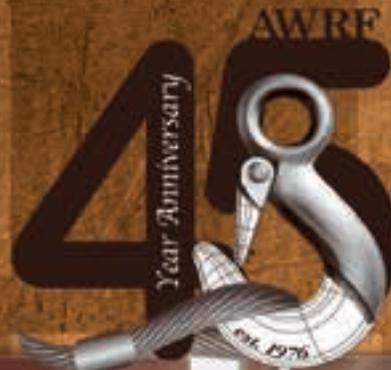




Gingmakers

2021 ISSUE 168



Back Row: David Bishop, Jim Yarbrough, Al Rubin, Jeff Weber, Bill Killian, Robert Ashley
 Front Row: Dick Miller, Jack Driggs, Ken Kirby, P.J. Cortez, Harry Truitt, Al Kopicie, Tell McClarity

LEADERSHIP 1975-1993

Ken Kirby was elected President at the organizational meeting of 1975. He continued in office until Harry L. Truitt was elected in 1977. Afterward a new election was held every year, as follows: David Bishop (1978), Alvin Kopicie (1979), Duane Kaminski (1980), Richard Miller (1981), Bernard Martin (1982), John E. Gibbons (1983), Dennis St. Germain (1984), Robert Bairstow Jr. (1985), Otis Dufrene (1986), John Holland Jr. (1987), Anthony Mazzella (1988). In 1989, when David Bishop was elected again, a change of term was made. He was followed by R. Patrick Obert (1990), Harry Stanford Truitt (1991) and Jurgen Prohaska (1992).

Several different lawyers were retained as counsel prior to 1979 when J. Barry Epperson became permanent attorney for the association. Bob Moffet, a U S Steel employee, was hired as staff executive in 1976. Bob and his wife Mary planned all meetings until he retired in 1988. Bob's assistant Pat Hall and her husband were to scheduled to step in, but due to her very unfortunate death, Dun Sayenga, a Paulsen employee, and his wife Carlene, have contracted to manage the association (1988).



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2021 AWRP PRESIDENT

TOM HUDGINS



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713.674.2266 • www.Lifting.com

To the AWRP membership, I am hopeful that everyone's 2021 is off to a wonderful start! While challenges that we all faced during 2020 have carried over into this year, there appears to be growing optimism that we are making good progress in overcoming these challenges.

Please know that the decision to cancel our Spring Conference that was scheduled for La Quinta, CA this April was a difficult, and a disappointing one for your BOD to make. At the end of the day, there were just too many barriers, unknowns, and safety concerns associated with moving forward with the conference. With COVID vaccinations underway in significant numbers, it is looking very favorable that we will be able to hold the Fall Conference in Nashville, Tennessee. I sure am missing my AWRP friends and colleagues and can't wait for us all to be together again in late September at the Fall Conference.

I cannot thank the AWRP membership enough for continuing to support the Association through the COVID pandemic via maintaining your membership. Enhancing the value of membership in AWRP is a key objective of the BOD. Bringing that value during a period when we are not able to gather for Conference Meetings is difficult.

As a way to continue bringing value to the AWRP membership, we are excited to announce that beginning in March AWRP will be conducting a series of bi-monthly Webinars. These one-hour webinars will be focused on technical and commercial topics that are of interest to membership. As of this writing, the webinar schedule, along with the webinar topics and presenters is still being finalized. AWRP management will be releasing detailed information related to these webinars in the very near future.

Another new and important program is the Emerging Leaders of AWRP. Significant progress has been made to establish this group as a meaningful and active body within AWRP. Leading these efforts are Luke Staten from Van Beest, and Easton Schlender from Cortland, acting as committee Co-Chairman. They are establishing the objectives and structure for this important segment of people within our association. Below is some key information about this new body within AWRP.

Emerging Leaders of AWRP Mission Statement

Emerging Leaders strives to welcome and introduce the younger members of the AWRP organization to our current leaders and longtime members with the idea of bridging

the gap between generations and creating mentorship and guidance to the program participants. We look to inspire young AWRP members to pursue leadership roles within AWRP, and the lifting and rigging industry. Younger members can also guide older members on new technologies and philosophies that appeal to the Emerging Leader's generation.

Notable Emerging Leaders of AWRP Guidelines:

The Emerging Leaders of AWRP shall consist of any volunteering AWRP attendees who are 40 years old or younger.

- The Emerging Leaders of AWRP shall work as a committee at the direction of the Board of Directors, but Committee members will have no voting power within the Association Board.
- The Emerging Leaders of AWRP shall work with current Board members who will help guide their progress through the proper channels.
- The Emerging Leaders of AWRP will have four (4) meetings per year. Two meeting will be conducted in-person at AWRP's semi-annual conference, and two meetings via teleconference.
- The Emerging Leaders of AWRP will select two (2) members who will serve as a liaison to the AWRP Board of Directors

The Emerging Leaders Liaisons will attend the four annual Board of Directors meetings to present the status update, take on initiatives, and promote activities being pursued by the Emerging Leaders of AWRP.

You can expect to hear more about the status of the establishment of Emerging Leaders of AWRP at the Fall Conference meeting.

As an active member of AWRP you recognize the many benefits that your company receives as a result of being a member. If you are aware of a company that is in our industry, but is not a member of AWRP, any effort on your part to reach out to key decision makers within that company and encourage them to consider joining our Association will be appreciated.

The Board of Directors welcomes your ideas, feedback, and comments. We want to hear from you. Email awrf@awrf.org, or you can give one of the Board members a call or talk with us at an upcoming meeting.

Cordially,
Tom Hudgins
AWRP President 2021



ASSOCIATED WIRE ROPE FABRICATORS

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Walled Lake, Michigan 48390

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To all AWRF Members,

On behalf of the AWRF Board of Directors and JAGwire Management our hearts go out to all those impacted by the COVID-19 virus.

Last Friday the AWRF Board of Directors held their annual winter meeting using a virtual format. The main discussion topic facing the BOD and the Association's Management Staff was our upcoming April 25th – 28th AWRF Spring Conference. After considerable discussions, the BOD made the difficult decision to cancel the General Meeting in La Quinta, California. After continuous monitoring of the evolving COVID-19 pandemic, the unanimous consensus was that the risks associated with the pandemic remain too great to jeopardize the well-being of our members, management team, speakers and the community at large.

We understand this outcome is not ideal and is a disappointment to many. AWRF stands strong knowing the safety and well-being of our members is continuously and unquestionably put first.

As an alternative way to bring value to the AWRF members during these unprecedented times of no Conferences, the Board of Directors and Management Staff are considering different ways that we can share meaningful information pertaining to our industry, industry focused products, and commercial insights. As we finalize our plans for what this will look like and how it will be delivered to our members, we will be sharing the details with you.

In the 45-year history of AWRF this will be the longest the association has ever gone without an in-person meeting. The next meeting is scheduled for Nashville, Tennessee, September 26th – 29th, 2021.

On behalf of the AWRF Board of Directors, I would like to thank you for your patience throughout this decision-making process and your commitment to your association.

Sincerely,



Jeffrey A. Gilbert
AWRF Chief Executive

INSIDE

AWRF Calendar	3
AWRF Looks Ahead, Looks Back	6
The Government Affairs Committee	12
A Message from JAGwire Management	15
New Members	17
QHSE Corner	19
2021 Webinar Series	23
Technical Committee	24
Locked on Leaders	30
Load Securement	32
COVID-Related Fraud	37
Scholarship Fund	42
PPP Reopens its Doors	47
Carcano	49
Product Liability Risks	50
In Memoriam	53, 55
Harrington	65
Dynamic Buy-Sell Agreements	66
Brian Walls (Metro Wire Rope)	69
OZ Lifting	72
Modulift	75
Caldwell	79
The Crosby Group	81
Ad Index	84

AWRF CALENDAR

2021 - 45th Anniversary Year

- April 25 - 28 AWRF General Meeting - In-person Canceled
- April 27 Virtual Trade Show (Part 1) - Details TBA
- June 17 Virtual Trade Show (Part 2) - Details TBA
- July 14 - 16 AWRF Technical Committee & Board Meeting
The Westin Nashville
Nashville, TN
- September 26 - 29 AWRF General Meeting
Omni Nashville
Nashville, TN

2022

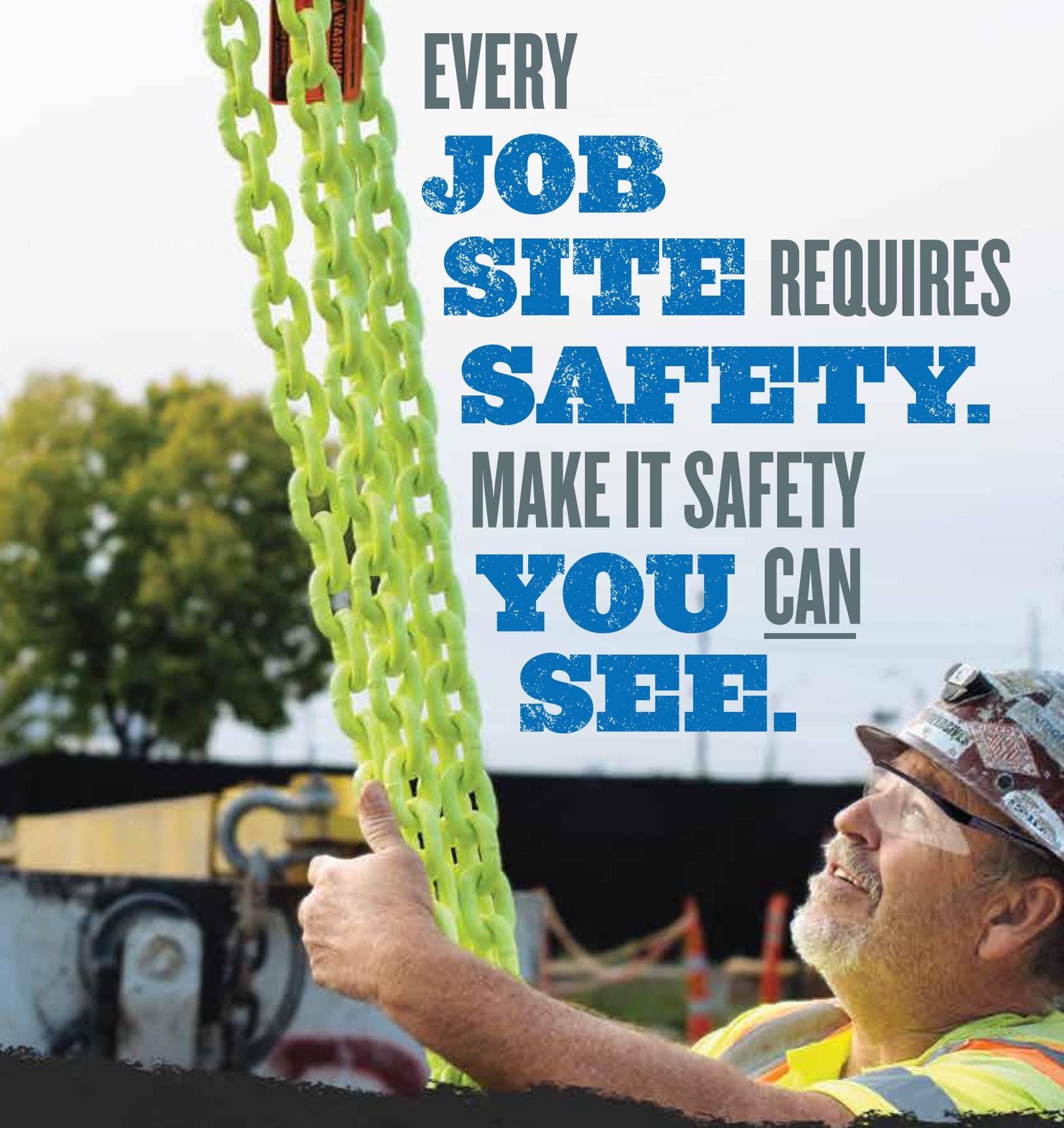
- April 24 - 27 AWRF General Meeting and P.I.E.
Marriott Marquis Houston
Houston, TX
- October 16 - 19 AWRF General Meeting
Loews Philadelphia Hotel
Philadelphia, PA



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The Crosby Group announces investment in Verton

In February, The Crosby Group announced a significant investment in the Australian-based Verton Technologies, an innovative manufacturer of disruptive advancements in load orientation technology that remove the need for human-held tag lines in lifting applications.

