communications, authors and Albert Mehrabian and Morton Wiener concluded that 55% of a message is delivered through facial expressions, 38% of the message comes from the tone of voice, and only 7% is based on the words actually spoken. While there is some debate over the methodology used to obtain these results what is clear is that part of how we interpret a message is based on non-verbal cues. When the non-verbal cues are aligned with the words, we listen to the words and when there is a disconnect, we disregard the words or interpret them negatively.

If you doubt me, just imagine getting a written message and all it says is "From Dave, call me". Now compare that to a voice message that says in a clipped, staccato,

and frenetic voice "this is Dave, call me!" or in a slow, unhurried, calm, southern draw "this is Dave, call me." The written message, without any other clue, is subject to interpretation. The verbal messages leave little doubt as to their urgency. This is why actors will frequently view their scenes without sound. They are checking to ensure their body language and facial expressions match the emotion they are trying to connote.

Sometimes the Written Word is Misleading

By now you can see my problem. I need to make changes to the company and convey that these are necessary and ultimately in everyone's best interest but I can't have conversations with a key person, I'm constrained to writing and leaving things open to interpretation.

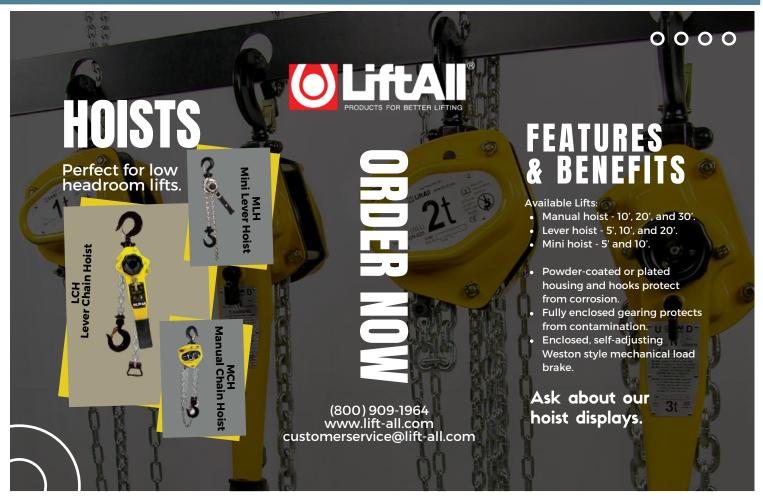
BTW, I see this frequently in another guise. Clients of mine, who are having problems with vendors, customers, or team members, want to address these problems solely in writing. It is a sad statement that the art of talking is dying. People have become afraid of confrontation so they avoid it with email, chat, or text. In doing this, they lose the opportunity to truly communicate their intent. While there are times where this might serve, when you experience a strong emotion like anger or frustration, it can also bight you in the tail.

I had a client who became frustrated with a client who didn't understand the boundaries of the service they purchased. My client sat down to write an email. I said "pick up the phone!" He needed to both hear his client's tone of voice as well as convey his

frustration along with an honest desire to work it out. If he wrote an email, he risked it being interpreted by the mood of the client when they read it. If they had just had a fight with a friend, spouse, co-worker, etc. they may interpret the email negatively.

Get Your Point Across

So, what is the answer for my client's team member with social anxiety? Simple, I started using voice chat, a feature of Slack. I respond to the long, well written, messages with a recording. This way they hear my tone of voice and my intentions. The turnaround is amazing and while we aren't done, I can "hear" it in the tone of her writing...or is it just me interpreting things based on my emotional state.







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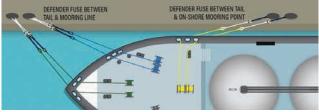
Introducing Defender FuseTM - Innovative Snapback Prevention

Ferndale, WA, October 24, 2023 — Samson, the leading developer of high-performance synthetic rope solutions worldwide, is pleased to announce the introduction of Defender Fuse™. Designed to complement standard mooring systems, *Defender Fuse* is an advanced overload warning system engineered to mitigate snapback situations. This new product is unique because it can be added to any mooring system without line replacement and accounts for total system energy.