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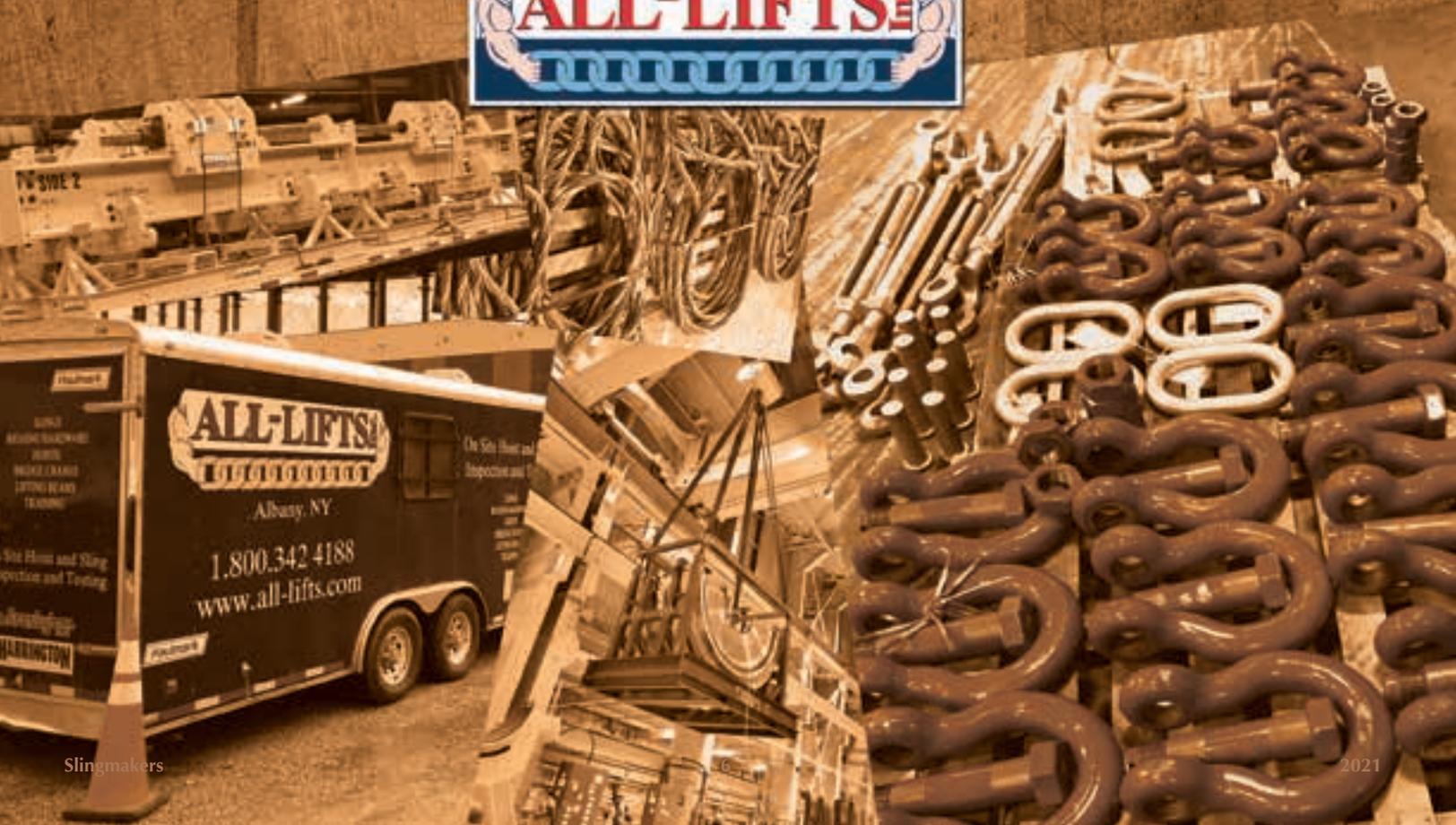
Learn more about this new partnership and game-changing solutions at [thecrosbygroup.com](https://www.thecrosbygroup.com).

AWRF LOOKS AHEAD, LOOKS BACK AS MEMBERS DISCUSS COMPANY HISTORIES

by Peter Hildebrandt



Western Sling



The 45th anniversary of AWRF this year is a good time to speak to some of its members. Many of these individuals are those who have both helped to start and build up this ground-breaking organization as well as benefit from its helpful advice through programs, meetings and large twice-yearly gatherings. Here are some longtime members with a rich history, and something about what they've gained from AWRF. It is hoped as the year progresses we can add more voices and stories to these individuals.

Western Sling

Harry Truitt founded Western Sling back in 1971 “It’s an interesting story,” explains Bob Truitt. “My father had worked for John A. Roebling Sons and Company for 20 plus years. Eventually Roebling was bought out by a steel company. But before that happened, my dad was regional manager for the historic firm.”

The family had moved west from Atlanta in the early 1970s. But just like Washington Roebling, chief engineer on the construction of the Brooklyn Bridge, when his father John Roebling assumed his son would welcome the idea of a move to Trenton to take over the nascent company’s operations, Truitt had other ideas.

Since the first president of AWRF had to bow out, Harry in turn stepped in, according to Bob Truitt. “The Roebling company wanted to move us to Trenton, New Jersey, with Dad accepting the vice presidency. But he went on to say ‘I quit,’ instead.

“Our company’s story could easily take up an entire book. But here I will try to keep things more to more of a synopsis-length instead. My father had worked for the Roebling Company for some 20 years. That firm was soon bought out by another company. Just prior to that, the Roebling Company wanted Harry Truitt to move east from Colorado to Trenton where he would take on the position of vice president.”

In the beginning Western Sling (Manufacturers Warehouse Service Company) started out as a wire rope warehouse. At the start they strictly did warehousing of wire rope, this included the storage, cutting, and preparation of wire rope. Two years later, in 1973, they started making slings.

Shortly after, they changed their name to Western Sling Company. “We started making slings primarily because of the local railroad. And we made wire rope slings before branching off into doing chain slings as well. Then, he had all his old buddies from Roebling and all these other wire rope companies around the country discuss with him the idea for an association to essentially represent their interests with the manufacturers.”

This included an attempt to set up standards – as there were very few existing at that time, according to Truitt. “That is pretty much how they came up with the Associated Wire Rope Fabricators (AWRF). At that time this consisted of nine companies, and they all happened to be good friends in addition to being from small companies. The mission of AWRF was to improve the Industry and strengthening the relationship between the Manufacturers and Distributors.

During this time Stan and Bob Truitt were in college and high school. After graduating from college, Stan started working for the company as a salesman. Five years later Bob joined the firm after graduating from college.

Stan started attending AWRF meetings in place of Harry and became very active serving on committees and eventually becoming president. Bob was busy traveling developing a new division of the company and did not attend many AWRF meetings.

“As sometimes happens, Stan became burned out on AWRF,” adds Bob Truitt. “Subsequently Western Sling became less active in AWRF. Looking back on this I can admit that was a mistake.”

Stan Truitt was planning on retiring in 2019, therefore Bob Truitt started becoming more active in dealing with vendors and operations three or four years ago. He needed to deal with these vendors and manufacturers. This also proved to be a great way to get involved with AWRF, to develop their relationships.

“In those connections we did get to know each other quite well. We learned a tremendous amount from each other’s ideas. It is really the manufacturers and vendors making each other better.”

In September 2019 they sold the company to Bishop Lifting Products. Bob has continued as the VP/GM of Western Sling Company.

The recent change to online classes and interaction is all right, according to Truitt. “But it still does not replace one on one learning and the relationships going along with that. But everyone – even the old guys – like coming together, sharing their wisdom or learning from the older members.



Harry and Kris Truitt

“This industry has been very good to me and my family. I remember when I first attended AWRP back in 1982, some of the ‘old’ guys took me under their wing and made sure I was introduced around. When I retire next year, I want to remain active in AWRP, making sure as well, that new attendees feel welcomed and that young people can see and feel that this is a real industry doing fantastic things, certainly more real than Google.”

“As I have always said, this industry is in our blood. Our business was built on basically three things, artifacts of a world no longer in existence: railroads, coal mining, and copper mining. Knowing that fact makes it easy to imagine the amount of mining rope we used to sell – a mind-boggling amount until sometime in the 1990s.”

When the machines started getting bigger and the role of the distributor disappeared because they could not handle that size rope. When they were doing it originally the size was 1.5 inch, 1.75 inch and then with the shoveling equipment it rose to 2.25 inch, then 2.75 inches. “At that size we did not have the equipment to cut and handle the monster reels. This was simply too big for us.

“Our business in turn changed. We got into fabricating web slings in 1984. The firm was also one of the first to get involved in the wind power business since 2005, as well as in nuclear cleanup operations. As for solar we are still waiting to see where the world is going direction-wise.”

Overall, their business has changed tremendously. They still do a staggering amount of small diameter rope for these assemblies they make.

“The company remains extremely active with the high strength synthetic ropes, doing some very large slings made of this material,” adds Truitt. “As the business has changed, we’ve seen the materials change as well. This, as the weight of the items being lifted has increased.

“Rigging gear in turn has changed as there have been phenomenal advances in the technological world. We’ve involved ourselves with e-commerce for several years, something that’s a necessity in today’s business world, changes that needed to come. It has been an amazing journey ever since Harry Truitt first got things started back in the early 1970s.”



All-Lifts has worked hard to stick to their mission of providing contractors and manufacturers with the knowledge and expertise to purchase the highest quality rigging equipment from the most knowledgeable staff and highest quality suppliers available, according to All-Lifts’ Steve Dewey. All-Lifts, Inc. has also grown from a regional manufacturer with customers in New York and New England to now serving some of the largest projects all over the country.

All-Lifts, Inc. has been in the rigging supply industry since its inception in 1966, explains Dewey. Over the years the company has evolved to adapt to new changes in the industry. Recently the company has allocated more time to tuning in to the needs of customers as well as going through a great deal of change.

“Mr. Olds hired Frederick Dewey – my father – as a salesman in back 1975 to help grow the business by penetrating new markets. An agreement was made between Mr. Dewey and Mr. Olds that provided Mr. Dewey the opportunity to purchase the company from Marshall when he decided to retire.”

Frederick Dewey was responsible for taking many of the product lines that Marshall had started with and elevating them. In 1978 Mr. Dewey purchased All-Lifts, Inc. from Mr. Olds. During the 80’s and 90’s the company had success and continued to grow during some very turbulent times. A sewing machine was purchased in 1985 to increase its capability to the fabrication of nylon slings.

“The ability to provide large lifting arrangements to Power and Energy industry was created in 1990,” adds Dewey. “This provided a new market potential for All-Lifts, Inc. When suppliers were unable to meet delivery dates established by our client, All-Lifts, Inc. decided to start the fabrication of the steel lifting beams in their own shop. Fabrication of steel lifting beams business is currently the fastest-growing segment.”



Between 1977 and 1980, Steven Dewey and Patrick Dewey were hired to help grow the business. Both sons of Frederick Dewey started in the shop fabricating wire rope slings and chain slings.

“The two of us quickly moved up from the shop to the office and performed many duties including but not limited to inside sales, purchasing, overseeing the sling shop, and like the old saying says ‘other duties as assigned.’ We, in turn, purchased the business from our parents in 1998.”

Patrick’s son Brian joined the team upon graduating from Springfield College in Massachusetts. “While working in the manufacturing shop throughout his childhood, taking on a role to promote and grow our business seemed like a natural fit. Currently All-Lifts is set to transition from Steve and Pat to the third generation and Brian will take the reins.”

Adding all of this background up brings things to today and the company continues to grow, according to Steve Dewey. “Today, at our 40,000 sq. ft. building and 2.5-acre site, All-Lifts, Inc. is a full-service rigging manufacturer divided into 5 segments. We have our sling manufacturing, with All-Lifts, Inc. being a maker of wire rope, chain, flat web slings, round sling and high-performance round slings.”

Additionally, they do custom below the hook lifting devices and overhead cranes. All-Lifts, Inc. has the experience and expertise to not only build lifting beams and bridge cranes but with their vast knowledge in engineering and design gives them the ability to be extremely competitive while producing a quality product. Lifting beams are being produced as large as 1,000-ton capacity.

Within their inspection and service department, the firm performs inspections and repairs on overhead cranes, manual hoists, and lever pullers. The Albany, New York company has developed, as well, a state-of-the-art trailer with a mobile proof test machine on board. With this trailer it has expanded its hoist and crane service, performing 2000+ inspections of manual chain falls and lever puller’s. As part of these inspections, it will also inspect all slings in a customer’s facility.

“We are proud of the development of our Training All-Lifts, Inc., a sought-after training program attended by companies and individuals from all over the country,” explains Dewey. “This consists of a one-hour Toolbox Talk, four-hour Refresher Class, eight-hour Competent Rigger Training, and a 16-hour Comprehensive Rigger Development Program.”

All-Lifts, Inc. has proof testing which the firm has always



taken pride in, according to Dewey. Including an 800,000 lbs. horizontal test bed, 350,000 lbs. horizontal test bed, 1,600,000 lbs. below-the-hook lifting device test bed, and two mobile proof test machines for manual hoists.

“I will attribute our 55 years in business to three major factors,” says Dewey. These consist of our employees, our customers, and our competition.

“All-Lifts’ Employees are some of the most loyal staff that we have ever had, many of our staff have been employed for more than 10 years. Janis Scott, who has been named General Manager, has been with All-Lifts nearly 30 years & whose devotion and ability to hold multiple roles has made her a key component to our team.”

“Jason Weils, head of all manufacturing, was brought on upon completion of his not only a degree in machining but an engineering degree from University of Buffalo as well, not to mention his time spent splicing wire rope during his summers off which has given his ability to design and set manufacturing plans.”

“And without our loyal customers, our 55 years in business would not be possible. We try our hardest to maintain long lasting relationships that our customers can depend on. Competition has kept us on our toes – does not allow us to get complacent. Such friendly rivalry is the key to any success but constantly driving, as well, the need to improve processes and be innovative to our approach.”

Lately they’ve been less involved in AWRP than they were in the past. “Back in the day my father would attend meetings and go to conventions – at one point even serving on the AWRP Board.”

“We do stay involved with them, as we have for a long time, involved in their insurance programs. Nowadays they use AWRP as a good source of information in order to keep us up-to-date on what is going on.”

Continued on page 45



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



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FOSSIL FUEL PHOBIA

The Biden administration seeks energy nirvana by emasculating the U.S. oil and gas industry.

Many AWRP members interact with the oil and gas industry in terms of sales, services and advice. Similarly, the workforce in numerous geographical areas in the U.S. is directly or indirectly dependent on hydrocarbon exploration, extraction, servicing or marketing for family livelihoods.

This demographic includes examples, such as my father, who spent his entire career working for the same oil company. He was loyal to them and they were loyal to him. During the great depression of the 1930s, his employer, Tidewater Oil Company, retained his job while many of his coworkers were being furloughed. Fortunately, he kept his job through two mergers, from Tidewater to Skelly to Getty (his major league double play), eventually rotating to Houston, Texas to round out his career with the Getty enterprise. There are many similar stories of career fidelity in the oil business.

From 1923 to 1979, the International Petroleum Exposition (IPE) was held intermittently in Tulsa, Oklahoma which was then known widely as the Oil Capital of the World. This convocation was a huge money-making event for the city and many Tulsans rented out their fine homes for exorbitant fees, chancing only partial demolition from the inevitable celebratory gatherings. The IPE ended its run in the 1980s with much production moving to the ocean and abroad. By that time, the event had been largely upstaged by the Offshore Technology Conference in Houston, but its memory lingers on in the form of the gigantic statue, known as the Tulsa Golden Driller, which stands proudly at the entrance to the Tulsa Expo Center. Meanwhile, the city of Houston, which took a major hit with the fallout from the Enron debacle, now faces a double whammy with the administration's attack on the oil and gas business, which, of course, has negatively impacted entire geographical regions of the U.S. that are dependent upon worldwide energy requirements for their survival.

As one can imagine, the assault on the hydrocarbon industry is not limited to those directly engaged in the business. The "trickle down" effect has walloped many peripheral trades. As an example, my own law practice, like that of many southwestern lawyers, has frequently touched on the mineral business, most often in the form of the facilitation of lifetime or postmortem transfers of royalty or working interests. This personal reference is demonstrative of just how engrained the fossil fuel industry is in the very fabric of a major part of our continental landscape. Surely, when the various Biden "Czars" flippantly suggest the availability of comparable jobs for those lost because of the government's new industry cancellation policy, no one takes them seriously.

Today it seems that just as the U.S. has become energy independent, the administration suddenly cancelled the Keystone XL pipeline and paralyzed permitting on federal lands. The loss of some 11,000 high paying jobs plus the indirect fallout damage to peripheral and support industries is now and will continue to be devastating. A televised interview of three union executives on January 28th disclosed that in a good year many of these workers can earn up to \$250,000. The government's response to the apprenticeship sacrifices and wasted long range training regimens is to go work on solar panels or windmills, reminding one of the inane tilting adventures of Don Quixote. So goodbye to good salaries. Some sources predicted \$900B in lost wages while the country is already reeling from pandemic job losses. Furthermore, the diplomatic repercussions from our Canadian neighbors as a result of the abandonment of the Keystone project will be immeasurable. And what about U.S. national security given that once again we must rely on foreign producers to meet our energy requirements? Many of these monarchies have tenuous relationships with the western hemisphere at best and certain oligarchies on which we must now rely are openly hostile.

According to reliable research, properties owned by the Federal government serve as the venues for twelve percent of natural gas production, twenty-two percent



of oil production and forty percent of coal extraction in this country. Although much of this production has shifted to private lands, the current administration may soon end this as well. Extraction from shale accounts for a high percentage of U.S. energy today. Much of this endeavor involves fracking on Federal lands in several of our western states. According to the American Petroleum Institute, a prohibition on fossil based mineral leasing in these areas could cost as much as thirty-three thousand jobs in Wyoming, eighteen thousand in Colorado and sixty-two thousand in New Mexico by next year with sizeable losses in Pennsylvania as well. These states and Uncle Sam will forfeit needed tax revenues from royalties in the hundreds of millions not to mention devastating losses to companies in the servicing industry and supply chains including many AWRP companies.

The Biden government has essentially blocked mineral development on private property by instituting a temporary order prohibiting the granting of right of way and easements and by stopping necessary governmental approvals of oil and gas management and environmental reviews. Once the new administration's political nominees are confirmed by the Senate, permanent orders will follow. Moreover,

it is unlikely that economic considerations such as cost-benefit analysis and risk assessment will be a guiding factor in the new regime, let alone real scientific evidence. But as the Progressives experience regulatory Valhalla, those who rely on hydrocarbon resources for their livelihood or energy sources will be tilting at their own windmills and solar panels while looking to the middle east for fossil fuel. At best the green new deal will put many American families in the red.

And just how green is this monstrosity? With the demise of the Keystone Pipeline, a great deal of oil and gas, in various stages of crude or refinement such as liquefied natural gas, will continue to be transported by highway, rail and barges, resulting in considerably more leakage potential than a secure new pipeline.

In summary, the nation has now witnessed the cancellation of an industry. With the stroke of a pen, the world experienced one grandiose, supercharged passing of gas. The fossil fuel fantasy announces the end of an era that went a long way toward making the U.S. and Canada energy leaders. Are we witnessing Act I at the altar of wokeness or are we spiraling toward some sort of Orwellian dystopia? We have until the next election to figure it out.



SAN ANTONIO

Associated Wire Rope Fabricators
Fall General Meeting and "Pecan PIE"
Products & Information Exhibition
October 22-25, 1995
Marriott's Rivercenter
San Antonio, Texas, USA

President Gary O'Rourke convened a meeting that broke all records, with over 500 delegates attending from 160 member companies. The "Pecan PIE" table-top exhibition featured 61 booths displaying products & other services provided by members. The association membership attained a new level of 259 firms.



A message from JAGwire Management



Typically, by this time of the year, the office is going crazy with registrations for our spring meeting. It is so unbelievably weird to not have our meeting to prepare for, let alone not preparing for ANY in-person meeting for all of last year and the first half of this year. Nevertheless, we have been finding ways to communicate and collaborate with you in the association and add value to your membership.

All of the AWRF association's programs are still up and running at the best possible efficiency during this trying time. Working with the Board of Directors and Technical Committee throughout these many months has really proven the commitment that we all have to continue to push the association forward. This year is the Associated Wire Rope Fabricator's 45 Year Anniversary, and we are working to tackle and accomplish many great things throughout this year. With all of this being said, we continue to remain optimistic and look forward to seeing our friends and colleagues very soon.

**What is your favorite AWRF memory from the past four and a half decades?
Send us your pictures and stories to be featured in the next issue of Slingmakers!**





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- ✓ Stud Link Anchor Chains & Accessories
- ✓ Come-A-Longs (Lever Hoist) w/Load Test Certificates
- ✓ Galvanized Chain: Long & Short Link
- ✓ Dynaguard Blue Wire Rope Lubricant (Offshore)
- ✓ Crosby Shackles
- ✓ Snatch Blocks (Mckissick & Gunnebo Johnson)
- ✓ Turnbuckles—(Crosby)
- ✓ Socket Fast—Wirelock (Crosby)
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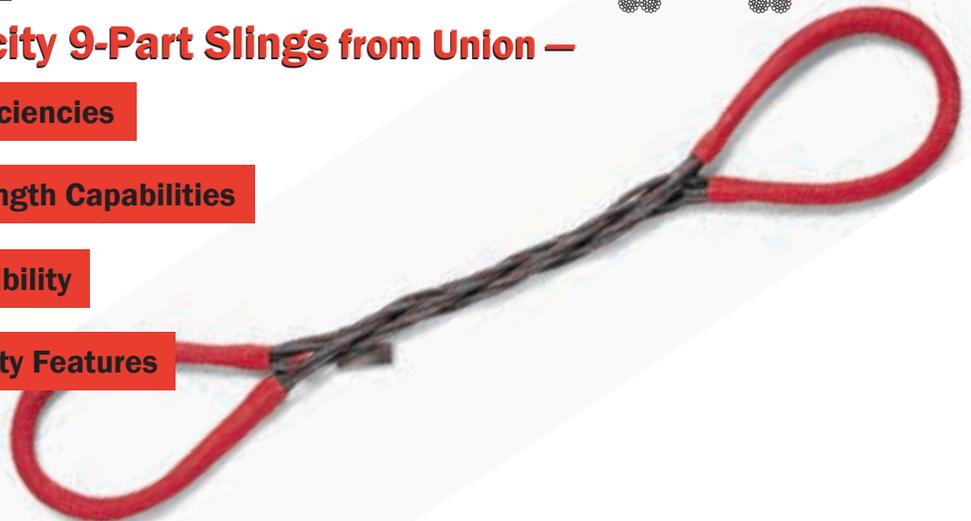
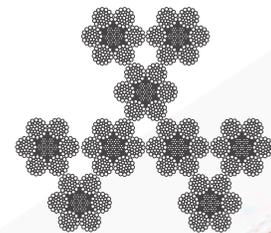
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2021 is your best chance to start a NEW fitness routine.

Every person has felt the effects of the COVID-19 Pandemic and it has shaken our very foundation. While most countries were locking down, the USA was still trying to navigate racial unrest, election scandals and honestly, we all felt a bit lost. The athletes and friends I know who maintained a consistent training program that was not only challenging but incredibly adaptable, came out ahead. We all need a chance to un-plug, reset and spend some time with our thoughts and this needs to happen every...single...day.

We are just now past the point where most fitness-based new year resolutions fade and while they are amazing to “start”, the momentum needs to always be there. No matter what happens in life, personal fitness goals need to be the anchor. These specific goals require timing, patience and the unwavering desire to be better on the daily, even by a small margin. We cannot control most things we watch on the news or stress over but we can most certainly control our own bubble. That’s why 2021 is the best chance for you to follow some of these steps, take control of a 30 to 60-minute window each day and grow!

Let us define a “fitness program”

Most of us are a bit too polarized in our approach with fitness. We are very hot and cold until we’ve spent over 1 month within a program. At that point we are less likely to quit because, we love the daily sense of achievement and endorphin release. The foundation of a successful fitness program stems from knowledge of asking what, why and when. If you can answer these daily questions concerning your routine, this can help simplify the daunting task of “what should I train today”? There are loads of quick and dirty programs on the web that you don’t even have to pay for...or heck, buy a book that has demonstrations. A fitness program is unique to you, your goals and of course, the lifestyle you WANT to live. More important than anything, a fitness program needs to seamlessly fit into your life

MOST of the time. Nothing worth having comes easily, so you will have to make sacrifices at times to remain consistent.