Defender-Fuse_Sling_MAIN_20inch

While other snapback technologies only consider the energy of one mooring component, Samson has designed Defender Fuse to absorb energy within the entire mooring system, including the stiff, highperformance mooring lines common in the industry and their elastic tails. Defender Fuse consists of a trigger and a catch. It was developed to mitigate recoil situations before they occur. The trigger will deploy at a specific percentage of the ship design MBL (MBLsd). The catch material will continue to elongate until it reaches its final length, up to 150% more than its original, before complete rupture. In this way, the elongating material acts as an early warning system. Available in a range of sizes and strengths, Defender Fuse can be easily positioned between the mooring line and tail or between the tail and onshore mooring point.



Animation of Mooring Line & Vessel

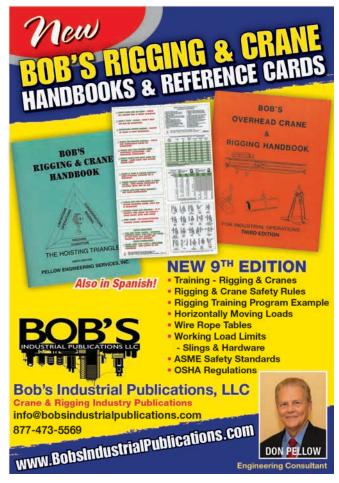
"Safety is a topic we are passionate about, and why we have been working toward clarifying industrywide misconceptions related to safety and mooring line recoil, particularly as it relates to considering total system energy. We were not convinced that the existing market product offerings were the best solutions, and we wanted to do more. Because this concept is so innovative, we took a robust approach to product assurance and testing during our development by utilizing MEG4 best practice recommendations and working with the American Bureau of Shipping for third-party approval."

- Dustin Heins, Engineering Manager

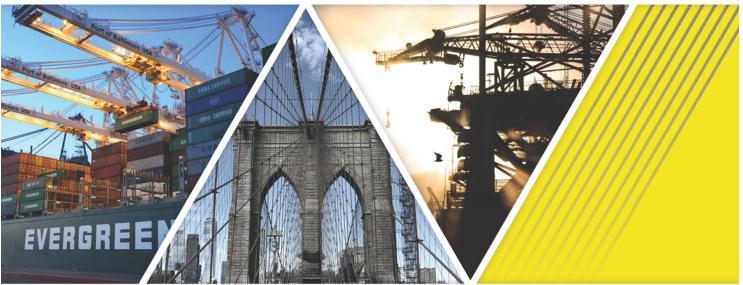
"Samson has long focused on crew safety and maximizing the service life of mooring systems by building products that last, tools to help monitor the condition and usage of lines in the field, and promoting best practices. We are pleased that operators can do even more to enhance operational safety with Defender Fuse."

- Michelle Jarvis, Product Line Manager-Commercial Marine

Since their first recoil safety rope was developed in 2006, Samson has been an early pioneer in recoil safety products and is well suited to answer critical questions concerning mooring line recoil and tackling the bigger question of safety in mooring operations.







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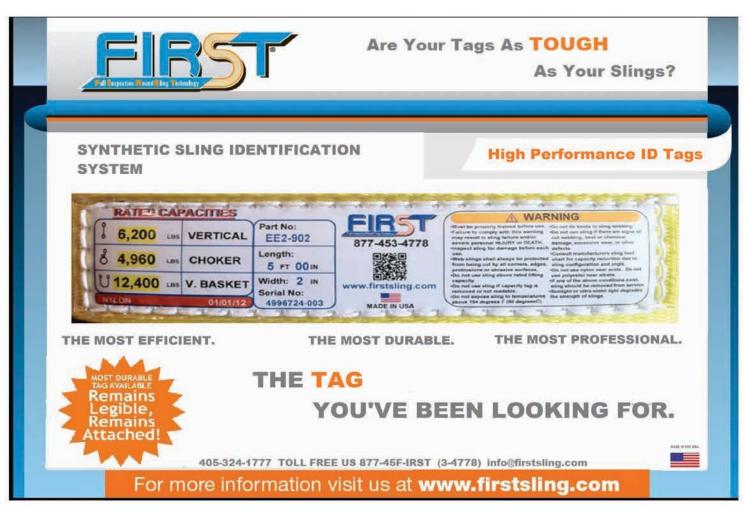
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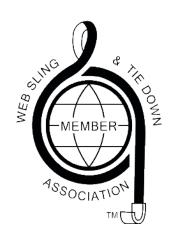
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Press Release