Fitness programs will never become a success without consistency. For example, three great days of training followed by 6 days of neglect will cause more frustration and doubt. A daily release of endorphins and a sense of accomplishment will change your life, guaranteed. However, you don’t NEED a gym to accomplish goals. Use your environment! Explore new bike paths, hiking routes, go camping or learn to swim! Swimming is by far the most beneficial means of exercise for all ages and ability levels. Make sure you are safe and hire a qualified instructor to set your path...then hit the water as much as you can! If your goals are to build muscle, of course...the gym is the place for you. Find accountability among friends or a trainer and build a progressive program. The hardest part about walking into a gym is...finding “where” you actually need to start. Always do research, ask questions and consider a personal trainer.

What, why, how?

Without getting deep into workout structure, stick with the following; Stress + Recovery = Adaptation. This is the basic coaching mindset however most athletes miss out heavily on the “recovery” portion. The work you do today will not benefit you for nearly 7-14 days depending on your stress load and ability to build a successful over-load program. So, let’s talk about “what” it is you want to accomplish. Let’s say you want to increase your 5k time from a walk-level of exertion to a brisk jog. Next, “why” is this important? Physical exertion backed by a progressive 6-8-week program can add a lot in terms of mental stability. We can’t control traffic, A-hole drivers or a 45-minute delay on your DoorDash order...but you can control your training. Knowing “why” this training is beneficial in every aspect of your life is the main reason to even take on such a task. We are purpose-built to accomplish tasks with a

very capable body. Heck, even athletes with disabilities are thriving with structure and it’s one of the most inspiring parts about this whole process. Find your “why” and never let it go. Finally, don’t let the 5 people at the gym tell you “how” since you might find conflicting thoughts. Find an expert, hire them for a few months and absorb everything you can. If you can afford to keep them on, please do. However, if you need to learn and then branch off into your own program to save funds, pay close attention and take notes! Also, make sure you are versatile enough in your knowledge to adapt for fatigue, rest and EVEN the acute injury which may occur.

Present day COVID-19 Pandemic restrictions have restricted access to public facilities, so we must adapt. The good news, we can always safely train outdoors, away from the general public. For that reason, it’s time to be flexible and ask “what motivates me to get fit”. The national response to this pandemic could have been focused more on increasing our overall health but instead, we all stayed indoors. Now it’s time to take control of your own path, with your safety in mind. Without compromising your ability to remain physically and emotionally “fit”, you can take total control of HOW you feel and WHY you feel this way. Your 2021 fitness program starts now, today...make some calls and get creative. Don’t be afraid to sweat a little either.



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WIRE ROPE – WEAR AND DAMAGE

Anyone in the rigging industry, crane operations or construction has become very familiar with wire rope and its applications. This person not only knows the multitude of applications of wire rope, but undoubtedly has become aware that wire rope does not have an unlimited service life. To clarify, wire rope will eventually have to be retired due to the many factors involved in not only normal wear and tear, but in extenuating circumstances such as overuse, misuse and abuse. In my more than 50 years of evaluating worn and/or broken wire rope, these three factors are the main causes for wire rope being damaged or destroyed. Some of the physical symptoms exhibited on wire rope by such overuse, misuse or abuse may also be discovered on wire rope under normal operating condition, but will occur in a slower time frame. That is such findings as wire fatigue breaks, wire wear, decrease in the wire rope diameter and surface corrosion will eventually develop on wire rope, but at a slower and observable rate than when a wire rope undergoes abnormal operating conditions or damage.

Other forms of deterioration or damage aside from these mentioned include crushing, pitting corrosion, multiple wire fatigue breaks beyond the ASME retirement criteria either crown wire breaks or valley wire breaks, cutting, kinking, heat damage/melting, popped core, waviness and unlaying of the outer strands. Following are descriptions and photographs of various types of wear and damage.



Photo 1



Photo 2



Photo 3

WIRE FATIGUE BREAKS

Wire fatigue breaks (Photograph #1) will eventually develop on the crown wires of any wire rope being operated around sheaves or off and on drums. This is normal and expected and is one of the main retirement criteria as listed under the ASME B 30 standards. In operations where impact loading or significant vibrations are present, valley wire breaks may develop (Photograph #2); that is, wire breaks occurring at the locations of strand to strand contact points or against the IWRC. Once the maximum broken wire criterion is met, a wire rope should be retired. If a wire rope continues to be used with broken wires exceeding the replacement criteria (Photograph #3) this is OVERUSE and will eventually lead to the wire rope breaking. Continued operations in such applications will lead to the broken wire ends “folding over” and damaging adjacent wires in the strands (Photograph #4) which will shorten the time until the wire rope eventually breaks.



Photo 4

WIRE WEAR

Wire wear on a wire rope operating over sheaves and on and off drums will experience wire wear and is noticed by the flattening of the outer strand wires (Photograph #5). This is normal. The ASME Standards state that outer strand wire wear up to 1/3 the original wire diameter is allowable. Wear or abrasion which decreases the wire diameter beyond this is not allowable...OVERUSE. This excessive wear will rapidly result in the development of crown wire fatigue breaks (Photograph #6).

First, it must be mentioned that it is very unlikely that the original outer strand wire diameters will be known, and second, it is very difficult to determine 1/3 wire wear. Therefore if wire wear is evident, focus on the reduction of the overall wire rope diameter as compared to its new unused wire rope diameter under initial tension. Visual observation of the wire wear should be a part of wire rope inspections along with measurement of the wire rope diameter. The allowable reduction in wire rope is listed in the applicable ASME B.30 Standards.

CORROSION

Wire rope is normally lubricated with only a few exceptions of galvanized constructions. Lubrication is initially applied during manufacturing of the wire rope and serves two primary purposes. First, it allows free movement of the wires and strands as the wire rope bends and flexes around sheaves and drums and during stretching conditions under loading conditions. This free movement of all wires is necessary to equally distribute loading forces among all the wire and strand components. Second, lubrication offers limited protection against corrosion or rust. If left unattended without the application of additional field lubrication, the lubricant will dissipate at various rates depending upon the environment in which it is being operated. After a period of time, surface corrosion may develop, mostly becoming evident in the valleys of the outer strands (Photograph #7). Later during the service life of such a wire rope, and if not re-lubricated, the corrosion worsens as evidenced with a darker colored rust that is more prevalent (Photograph #8). A more advanced development of corrosion is pitting corrosion whereby the steel wires become entranced completely with severe rust and small "pitting craters" develop into the surfaces of the wires (Photograph #9).

This onset of severe pitting corrosion reduces, if not eliminates, free movement of the wires and strands, and reduces the strength and fatigue life of the wires. The end result is a wire rope with significantly reduced strength which may break at much lower capacity than the wire rope in its initial condition and in a non-ductile fashion (Photograph # 10).



Photo 5



Photo 6



Photo 7



Photo 8

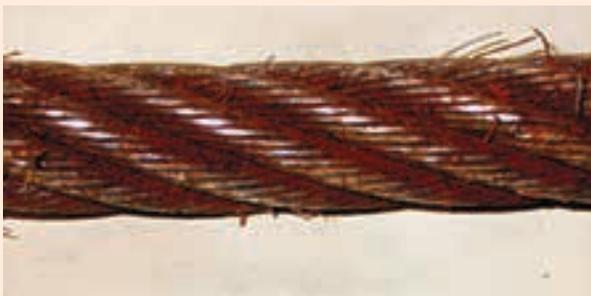


Photo 9



Photo 10



Photo 11



Photo 12



Photo 13



Photo 14



Photo 15

ABUSE

The next issue to address is ABUSE of wire rope which in many instances causes a wire rope to break or pull apart (Photograph #11).

Abuse quite often is an extension of overuse. Operating a wire rope well beyond its expected service life and exceeding known industry standards for retirement due to wire fatigue breaks or damage (Photograph #12), a wire rope will eventually break (Photograph #13).

Ignoring the significance of observable valley wire fatigue breaks is knowingly operating a wire rope with loss of strength (Photograph #14). As evidence of the existence the hidden wire fatigue breaks in the valleys and/or against the IWRC in a wire rope displaying valley wire breaks on the wire rope surface, the outer strands of a wire rope with multiple valley wire breaks were unlaidd from the IWRC. This exposes the wire fatigue breaks that were not evident during the wire rope inspection (Photograph #15). This is why operating a wire rope with more than one observable valley wire break is an abuse which results is an imminent breakage of the wire rope.

Other abuses of a wire rope include crushing against a sharp edge or running over the wire rope with a tractor (Photograph #16). Cutting of the wire rope, possibly from a abrasive cutting wheel, is another abuse that is often reported (Photograph #17). Another abuse is carelessly hitting the wire rope with a torch or allowing the wire rope to contact a very hot object, usually exceeding about 600 degrees F. (Photograph #18).

Kinking of a wire rope can be the result of improper installation and/or handling. A kink will mostly form if the wire rope is allowed to twist and bend simultaneously while under loading conditions (Photograph #19).



Photo 16



Photo 17

MISUSE

This popped core (Photograph #20) resulted in a swivel being used at the dead end of a hoisting wire rope that should not have been used with a swivel. Of course, as the load was being lifted, the wire rope spun open and exposed the IWRC which then allowed the IWRC to protrude from between two outer strands.

If an extremely high lift is being conducted, then a rotation-resistant wire rope is suggested to prevent twisting or “cabling” of the wire rope, which causes block rotation (Photograph #21). In this situation a man lift was required to physically un-twist the wire rope to allow lowering of the block. Improperly installing and reeving a wire rope can also cause the wire rope to twist and “cable” during operation.

The correct size of wire rope must be used to properly fit the groove of the sheave and drum lagging. Too small of a wire rope will cause it to flatten and possibly restrict the free movement of the wires and strands. Too large of a wire rope for the grooving will abrade and pinch the wire rope causing accelerated wire wear, strand crushing and distortion to the wire rope structure. The end result is loss of strength and operating integrity of the wire rope.

There are other examples of wear and damage, but this paper offers some guidelines on proper use of wire rope and areas to be aware of which may lead to reduced service life or even total breakage of a wire rope. Additional information on wire rope can be found in such publications as Rigging Handbooks, Industry Manuals and ASME Standards.



Photo 20



Photo 21



Photo 18



Photo 19

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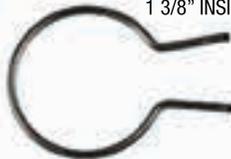
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by Dave Rosenberg, CPBA/CPDFA, Principal of Locked On Leadership, LLC

As a former Naval Officer and President of several companies, Dave Rosenberg understands the difficulties of managing tasks and personnel. Now he is on a mission to replace TGI Friday with TGI Monday. Dave 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.

Locked on Leaders

Hire the Best or Create your Own Elite Team

Hiring the Best, a Failed Leadership Strategy

Today, we are going to discuss why building a team by hiring the best most accomplished people in their field is a leadership strategy that is doomed to failure. Now, don't get me wrong, I'm not saying that if someone walks in your door and they are clearly a self-driven, top performer, one of those truly gifted individuals with the Midas touch that you pass on hiring, that would be just plain foolish. What I am saying is that if you plan on building your team that way, you're setting yourself up for failure.

There are three major flaws with "Hiring the Best" as a strategy. The first is scarcity. In any given population, 68% or 2/3rds of the members exist within 1 standard deviation of the mean or average. Without getting into a lengthy, and boring conversation about statistics (my apologies to any statistician and actuaries that enjoy that sort of thing), this means that 2 out of every 3 job applicants hover around average. With 1/3 slightly better than average and 1/3 slightly below average. The remaining 1/3 are evenly split between top performers and bottom performers so you

have a 1/6, or 16% chance of interviewing someone who is a "much greater than average" candidate.

Top Performers, Not Easy to Find

Those chances are slim enough but the problem is actually compounded. First, there is the problem of who is looking for work. There are many reasons why a "top performer" may be on the market, relocations, downsizing or bad cultural fit come to mind, but, all things being equal, these top performers are coveted so when we hire one, we tend to hold on to them. By comparison, bottom feeders are a dime a dozen. This skews the odds against having a top performer walk in your door.