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Todd Stewart joins Bishop Lifting National Business Development Manager of Cranes & Infrastructure



Bishop Lifting, an above and below-the-hook solutions company with 45+ branches across the USA, has appointed Todd Stewart as National Business Development Manager for the Crane and Infrastructure markets. Todd recently

joined Bishop Lifting after many years of experience in the industry at Wireco, and most recently with Verope. Todd will work with Bishop's sales teams to deploy a national strategy to expand its product offerings, service expertise, and rental capabilities.

"We're excited to have Todd aboard! He plays a key role in our national strategy, leveraging Bishop's national footprint and rapid growth. Todd brings years of experience in the crane market and will work to build long-term relationships within the industry to solve customer challenges and facilitate a coordinated effort to manage their nation footprint and projects". said Jason Glende, Chief Commercial Officer, Bishop Lifting.

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Slingmakers 2023

Layoffs Are On The Rise. Here's What To Consider When Terminating An Employee

Continued from page 25

Siciliano also agrees that documentation — and communication — are both critical.

"A termination should never be a surprise to an employee," she said. "And if the individual's going to be surprised, I would say that we need to be accountable for our role and not giving them a clear line of sight to their goals and letting them know where they're falling short."

Meet and separate as amicably as possible

Termination meetings with an employee can be awkward, but if done right can not only make the exit more tenable to the employee but can also provide valuable feedback to the employer. Siciliano says employers should ensure that there is always more than one person from the company present at the meeting, preferably someone from your human resources team who can act as a witness. Meetings don't necessarily have to be in-person either ("Zoom calls can actually be easier and less disruptive for both the employer and employee," Siciliano said) and the room you use should also be chosen intentionally.

"It may seem minor," Siciliano said "But the room is an important detail for me. An employer doesn't want to block an employee's egress or they could be accused of physical intimidation or worse."

Finally, and when terminating an employee, it's always a good practice to have a formal and signed separation agreement. While new rules from the NLRB prohibit employers from making severance pay contingent, it's important for both parties to agree on the final terms of the termination, which can include things like final payout amounts, dates of release, and even reasons for the termination.

"The termination should be done with respect," said Torchia. "Our experience is that employees are much more likely to sue the employer if they are upset with the way that they were terminated."

The number of corporate layoffs this year is second only to 2009's Great Recession.





61 Slingmakers





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Continuned from page 4

a membership and no matter the business structure of our members, we have a mission and critical role in our industry and all of the industries that we support."

Packing Parachutes

Away from the frivolity of the football field—members kicked field goals and threw touchdowns—Brown reflected on the challenge from a chair at the Sheraton Dallas Hotel.

"I'm reminded of the story of Charles Plumb, which I first heard at one of our conferences—and it's worth repeating," he began.

"Charles Plumb, a U.S. Navy fighter pilot, was shot down during his 75th combat mission. He managed to eject and parachute into enemy hands and spent six years as a prisoner of war before his release. One day, back in America, when he and his wife were sitting in a restaurant, a man at another table came up and said, 'You're Plumb! You flew fighter jets in Vietnam from the aircraft carrier, Kitty Hawk. You were shot down.'

'How in the world did you know that?' asked Plumb.

'I packed your parachute,' the man replied.

The man shook Plumb's hand and said, 'I guess it worked!'

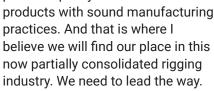
Plumb assured him, 'It sure did. If your chute hadn't worked, I wouldn't be here today.'"

"Think about that long and hard," Brown continued. "How do you relate to that story? I think about this tale in relation to AWRF, our businesses, and our end users.

"We all talk about safety when we talk to our customers but here, at AWRF, is where safety begins; where that discussion really takes shape. The things we do here for our industry aren't necessarily marketable; they are selfless acts. We make our industry better and safer for the end user without the need for a pat on the back. But we should make ourselves known to the world. What we do here is significant.