Then, there is the problem of identifying top performers. Many organizations, especially small closely held companies, rely on resumes and personal interviews to identify good candidates. In my September 2017 Blog, "WHY RESUMES SHOULD BE THE LAST THING YOU CONSIDER WHEN HIRING" I detail what I consider the only two useful pieces of information to get from a resume, hard skills and a pattern of employment. While hard skills may be useful if you are hiring for a technical position that requires time to achieve competency, such as engineering, coding, accounting, etc. If you are looking for someone with soft skills, resumes don't really help.

A "top performer" may be on the market, but when we hire one, we tend to hold on to them. By comparison, bottom feeders are a dime a dozen. This skews the odds against having a top performer walk in your door,...

To determine a candidate's soft skills, there is a tendency to rely on references from past supervisors. Past supervisors may





A competitor's top performer may not pay off. Your culture is different than your competitors. A top performer someplace else may not thrive in your environment, a mediocre performer elsewhere may come alive in your culture,...

be useful in determining that someone is unfit for a position, but they are useless if you are trying to identify a top performer. The reason is simple, your culture is probably different and maybe drastically different than your competitors. A top performer someplace else may not thrive in your environment and a mediocre performer elsewhere may come alive in your culture.

Finally, there is the problem of compensation. Few companies are positioned to pay the top dollar a true top performer demands. You may be able to get some but the odds are you don't have resources to support an entire team of proven top performers if you can find them.

Hiring for Potential – the Basis for Creating Your Own Elite Team

If you can't hire the best, then we have to develop our team to be the best. That means hiring team members that have the potential to become elite operators. This means you need a method to assess

a candidate's values, soft skills, behavioral style and emotional intelligence to make sure they are a fit for your organization.

It's why I strongly recommend the use of assessments as part of any team acquisition strategy. We need to assess the candidate's values to make sure they are in line with your organization's. We want to look at a candidate's behavioral style and make sure they complement the position's requirements and provide behavioral diversity in your organization. You can measure soft skills competencies so you know if you are setting up your new hire for success or if there are areas that will need support. Finally, assessing emotional intelligence is an absolute requirement for potential managers.

Studies have shown that without using any assessments the success rate in hiring is only 16%, the same as the odds of hiring a top performer, but by using 3 or more assessments you can achieve a 90% success rate.

In the words of famed author Jim Collins, this is how you make sure you are getting the right people in the right seats on the bus.

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Slow Down Move Over

‘When I was learning to drive, I distinctly remember one trip with my father as he did not take me out driving very often. We were on a 4-lane highway, and there was a pick up truck ahead on the shoulder. I was in the right lane, and he told me to move to the left lane. ‘Why,’ I asked. ‘You never know what he’s going to do’ he said pointing to the truck as we passed it. The memory stuck with me.

Fast forward 30 years or so. At one of B/A’s earliest open house events, several operators showed up with large wreckers to help out. At the end of the day as we were cleaning up, I made the rounds shaking hands and saying thank you to them. One, who handed me a challenge coin. A little over a year later, he was killed in a hit and run while working on the roadside. He was driving his wrecker, saw someone on the side of the road and stopped to help.’ ~Fritz Dahlin, Product Development & Trainer at B/A Products Co.

B/A Products works directly with end-users to develop products for the towing, fire rescue, auto transport and industrial industries. Over the years, stories like the one Fritz shared became more prevalent. Our company is grounded in safety in transportation. So getting involved in the ‘Slow Down Move Over’ issue was a given.

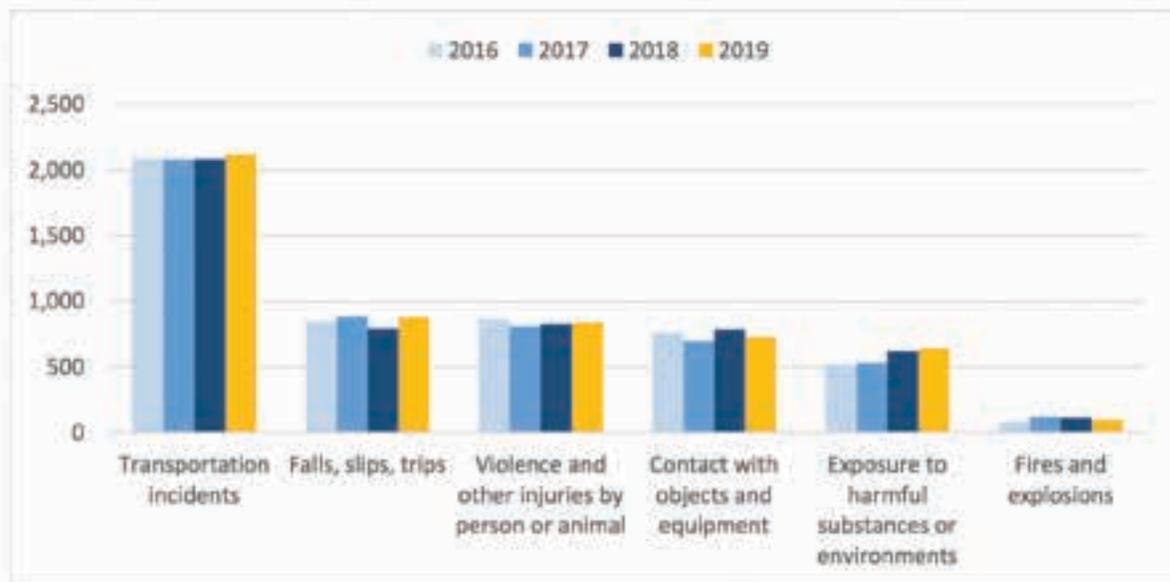
We didn’t need data to tell us that there was an alarming number of first responders being struck and left permanently disabled or worse, killed. However, in 2016 B/A launched the, ‘It’s easier to move over than move on,’ social media campaign, grounded in public workplace fatality data provided by the National Bureau of Labor and Statistics. The B/A team researched how to prompt those on social media to share the message,

to essentially instill change. The response from the public was overwhelming, with over 6,000 shares and 540,000 views.

The towing industry has pursued legislation and as of 2018, 43 states had enacted Slow Down Move Over laws. While we at B/A applaud this achievement, we would like to see greater enforcement as roadside accidents appear to have stopped growing but are also not in decline according to 2019 data from the US Bureau of Labor and Statistics: <https://www.bls.gov/news.release/pdf/cfoi.pdf>

B/A stays involved in local Traffic Safety Committee meetings. Recently, Fritz Dahlin was in attendance with reps from the State Highway Administration, CHART (Coordinated Highways Action Response Team), State and local Police and Sheriff’s departments, where the enforcement of the Slow Down and Move Over law came up.

Chart 3. Fatal work injuries by major event or exposure, 2016-19



After some back and forth discussion, two themes emerged. First was manpower. The state and local police stated that they simply do not have enough officers on the street. The second surrounded what happens after a ticket is actually written. One Sheriff lamented that he had spent several years lobbying for an increased fine for passing a stopped school bus, with lights flashing, raised to \$500. The problem, he explained, is when the recipient goes to court, the judges are reducing or dismissing the fine. When the law was enforced, it had no teeth. The officers further explained that they thought the Slow Down Move Over law was vital to having some accountability.

B/A's stance is in agreement with law enforcement but like them recognize that the law is not enough. B/A's PSA video prompts drivers to simply do the right thing, regardless of the law. We simply need the general public to recognize that it's a human being working on the roadside and give them a little space. They have families relying on them and waiting for them to come home. If anyone has ever had a flat tire on the side of a busy interstate in the dark, they should understand the vulnerability of our roadside workers. What can you do about it?

First, lead by example and teach your kids. If a vehicle with a warning light is on the shoulder what shall you do as a driver?

1. Slow down
2. Move over one lane
3. All of the above

Studies show that new behaviors are adopted faster when someone sees someone else do it first.

Second, get your local legislators involved. Invite them to ride along with a first responder for a few hours so they can see (and feel) the danger faced on the roadside every day. Hearing about a problem and experiencing it firsthand are two very different things. The move over law has been passed in almost all 50 states with exception to the District of Columbia. Let's implore them to raise the fines and hold lawbreakers accountable.

Third, speak up and get involved. There are numerous grass roots organizations that will gladly take the help. Most of them are local to each region. You don't have to be a tow operator, police officer or fireman. This topic has brought together people from many different industries and public organizations. Police officers are involved and provide powerful testimony in public events to further the cause. Keep sharing your stories on social media!

At the end of the day this topic is about preserving and protecting human life. That's what we tried to convey in our video and that's the message we continue to spread. This is about people protecting people, plain and simple. Spread the word.

References:

2019 U.S. Bureau of Labor and Statistics:
<https://www.bls.gov/news.release/pdf/efoi.pdf>

Table 2: Fatal occupational injuries for selected events or exposures, 2015-19

Characteristic	2015	2016	2017	2018	2019
Total ¹	4,836	5,190	5,147	5,250	5,333
Event or exposure²					
Violence and other injuries by persons or animals	703	866	807	828	841
Intentional injury by person	646	792	733	757	761
Homicides	417	500	458	453	454
Shooting by other person—intentional	354	394	351	351	363
Stabbing, cutting, slashing, piercing	28	38	47	44	42
Suicides	229	291	275	304	307
Transportation incidents	2,054	2,083	2,077	2,080	2,122
Aircraft incidents	139	130	126	133	152
Rail vehicle incidents	50	50	48	48	47
Pedestrian vehicular incident	289	342	313	325	341
Pedestrian struck by vehicle in work zone	44	58	56	58	56
Water vehicle incident	44	48	68	58	63
Roadway incident involving motorized land vehicle	1,264	1,252	1,299	1,276	1,270
Roadway collision with other vehicle	660	628	663	677	729
Roadway collision moving in same direction	166	168	189	183	194
Roadway collision moving in opposite directions, oncoming	224	199	214	243	258
Roadway collision moving perpendicularly	154	150	149	141	153
Roadway collision with object other than vehicle	360	342	377	373	325
Vehicle struck object or animal on side of roadway	335	321	348	345	301
Roadway noncollision incident	240	278	252	222	212
Jack-knifed or overturned, roadway	201	238	197	170	164
Nonroadway incident involving motorized land vehicle	253	245	209	225	236
Nonroadway noncollision incident	182	182	166	164	193
Jack-knifed or overturned, nonroadway	131	120	111	105	128
Fire or explosion	121	88	123	115	99



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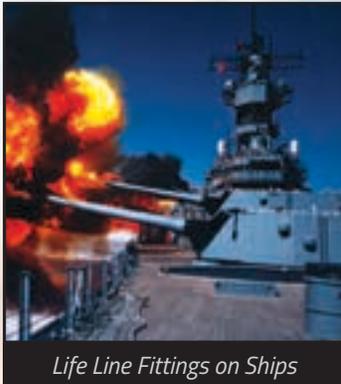
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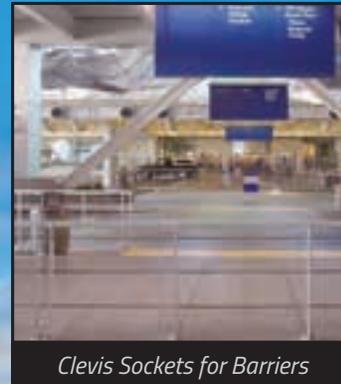
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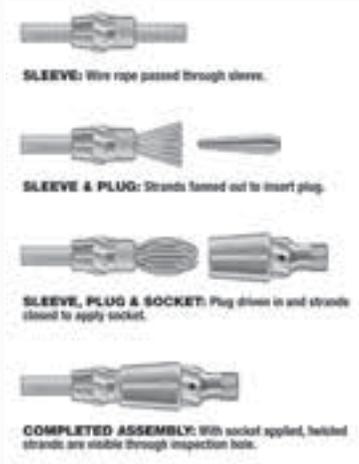
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COVID-Related Fraud Risk on the Rise



Tiffany Pollard, CISA
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Tiffany has been with the firm since 2017. She is experienced in providing technology- related consulting and assurance services including IT assessments, IT strategy development, and IT auditing and risk management. She also provides guidance on internal auditing, System and Organization Controls (SOC) examinations, information technology controls, and cybersecurity.

Many small business owners do not believe their businesses can or will fall victim to occupational fraud. Due to this belief and budget restrictions, many small businesses do not make this a priority, which leaves them vulnerable.