"We pack a lot of parachutes."

Brown added, "It's more critical now than ever, as the business landscape evolves, that we don't lose the knowledge that we've worked so hard to accumulate and that we create a foundation for our members to produce quality



"We have to pay attention to our junior demographic. Create valuable experiences for specific member segments. Create value for long-term membership. Foster a community within our association.

"Our place in the industry has always been dictated by the needs of our members and where we are in our industry lifecycle. That hasn't changed. Our mission now is to define what that looks like during this phase of the business cycle."

The next membership meeting takes place at the Omni Nashville Hotel, April 28 to 1 May, 2024, before next year's Fall General Meeting at the La Quinta Resort & Club, California, October 27 to 30, 2024. The next PIE is slated for Spring 2025 at the Sheraton Denver Downtown Hotel.

Center Stage

AWRF welcomed a number of speakers, from the lifting, rigging, and load securement industries—and beyond.

Alden Mills, the Inc. 500 CEO of Perfect Fitness and threetime Navy SEAL platoon commander, spoke about Unstoppable



Alden Mills addressed AWRF members.

Culture, exploring
the practices
and essential
components
for enduring
organizational
success. Delegates
heard how
stakeholders in
senior leadership
and human

resources build an unstoppable culture to drive lasting employee engagement, competitive advantage, and outsized growth. Through personal stories, checklists, and live exercises, Mills showed how to close culture gaps by building intentional structure, dynamic practices, and congruent values that leaders and teams apply together.

Other speakers included:

Gary Pittsford:Business valuations, Succession / Exit Planning, Timing the transition, Protecting Net Worth

Baron Lukas: An Update—An Uncertain Global Future

Thierry Verreet: Creative Ways of Destroying Steel Wire Ropes



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Boosting Cost Effectiveness: Chant Engineering's Mobile Test Bed Revolutionizes On-site Testing

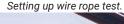
In the ever-evolving landscape of industrial testing and measurement, Chant Engineering, a renowned provider of innovative testing machines and solutions, continues to improve the way wire rope is tested. Their mobile test bed offers a cost-effective solution for industries that require on-site tension testing, eliminating the need for transporting lifting gear to external testing facilities. This article examines the cost effectiveness of Chant's mobile test bed and its implications for specific testing applications.

The Costly Challenge of Off-Site Testing

Traditionally, industries requiring specialized testing, such as aerospace, automotive, lifting and rigging, and heavy machinery, have faced the challenge of transporting components to testing facilities. This process involves significant logistics, transportation costs, and time-consuming coordination. Moreover, the risk of loss of control and component damage during transit is always present. These factors collectively contribute to increased costs and potential delays in the testing process.

Introducing Chant's Mobile Test Bed

Recognizing the need for a more cost-effective solution, Chant developed a line of mobile test beds that bring testing capabilities directly to the client's site. This portable and versatile platform allows for efficient and accurate testing of various lifting and rigging components and systems in their intended operational environment.







Chant 700,000 lb. capacity mobile proof test machine.

Cost Effectiveness Unveiled

Chant's mobile test bed offers several key cost-saving benefits for businesses. First, it eliminates the expenses associated with transporting components to external testing facilities, reducing logistical complexities and costs significantly. By conducting tests on-site, businesses can streamline their operations, minimize downtime, and increase overall efficiency.

Second, this is a value-added service. The mobile test bed allows for real-time testing and analysis, providing immediate feedback and results. This agility helps businesses to make faster decisions, identify and address issues promptly, and reduce costly delays in production and deployment. This value-added service allows the operator to charge a premium service fee that the customer is happy to pay as they benefit as previously explained.

Additionally, Chant's mobile test bed offers flexibility in scheduling tests, giving customers greater control over their timelines. This flexibility can be particularly advantageous when facing tight project deadlines or when modifications and adjustments need to be made quickly.

Applications and Industries Benefitting

The mobile test bed created by Chant is cost effective and ideal for specific applications and industries. For example, in the aerospace sector where large and complex components are involved, on-site testing eliminates the need to transport aircraft component lifting equipment, reducing the risk of damage, and saving substantial time as well as transportation costs.