According to the Association of Certified Fraud Examiners' 2020 Report, financial statement fraud is the costliest type of occupational fraud affecting organizations. Financial statement fraud is not only costly from a fiscal standpoint, but it also impacts trust within the organization, the community, and with investors.

The rapid advance of COVID-19 has placed a significant strain on organizations and individuals alike. Donald R. Cressey's fraud triangle theory includes the three major factors that are commonly present when financial statement fraud occurs: Pressure, Opportunity, and Rationalization.

Here is how COVID-19 has impacted these factors:

Pressure – Organizations are facing challenges never experienced before. COVID-19 has left many facing revenue loss, supply chain disruptions, and employee wellness concerns. All these factors, and more, are causing undue pressure to meet financial expectations.

Opportunity – While organizations are receiving state and federal funding to cope with the financial impact of COVID-19 disruption, there are dramatic shifts in operations with remote working and a reduction of in-office staff. This means internal controls are reduced and accessibility increased. These become prime opportunities for fraud.

Rationalization – Mounting stress impacts individual decision-making skills, leading people to rationalize actions they would otherwise regard unacceptable or illegal. Employees may rationalize they are "owed" financial support because of the work they do.

Some potential areas to consider when thinking about your organization include:

- Revenue recognition – The timing and amount of revenues recognized.
- Allowances and reserves – Changes in methodology and unusual adjustments.
- Valuations – Significant estimates used in projections, declining cash flows, and idle assets.
- Treatment of expenses – Expenses are recorded in the proper period.
- Disclosures – The adequacy and sufficiency of disclosures.
- Margins – Reasonableness of margins given the current year operations.
- Internal control – Opportunity for control override.

These are just a few of the common ways for financial statement fraud to occur. While we all work diligently to recover from the COVID-19 disruption, we need to be aware of the heightened risks and adjust our processes and tasks to monitor for this risk.

If your company needs assistance, William Vaughan is here to assist you.

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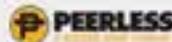


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AWRF Looks Ahead, Looks Back

Continued from page 9

Since Brian Dewey is coming on with the firm to a greater extent, participation in conventions will increase. "I am moving toward retirement," adds Steve Dewey. "It will be good to have Brian start going to conventions, although his challenge right now is that he has two young children."

All-Lifts has found AWRF a tremendous help, especially with some of the members, friends they made over the years, and simply with people who have been very helpful. "Years ago, we had pins on our press break," says Dewey. "But we were able to call some of the members that were geographically closest to us. Everybody helps each other – including helping you to get you out of trouble."

In the case of the broken pin, since they couldn't get some slings pressed, those who they contacted let them know they could press the slings for them if they brought them over to their operations. While another company told them they had a pin that they could use. "We could use it if we replaced that pin, just had to go over and get it.

"That's what they told us and that's the part of the industry that I really like. You can have friendly competition, but also help each other out when you truly need to. At the same time, you become really good friends with them. You know they will help you out when you need it – and we would do the same for them."

The company has some videos on a YouTube channel called "Building and Breaking Things. They have posted some Zoom meetings on there as well as training videos. "This morning I just completed a four-hour training video. This is one way to reach people dispersed all over New York State and help them meet their training requirements for the spring.

"Also, just this past spring we went to a cloud server instead of our prior individual server. We've no servers at our facility anymore. I can work from my home – just as if I am in my office at work."

Therefore All-Lifts, Inc. continues to adapt to changes in the technology in their midst, as well as changes in the lifting industry itself – going back as far as 1966.

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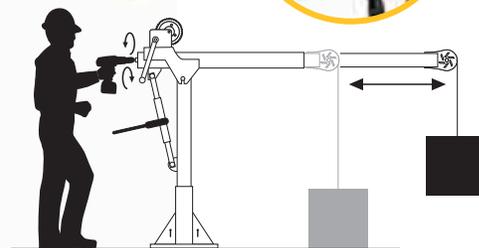
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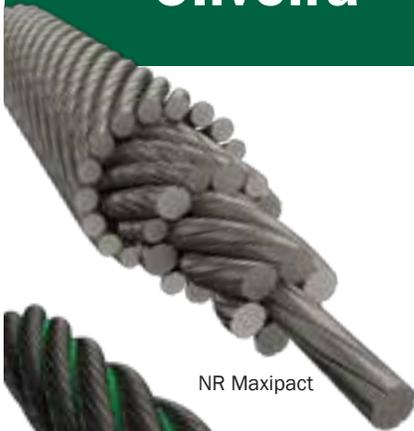
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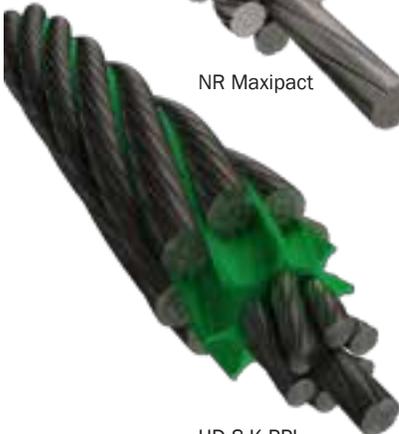
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PPP reopens its doors this week. Here are 8 things small businesses need to know.

by Gene Marks, For The Inquirer, Posted: January 11, 2021

Now that Congress finally got around to it, a new round of the Paycheck Protection Program is resuming this week. If you're a small-business owner and you want to take advantage of this financing, here's what you need to know.

1. **The program is largely the same.**

Under PPP, small businesses can apply for loans to help them keep their employees working despite the pressures of COVID-19. The loans are forgiven when an employer documents that the money has been used properly. The program has proven massively popular. In the first round, an Inquirer analysis has shown, 81,000 businesses in the Philadelphia region received almost \$10 billion from it, saving 787,000 jobs in Pennsylvania and South Jersey. That's one out of every three jobs in the region.

2. **The rules have been tweaked a bit.**

The maximum loan is now \$2 million (it was previously \$10 million) although the payback period (five years) and interest rate (1%) for unforgiven amounts remain the same. Unless you're in a certain industry (see below), the calculation to determine the size of your loan will still be up to 2.5 times your company's monthly qualifying payroll and exclude yearly compensation of more than \$100,000. You still need to get your loan not through the Small Business Administration but through an SBA approved lender.

3. **The same core expenses — payroll and related costs such as group health insurance, rent and mortgage interest — are still included in the forgiveness calculation.**

The mix of costs that can be used in the forgiveness calculation is still the same ratio: 60% for payroll, 40% for non-payroll. If you found that, because of rule changes, you could borrow more under a previous PPP loan, you can now go back to your banker and have that loan value changed, whether or not it's been fully disbursed.

4. **Unlike before, not every business is eligible for a loan.**

Sure, you can get a first loan if you haven't received one before or even a second loan. But to get a loan now you must show that your business has had revenue decline by at least 25% in any quarter of 2020 compared with its corresponding quarter of 2019. You also must have no more than 300 employees at a physical location, down from 500 in previous rounds. Certain firms, among them publicly held companies and businesses that started up after Feb. 15, 2020, are also excluded.

5. **The rules for forgiveness have been changed and for the better.**

The biggest selling point of the PPP loan program, as opposed to other stimulus plans offered such as the SBA's Economic Injury Disaster Loan

Program, is that PPP loans are forgivable. To get forgiveness you must incur certain expenses over an 8- or 24-week period (you can determine which). But with the new legislation, forgiveness has been made a lot easier.

For starters, if your business has a PPP loan that's less than \$150,000 then all you need to do to get forgiveness is to complete a new, one-page form that your lender will provide on which you will estimate the total amount of the loan spent on forgivable expenses. You will also need to represent that you have restored your full-time employees, salaries and wages to pre-Feb. 15, 2020, levels, otherwise your forgiveness will be reduced. No further documentation is needed, although the SBA reserves the right to audit you so you'll want to retain that documentation for at least four years.

6. **More expenses can now be included in the forgiveness calculation.**

In addition to those expenses, you can include operations expenditures such as payment for software for human resources and accounting needs. You can include costs related to last spring's riots that weren't covered by insurance. You can include essential suppliers' costs for contracts in effect before taking out the loan, including the costs of perishable goods. You can also include the costs of personal protective equipment and other money spent to comply with federal, state or local health guidelines due to COVID.

7. **Restaurants and some other businesses are eligible for more loans.**

If your business is in the restaurant and accommodation industry (those who were assigned a NAICS code beginning with 72) then you can get a loan of up to 3.5 times your average monthly payroll instead of the normal 2.5 times.

8. **Billions are going to businesses in Low to Moderate Income Areas.**

If your business is located in a Low to Moderate Income area (essentially a census tract that has a poverty rate up to 20%), then you get special treatment.

That's because the new act set aside \$15 billion for initial PPP loans and \$25 billion for second PPP loans, up to \$250,000 per loan, for small-businesses borrowers in those tracts with as many as 10 workers. In addition, \$15 billion was set aside specifically for small community banks, small credit unions, and small agricultural credit institutions, and \$15 billion has been targeted for community development financial institutions, certified development companies, minority depository institutions, and SBA Microloan intermediaries.



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.**

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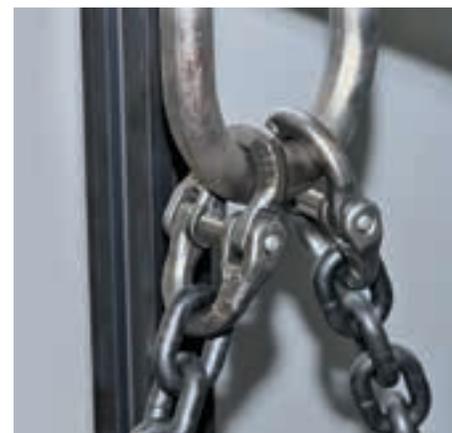
CARCANO always invested in innovation and research. To add some additional touches to the already-considerable CARTEC range, with its grade 80 and grade 100 items, the CARTEC 60 INOX items represent an extension to the range giving CARCANO customers the chance to compete in various highly specialized application sectors.

This is why the CARTEC 60 INOX range is composed of a series of stainless steel products for handling operations in conditions of safety, in environments that are highly susceptible to oxidation and corrosion, in foodstuff companies or wherever salinity, dampness and high temperatures are a common feature. The whole range is particularly suited to marine environments, above all in relation to hydrocarbons and their extraction (Offshore), for all those operations performed in the sea or on the seabed in relation to oil or natural gas fields. In these situations, the use of stainless steel is required, since it is almost totally Carbon-free, has good mechanical strength (also at high temperatures) and therefore protects metal from the action of oxygen and external chemical agents.

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Product Liability Risks for Wholesaler-Distributors

Product recalls can be devastating not only for a manufacturer, but also for its wholesaler-distributors. Wholesaler-distributors are subject to scores of laws and regulations related to product liability, which can vary from state to state and over time. Risks include bodily injury and property damage losses arising from the product, its packaging, its instructions for use, labels, warnings and any other on-product messages. While the manufacturer is usually held liable for injury resulting from a defective product, any seller of the product can also be held responsible in the United States under tort liability. Certain circumstances heighten a wholesaler-distributor's risk:

- When it provides installation, service or repair work for the product
- When it modifies, repackages or re-labels products, instructions or warranties
- When it uses its own private label
- When it imports products from a foreign manufacturer that does not carry U.S. product liability coverage
- When it works with thinly capitalized or poorly insured manufacturers
- When it had knowledge of the defective condition prior to the sale and did not take action
- When it recommends a product that is unsuitable for a given purpose

In addition, an injured consumer can file a suit against a wholesaler-distributor instead of a product manufacturer even if the wholesaler-distributor did not create the defect, participate in the design or production of the product, or author the product instructions or warnings. While the wholesaler-distributor can bring the manufacturer of the defective product into the case as a defendant, claiming indemnity, this is not always successful, especially if a foreign manufacturer produced the product.

Despite considerable risks, many wholesaler-distributors fail to properly protect themselves against product liability.

Consider that the federal government mandates more than 1,000 recalls each year. Not including voluntary recalls, which are unrecorded, that's an average of almost four recalls a day. Costs arising from product liability can easily cascade into the millions, and the negative publicity resulting from a lawsuit can severely damage sales and brand health, and can even lead to shareholder lawsuits. Despite the considerable risks it presents, many wholesaler-distributors neglect to purchase insurance against product liability. Protecting a company against this sizeable risk should be a priority for every risk manager.

What can be done, then, to protect against the risks of product liability? In addition to maintaining proper insurance coverage, careful planning is essential in managing the risk of a recall.

First- and Third-party Exposure

There are two categories of exposure to loss for a company faced with a product recall incident: first-party operational losses to the company and third-party liability losses to injured persons.

Unlike third-party losses, first-party loss is often overlooked. In addition to the initial recall expenses, the potential long-term losses from the damage to a company's reputation and loss of sales may continue for months or even years. Because these losses can be catastrophic, this article focuses on ways to manage first-party incident exposures.

Risk Management Considerations

It is a common misconception that product recalls are covered under a general or product liability policy. Those coverages do a good job of covering bodily injury and property damage, but they generally exclude contamination and recall events. The addition of a product contamination or product recall policy protects a company's bottom line by covering the direct costs of recall, but transferring the risk is only one part of closing the recall exposure gap. Having solid risk management policies for recall and contamination events can protect a company against serious damage.

Contamination Perils

It's helpful to understand the three basic contamination perils when designing a risk management program that provides the best protection for the least cost:

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Malicious tampering (intentional contamination) is prone to publicity, so it may seem common. In reality, malicious tampering is rare, but when it strikes, it tends to result in severe loss. Managing this risk exposure can be difficult, as motives vary widely.

Accidental contamination is an unintentional error in the manufacturing, packaging or storage of a product. This includes mislabeling as well as contamination.

Product extortion is the most difficult peril to characterize, and its severity is difficult to quantify. Most extortions are amateurish hoaxes, but they may evolve into outright tampering cases, which can be very costly.

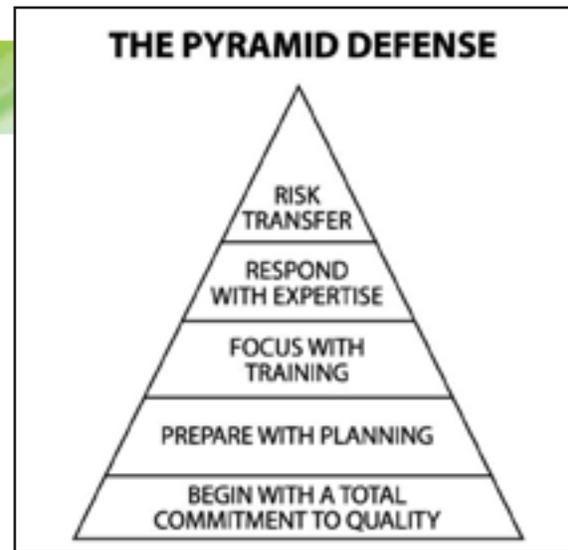
Pyramid Defense

Think of your risk management plan as a pyramid that outlines a series of defenses to counter the threat of a product incident.

The first line of defense is the base of the pyramid. Actions that can be taken to eliminate the majority of threats, such as unwanted bacteria, disgruntled employees, malfunctioning equipment, sloppy suppliers and lax testing, go in the bottom of the pyramid. Any threats not eliminated by the first tier should be addressed by the second, and so on. As the pyramid rises, the plan becomes more specific and more effective at isolating and eliminating product incident threats.

- Tier 1 – Total commitment to quality. Most of what can be done to protect against a product incident falls under product quality assurance and control. If working with foreign suppliers, it is crucial to select a supplier who will produce defect-free products that meet specifications and applicable U.S. legal and regulatory requirements. Field monitoring of the products helps assure continued compliance and detect product irregularities or unauthorized changes to the product's design or raw materials used in production. Also consider independent testing in the U.S. of product samples.

A wholesaler-distributor may also ask a manufacturer to supply a certificate of insurance, which describes the extent of coverage and the policy term. The wholesaler-distributor can ask to be added as an insured party on this policy, although this is no substitute for having your own coverage. Finally, a wholesaler-distributor can include a term in its contract with a supplier in which the supplier consents to the jurisdiction of U.S. courts in the event a claim involving one of its products is filed. However, contractual indemnity is only as valuable as the manufacturer's ability to pay.



- Tier 2 – Prepare with a contingency plan. It is essential to have a plan in place before a crisis arises. Research indicates that the first 48 hours of a product incident are more crucial than the next 48 days.
- Tier 3 – Focus on training. Contingency plans aren't of much use if they haven't been tested and honed under simulated conditions. Any involved personnel must be adequately informed about and trained in the product recall response plan.
- Tier 4 – Respond with expertise and decisiveness. Even with a good team and a good plan, there is a place in a recall crisis for professional consultants.
- Tier 5 – Transfer risk where possible. Even when prepared for a recall, companies can suffer substantial financial losses. In spite of precautions, a large-scale public recall may cost millions of dollars in lost profits, lost inventory and lost market share. A solid product recall insurance program – one that indemnifies for the host of extra expenses and losses in revenue that come with product withdrawals – is the last line of defense.

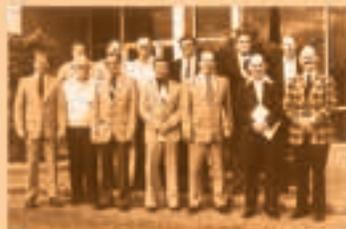
Transferring the Risk

Insurance policies for first-party losses caused by product tampering and contamination incidents are broadly labeled as product recall insurance. Product recall policies help to cover the additional costs of a recall, including product loss, costs to withdraw the product from market, product disposal, product testing, overtime wages and crisis management—costs that can be devastating because they arise at a time when a company's revenues are already suffering.

Continued on page 77



HILTON HEAD ISLAND
April 28 - May 1, 1991
15th Anniversary Party
 We returned to the Westin Resort on Hilton Head to honor our Nine Charter Members. President Pat Obert also introduced each of the association's Past Presidents who told us about events of their day.



Passing Over The Wire Rope Bridge

Said M. Baydar



March 17, 1953 – December 7, 2020

Said Baydar, born on March 17th, 1953 in Ankara Turkey, passed away on Monday, December 7th, 2020. His wife, Vivian Baydar, children Luca and Julia Baydar, are saddened to see their beloved husband and father pass. We choose to honour and celebrate his

vibrant life, the way he would have wished.

Like a grand oak tree, Said saw more life than most will ever live. As an immigrant, Said moved to Canada at age 16, forging a path for himself with little more than a guiding sense of morality and a strong will some would call stubbornness. Born with a heart two sizes too big, he fostered a community of friends and family in his new home. His passionate involvement with the world of tennis was a love affair which became a metaphor for his life's teachings:

“Keep your eye on the ball” - focus and direction will lead you to success. “Move your feet” - never stop putting one foot in front of the other. Even if you don't know where life is taking you, trust you are moving in the right direction. Finally, “The score is not important” - although ‘love’ means zero in tennis, love is the only thing that matters.

Said loved his wife, children, and community unconditionally and ferociously. His kindness, generosity, and openness touched all those who had the opportunity to spend time with him.

We would like to thank all the health care professionals, spiritual guides, friends, and family for helping us navigate these difficult times – your dedication and kindness is deeply appreciated.

Donations in memory of Said Baydar may be directed to the Atlantic Tennis Centre and can be made online at <https://www.tenniscanada.com/donate/saidbaydar> or by calling Claudine at 1-855-836-6470 ext. 6215.

George F. Bennis



George F. Bennis of St. Augustine, Florida (formerly of Flint, Michigan) passed away peacefully on November 14th at the age of 82.

George was born August 15, 1938 in Tallahassee, Florida. He attended elementary school in Albany, Georgia from the time he was 5, and he later relocated to St. Augustine, working for Marine Supply and Oil Company. In November of 1965 George accepted a job in Detroit with Commercial Wire Rope and Sling Company (now Commercial Group Lifting Products) where he was employed for 44 years, retiring as Executive Vice President. After retirement, George had to stay busy, so he worked as a consultant with Mazella Lifting Technologies in Cleveland, and later with Southeast Rigging in Jacksonville. He retired permanently in 2016.

George married the love of his life, Carolyn Scoggins, in December 1957 in

St. Augustine. He always referred to this true lady as his bride, wife, love and friend. He always felt he got the best of this arrangement.

He was a nine year member of the Florida National Guard “Battery B” from 1956 – 1965. He was honorably discharged as a staff Sergeant. “Battery B” was very special, he often said. He received the Honorary Alumni award from Central Michigan University in 1983, and was a member of the CMU Athletic Board of Directors. He is a past president of the CMU Club of Greater Flint. He served as a member of the Board of Directors of the Flint Community Players, is a member of Sigma Alpha Epsilon Fraternity, and is a Shriner. He is a member of Toastmaster's International and Tale Tellers of Saint Augustine. He enjoyed acting and did numerous shows with Buckham Alley Theatre,

the Flint Community Players, and Vertigo Productions. He had the privilege of sharing the stage with his daughter Sue Ann and his wife Carolyn on a few occasions. He also enjoyed performing in many murder mystery dinner theatre venues.

He is survived by his wife, Carolyn, and four wonderful children and their spouses – Chip (Donna), Dale, David (Marcy), and Sue Ann (Joe) and seven wonderful grandchildren who all call him Papoo. They are Brittany, Tyler, Paige, Jessica, Ben, Joseph and Carolyn (Dos). He loved every moment with his grandchildren and often said they light up his life.

He enjoyed people and never met a stranger. He enjoyed children very much and always wanted them to be safe. He leaves behind many friends and loved ones.

In lieu of flowers, please donate either to St. Jude's Hospital for Children or Shriners Hospitals.



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Passing Over The Wire Rope Bridge

Mark Kowalick



Mark was born on October 22, 1953 in Rockford, Illinois although he considered himself a native Texan. He was a proud family man whose life goal was to continuously provide for his family. Anyone who knew Mark would tell you he was a great friend and an even better father.

He was raised in California with his three younger sisters: Martha, Mary and Margaret. Having lost his parents at an early age, Mark quickly learned how valuable life was and cherished his relationships with his sisters.

Mark began working residential home construction and eventually moved to Texas to pursue his dream of building custom homes. After the housing market bust, Mark ventured into the wire rope industry where

he flourished as prominent business owner eventually becoming the Chief Operating Officer in his company Liftex.

Mark was a loving husband, father, and grandfather. After meeting his former wife, Sandy, they married, had their first child, Brittany and bought their first home together within a year. Ryan, their second child, came two years later and they raised their children in The Woodlands.

He shared his love for the outdoors with his family by boating, four wheeling, camping and traveling. Every year he blessed his family with memories of adventures through vacations near and far. Eventually passing these experiences down to his four grandchildren he adored.

Mark was a man who could never sit still. His famous phrase was "there's always something to do." He would putter around his property and almost every weekend you would find him at

deer camp working. He would set his schedule the night before, wake up before sun rise, execute every task, closed each night with an ice cold chelda and never left without blowing the leaves off his custom hand-built deck. He is remembered as "old school" because of his regimented schedule, high standard of work and unique ability to always be prepared. Mark would arrive at the office every morning at 6:15 am and leave at 4:00 pm everyday with or without hitting Houston traffic. Many family members have expressed that if they encountered a problem they would ask themselves "what would Mark do?"

We always knew that when someone needed a random piece of equipment or tool Mark would have it. He was the most dependable person I knew. His idiosyncrasies, wisdom and gentle kindness will be greatly missed.



"Jack" John Peter Barclay Jr.

"Jack" John Peter Barclay, Jr., 91, St. Joseph, Missouri, passed away peacefully from an abundance of birthdays, Saturday, February 6, 2021.

He was born January 16, 1930 in New Haven, Connecticut to John Peter and Leola Mae Barclay. As a boy in New Haven, Jack attended Hopkins School, then matriculated from Dartmouth College (1952) and Tuck Business School (1954).

Jack met the love of his life on an airplane. Billie Kissane was a lovely and intelligent flight attendant. Jack married Billie Jewell Kissane on December 12, 1967. They built their life in Saint Joseph, where they raised their two sons. She preceded him in death.

Jack's father, J.P. Barclay, Sr., founded Wire Machinery Corporation of America in New Haven, Connecticut in 1923, and in 1931 renamed the company Wire Rope Corporation of America, Inc.

The corporation and family moved to St. Joseph, Missouri, in 1950.