Similarly, the automotive industry can benefit from onsite testing of production rigging equipment, allowing manufacturers to assess performance, durability, and safety parameters in real-world conditions. This approach enhances overall cost efficiency by optimizing production processes and minimizing the need for downtime to recertify their rigging gear.

68 2023



link being tested.

Moreover, industries dealing with heavy machinery, such as construction or mining, can take advantage of the mobile test bed to conduct comprehensive onsite testing of critical components, ensuring optimal performance and minimizing costly shipping of larger and heavy rigging equipment.

Cost Effectiveness of Using a Mobile Test Bed

Tower & Communications Services, Inc. saw a need in one aspect of the tower maintenance industry, (guy wire re-socketing), where a Chant mobile test bed could save time and money. In this specific example, Precision Communications had a project in North Carolina where poured socket ends on guy wires needed to be removed, reaffixed, and tested. There are normally three options when working with re-socketing. One is to perform the re-socket and testing work in the field, one is to put up new shorter guy wires, and the last is to install temporary guy wires and ship the old wires back to the factory to be re-socketed and tested, then shipped back to the site. The guy wires at this site in North Carolina were 2-5/16" diameter, which are expensive and very heavy per foot. Precision Communications and Tower Communication Services, Inc. both worked with a consulting engineer - Greg Burbage of Elevated Structural Consultants. Mr. Burbage informed Precision that Tower & Communication Services, Inc. had a Chant mobile test bed that would make it more cost effective and efficient to do their guy wire testing in the field. The re-socketing was done by Precision Communications and Tower & Communication

Chant 700,000 lb. hydraulic wire rope grip.



Services, Inc. tested the guy wire to 341,000 pounds. All the testing went well, and the guy wires never left the tower, all completed with much less time and cost than anticipated.

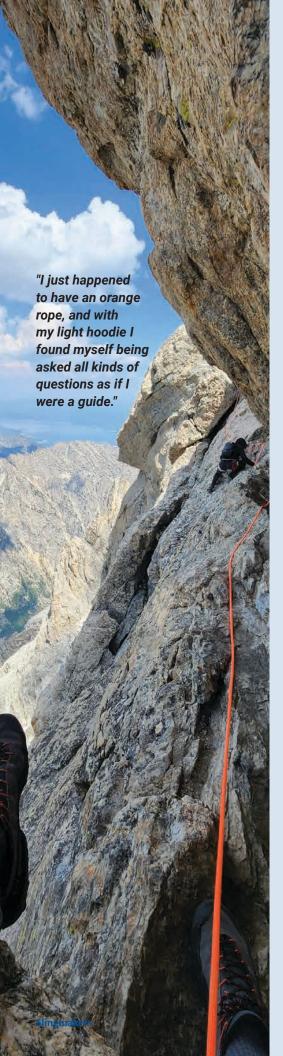
Conclusion

Chant Engineering's mobile test bed presents a costeffective alternative to off-site testing empowering industries to streamline their operations and improve efficiency. By eliminating transportation costs, reducing downtime, and offering real-time analysis, this innovative solution revolutionizes testing processes in specific applications. As businesses strive for increased cost effectiveness and operational excellence, Chant's mobile test beds are a game-changing solution in the world of onsite rigging, testing, and recertification.

Contact Chant Engineering at www.chantengineering.com for more information on this and other innovative testing solutions.



Slingmakers



something that would have thrilled me but when it rained that night, followed by six inches of snow at sunrise. Someone came up from the direction we were headed saying, 'whiteout conditions ahead in the backcountry,' so that was the end of that.

"At that moment I said to myself, 'I got to go back.' It was incredible. I bought my friend Shawn a Teton climbing book for his birthday trying to plant that seed. I couldn't just go out there by myself. Shawn let another buddy of ours who used to work here at Jones Gap Park with the two of us, borrow the book."

They all started talking and they decided then that they should do it. (The Jackson Hole Tram is quicker going down – and free.) "I hiked back up to take the tram again and coming down ran into a bear and her cubs but there wasn't anything that happened.

"I did some preparation beforehand, but not a tremendous amount. I stay in pretty good shape, and there is a mental preparation that takes place too."

They used approach shoes, a cross between a climbing shoe and a running shoe. But they have really sticky rubber on them, so you tack while climbing or approaching the mountain. A lot of people will climb the Tetons in those approach shoes, according to Wilkes. All three climbers ended up using the shoes.

"Finally, I got some and they are amazing, adds Wilkes. "They've probably been developed in the last 10 years. Guides also told us this was the best three they had ever seen. I tend to be tired a lot in my life. But I found that I was never tired when out there. When you start experiencing oxygen sickness the best thing to do is to go back down.

"When we finally slept at night. We would hear rocks and ice from the glacier above us crashing down through the darkness. I think it would never have hit us unless it turned out to be a huge rockslide. But in any

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case, the falling chunks of rock did awaken us from a sound sleep.

"The stars were phenomenal. Just before sunset one night a swarm of, what seemed like, a million moths engulfed us. I had never seen anything like that before. There was not a lot of life up there with perhaps the one with perhaps the one exception being ravens. Ravens are known to ascend to close to 12,000 feet. But other than ravens, moths, and a mammal known as a pika there was little life at the summit and its vicinity.

"Approaching the summit, a parasailor passed over us," says Wilkes.
"I don't think he had any motor. He was just riding the thermals. Here we are, so tired from climbing and to randomly look up and here this guy's just gliding over us. I think they start over in the Jackson Hole Ski Resort.

"I would like to go out once a year if at all possible. As park rangers in the eastern United States we tend to 'hold the hands' of park-goers here, checking to make sure everything's all right. But out there you are on your own. You can do whatever – climbingwise. They give you a lot more rope."

These three climbers used a synthetic rope with a cone mantle. Two main lines – static and dynamic. They lean toward dynamic because it absorbs the fall; if a long fall occurs, there is more stretching so the climber's not suddenly jerked to a stop. Much has to do with how the rope is woven, whether in the outer area or the inner core.

"It was six or six and a half miles to get to our camp on the moraine. There were four such areas. We did the second highest one. Next one up was the saddle where the guided camps start from. A lot of elevation was covered this first day, perhaps a vertical rise of 4,000 feet. On day two another 3,000-to-4,000-foot vertical rise, two to three additional miles were covered.

The group found route determination to be the most difficult part of the climb. If you are not on route, according to Wilkes, what was supposed to be an

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easy hike gets much tougher, plus you lose time. Two main guide companies, Exum and Jackson Hole Guides, the former have been in existence since the park's founding as a National Park. The guides carry ropes and matching light-colored sun hoodies.

"I just happened to have an orange rope, and with my light hoodie I found myself being asked all kinds of questions as if I were a guide. However, the costs for using a guide run from 1,500 to 3,000 dollars. At the very last part of the climb, it is important to get a route finder, so at the final segment of the climb we stayed some 100 yards back from this small group, following them up.

"I got worried about a huge storm cloud, but the guide told us it had already passed from where it threatened us. Typically, they are all off the mountain by noon if not earlier, 10 to eleven in the morning. This, due to the weather. For such a schedule to work, groups start out at two to three A.M."

After watching a climbing documentary film Shawn recommended called *Dawn Wall* – the title from the name of an impossible to climb sheer wall of rock on one of the faces of Yosemite's El Capitan – I asked about any similar situation where the three men needed to use a porta-ledge for sleeping. "We got Shawn a porta-ledge for his birthday," adds Wilkes. "But we never needed to use it on this climb. We did do quite a bit of scrambling, but very little hanging onto a vertical wall."

Adam Moats worked with his two climbing friends before going to work for the Greenville Fire Department, handling everything from medical calls to fires. Things started a year prior to the three friends actually going.

"I spear-headed the planning process, including the logistics from flights to where were going to camp," says Moats. "We booked them in January and February for an August flight. That helped motivate us because then we knew we were actually going to be going."

As the trip started, one of the funniest moments was their trip to the Climber's Ranch where they were scheduled to stay. "In order to get a ride from the airport to the ranch, the Uber ride would have cost 120 dollars – a bit crazy because the distance was some four or five miles. Elliott discovered that if they just walked a half mile from the airport that was going to save them about 100 dollars.

"We ended up carrying everything out to the road – but did end up saving some money. The fact that the road had very little shoulder, however, made the trek a bit dicey."

The ranch is the most economical place to stay in the area for climbers. Jackson Hole accommodations are prohibitive, and the Tetons National Park is limited. "The Climber's Ranch is at the base of all the trails that you want to be close to. It's very inexpensive and you meet other people from all around the world, and they're there to climb or hike around. Anyone



Moats admits this was still a fairly easy route, difficult in spots.

is welcome to stay there. We couldn't have asked for anything better."

The hike from Climber's Ranch to the Moraine Camp is six and a half miles. This is a beautiful, if extremely steep climb. Travel continues through a boulder field and garnet canyon as you're ascending. "Spectacular views meet you up there and an impressive black lava tube forms the middle of this canyon," explains Moats. "Moraine camp sits at 10,000 feet and once we reached camp, we were all exhausted.

"Shawn and I had some altitude sickness, pounding headaches which are just the start of this condition. If nothing improves you must descend the mountain immediately. Thankfully we didn't have to. The Stars were incredible at night. Route-finding proved especially challenging as it took long hours of the climb. This was also the first area where we roped up because if you fall it's a 2,000-foot drop."

Moats admits this was still a fairly easy route, difficult in spots. "From there we struggled with finding our way up. Finally, we ended up making it to the top. Guides mentioned that conditions just several weeks earlier included freezing temperatures and snow. When we got back to Climbers' Ranch we could see headlamps from other climbers out on the mountain before dawn, showing the importance of getting an early start.

"Life is pretty simple when you are in the mountains. It's basically just putting one foot in front of the other. But the quiet and solitude, the lack of complications, and the simplicity is what I really love about it."

When the trip was over, and Moats got home he looked at what





he'd brought with him and realized that he had used everything that he brought. "This included an extra pair of socks, a light down jacket – all important – but what proved the most vital was the backup safety rope. I was trying to be as efficient as possible because the climb is so physically taxing. I'm in good shape. But the altitude makes things more demanding."

Elliott was the strongest, according to Adam, carrying the rope most of the time – one of the heaviest things to carry. "I was the oldest. That is my excuse for not carrying the rope at times.

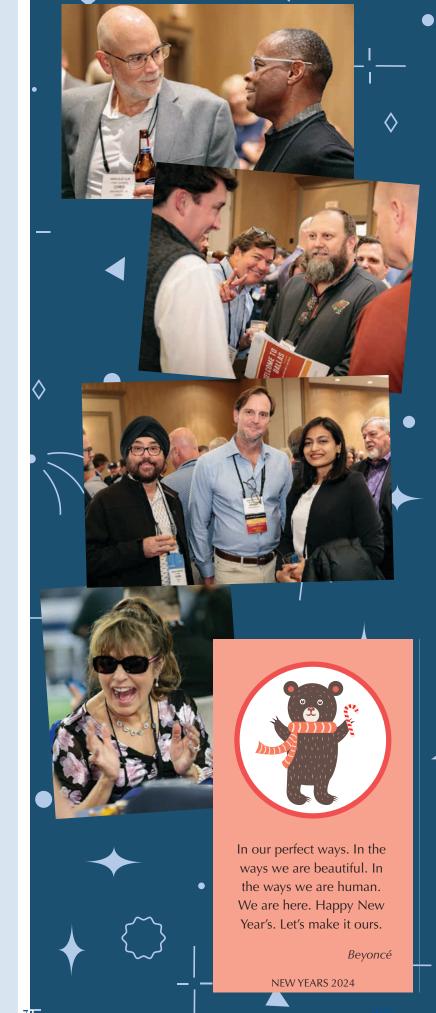
"Our first night was the worst. Then, you could hear the boulders dislodging and coming down the mountainside. A roped-in section is the most dangerous place. This permanent rope warns climbers of the hazard. But we watched one man somehow dislodge a rock while descending. This almost hit someone else just 100 feet below as shouts from above warned of the rockfall.

"On the summit it is a great feeling, especially when shared with good friends. Nearby Mount Moran may be our next challenge as we thought we might do both climbs on one trip – something not really doable. A key to our success is the use of our lightweight bivy sacks, just under one pound versus sleeping bags closer to ten pounds. Anything lighter in weight was a lifesaver."

"Rock types do make a difference in climbing," says Llewelyn. "Climbing technology, however, hasn't changed all that much over the years. There is dynamic rope as opposed to static or low stretch rope, that are found in such activities as skydiving.

"That becomes your line of safety. I will add that dynamic lines are better than static. Perhaps it is analogous to skydiving – which I have experienced too, absolutely love – in that with a static line you are not controlling the engagement of your parachute. Instead, a line from the plane does that job."

"There is a true brotherhood and trust in climbing," adds Elliott. "This results at first from the friends you make in the process. Shawn and I both felt that a highlight of the experience came when Adam said, 'This is amazing. I love you guys.""



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Family-Owned Business Succession Planning Decisions

Continued from page 41

- Take a reduced salary and work part time
- · If you retain some of the stock, then dividend some income
- Serve on the board of directors and receive directors' fees for several years
- · Be paid a consulting fee to provide ongoing support
- · If you own the building, retain rental income
- · Sell some of the stock with a monthly installment note

5. Tax Decisions

Each transition option has its own tax considerations. Some options are taxed as ordinary income or long-term capital gains for the retiring owner. Some are deductible for the company, and others are not. All sales ideas should be reviewed carefully with taxes in mind. It's important to ensure the company can afford the proposed transfer method while also allowing some tax breaks for the retiring business owner. It's a balancing act that requires the input of a qualified team of professionals.

6. Review your will and trust

If you're in a situation where you have multiple children but only one is interested in running the business, you may have concerns about how to be fair to all children when only one is receiving the family's largest asset.

You may be able to facilitate a more equitable distribution of assets through the use of estate planning documents. For

example, instead of allocating assets of your estate to each of your three children equally, you may decide that the child taking over the business will only inherit 10% while the other children receive more. You may also consider changing the beneficiaries on your retirement accounts and life insurance policies to help equalize the inheritance.

Most business owners ask, "If I give this stock to one of my children, what happens if he or she dies suddenly or gets divorced?" A well-designed stock redemption agreement or buy-sell agreement is very important for protecting company stock. A properly prepared buy-sell agreement should have provisions to cover every stockholder in the case of death, disability, divorce, personal bankruptcy, termination or retirement. This buy-sell agreement becomes very important when you start moving stock to other individuals in the family.

The six considerations outlined here are complicated. Navigating them requires the guidance of an experienced advisory team that can help you navigate your unique legal, tax and financial issues. It typically takes several months to develop a plan and several years to implement the plan. The sooner you get started, the better.

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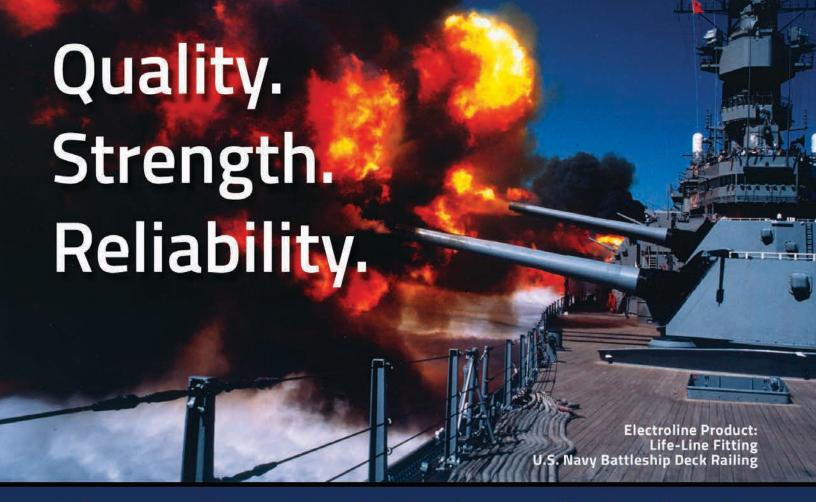
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