After two years of service in the Army, Jack served as chairman and chief executive officer of Wire Rope Corporation of America, Inc. from 1957-2003.

Jack made his mark in the community in many ways. He was a former board member and past president of Albrecht-Kemper Museum of Art. He was a leading member of the organization that was responsible for the construction of the gallery (early 1990s) that makes up the major portion of the current museum. After achieving Eagle Scout as a boy, he also was a past executive committee member and board member of Boy Scouts of America, Pony Express Council, as well as belonging to the Tribe of Mic-O-Say. Jack was instrumental in the transition from Sister's Hospital to the new Heartland Regional Medical Center, today known as "Mosaic." He was a board member and past president of the Buchanan District of Junior Achievement of Middle America and a former council member and chairman of Profit in Education. Jack also was a former board member of the St.

Joseph Country Club, Benton Club, The Saint Joseph Symphony and United Way of Greater St. Joseph.

In addition to civic activities, Jack was a lifelong enthusiast of cars and airplanes. He had his pilot's license and flew many types of airplanes from single engine to jets. He loved watching hockey, football, tennis and lacrosse. He appreciated and collected art, and enjoyed model cars, trains and planes. He and Billie traveled extensively, often he would do the flying.

He was preceded in death by his wife; parents; son, Jeffrey Stuart Barclay; and sister, Debbie Josendale.

Survivors include his children, Lee Barclay Webster, Vicky Barclay, Megan Barclay Leben, and John Peter Barclay, III; and seven grandchildren.

Celebration of Life Services will be held at a later date, Meierhoffer Funeral Home & Crematory. Flowers are appreciated and for those wishing to make a contribution, the family requests they be made to InterServ or Albrecht-Kemper Museum of Art.



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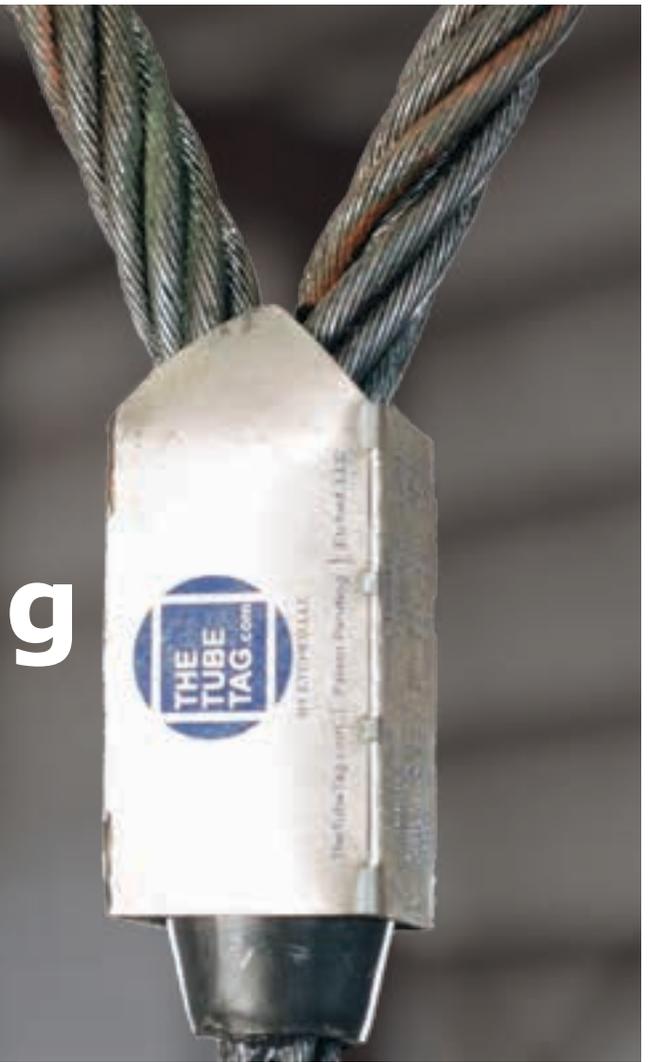
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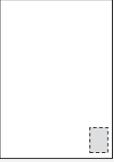
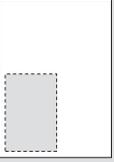
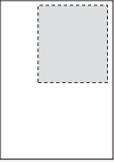
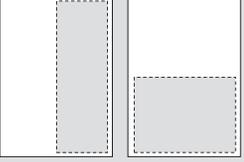


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ISSUE	CLOSING	STREET DATE (See Note Below)
#168	February 19th	March
#169	May 21st	June
#170	August 13th	September
#171	November 12th	December

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

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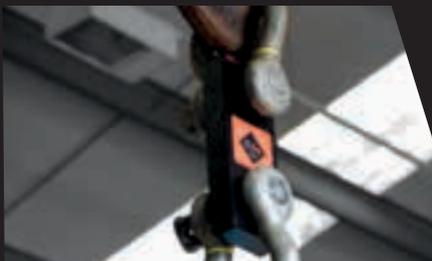


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At this current time we are moving forward with the September General Meeting. If there are any changes due to COVID-19, we will contact you.

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TWO MEETINGS IN CANADA

During the second presidency of David Bishop, the association decided to hold a meeting in Canada for the first time. The site chosen was the Chestnut Park Hotel in Toronto, Ontario, which as it turned out proved to be much too small for the gathering September 24-27, 1989. 333 people attended, the largest group up to that time! Luckily we booked the incredible C-N Tower for our opening reception, and we traveled by bus to the fabulous Casa Loma mansion for our banquet.

Two years later, September 29 - October 2, 1991, President Pat Obert convened a meeting at the beautiful Four Seasons Hotel in Vancouver, British Columbia. The weather was crisp and fair and the city was friendly and thoroughly enjoyable!



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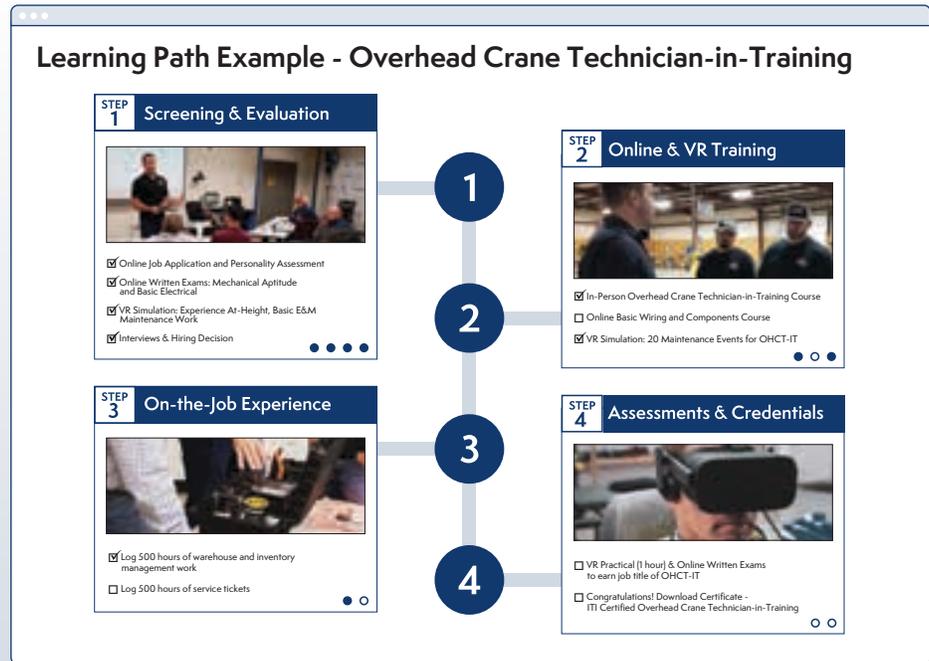
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Harrington's TCW hoists feature an unpainted compact & lightweight cast aluminum body, zinc-plated corrosion resistant load hooks, nickel-plated load chain and have stainless steel and bright chromate coated components for wash down applications. Gear box and chain lubricants comply with FDA standards for use in food processing and pharmaceutical industries.

The TCW hoists are available in ½ and 1 Ton capacities with either pendant or cord controls. They may also be paired with Harrington's push trolley for added mobility. Standard features of the TCW hoist line include an unlimited duty cycle continuous operation, fast lifting speed for applications where speed is critical and easy access external speed adjustment capability.



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Dynamic Buy-Sell Agreements



If you have two or more stockholders in your business, or if you are thinking about adding a new stockholder, the information in this article is for you. One of the most important, but least understood, documents for business owners is the buy-sell agreement. This agreement is sometimes called a Shareholder's Agreement or a Stock Redemption Agreement. At Castle Wealth Advisors, we read dozens of these agreements every year and I am constantly surprised by the information that is missing.

Important trigger points that should be carefully defined in every one of these documents are death, divorce, disability, personal bankruptcy, termination, retirement or the selling of stock. These are the events that happen within closely-held family businesses every year.

Old Documents Are Dangerous

If you already have a buy-sell agreement, chances are it was prepared 10 or 20 years ago when all the stockholders were much younger and the company was worth less than it is today

An old buy-sell agreement usually talks about death, but most of them do not cover all of the other trigger points. It probably does not talk about the divorce of or disability of a stockholder. If a stockholder gets divorced who gets to own the stock? Are all of these trigger points spelled out in your agreement? If a stockholder who is working every day in the company becomes disabled and unable to work, what happens to their stock? If they are disabled for one or two years does the company continue to pay their salary?

If a stockholder dies do they receive the value written in the document 20 years ago? Are they paid all at once, or over time?

Buy-sell agreements should have the value of the stock updated in the back of the document every one or two years. Rarely, do I see this happen. If the price of the stock in the document is low, then the surviving stockholders are the winners. If the price of the stock in the document is too high, then whoever dies first is the winner.

Three Types of Documents

The first type of document is called a cross-purchase agreement. This is commonly used when there are only two stockholders. In simple terms, the agreement should cover all of the trigger points mentioned above and if something happens to one of the stockholders the other stockholder redeems the shares either immediately, or they are paid for over time. The stockholder who is leaving the company will have liquidity, and hopefully a profit if the business has gone up in value. The remaining stockholder will receive an increase in his basis for the purchase price of the stock and the remaining stockholder will be the 100% owner from that point on

The second type of document is called an entity-purchase agreement. This agreement also covers all of the important trigger points, but it indicates that if something happens to a stockholder then the corporation is the entity that will purchase the stock from the stockholder that is leaving. The agreement should have an updated price for the stock and it should also spell out the terms on how the stock is to be purchased.

If the stockholder leaving is disabled or is deceased, will the company pay the full price all at once, or will the company pay 20% down and the remaining 80% over 5 or 10 years? If a promissory note is used, what will the interest rate be? What security or collateral will the leaving stockholder have until the note is paid off?



The third type of agreement is called a hybrid agreement. This is most often the best type of buy-sell agreement to be used in a business where there are two or more stockholders. This agreement gives all of the stockholders a lot of flexibility when it becomes time to purchase stock from the individual that may be leaving the company.

A hybrid agreement allows all of the remaining stockholders and the corporation to use the best tax and financial options to redeem shares from someone leaving.

If the corporation has a lot of cash and the other stockholders do not, then perhaps the corporation should redeem most of the shares that are coming back to the company. On the other hand, if the stockholders have more liquid assets than the corporation, then perhaps they should purchase most of the stock.

If it is important that someone maintain voting control of the company, then that person should redeem a high percentage of the stock and the corporation and other stockholders should purchase less.

Typically, hybrid agreements operate in three steps. When stock is repurchased, the corporation may have the first option to purchase some of the shares. In step two, the remaining stockholders have the option to purchase some or all of the shares. In step three, the corporation comes back to purchase any remaining shares that were not acquired in steps one or two. This gives all of the stockholder's maximum flexibility to purchase stock that becomes necessary for them to have in order to maintain voting control, and also take advantage of the corporate and individual tax brackets.

Document Options

Unforeseeable situations sometimes occur, such as one of the stockholders having an unexpected illness, or a debilitating accident.

If you do have an agreement, now would be a good time to review it and make sure all of the trigger points are addressed, and that it also answers the following questions: What is the price of the stock outlined in the document? Over what period of time is the stock to be purchased when it is redeemed?

Do you have any life insurance on the stockholders? How is the term disability defined? If someone is unable to come to work and do their normal job for 12 months, then most companies would consider them disabled. Some documents require one, two, or three physicians to declare you disabled. Some documents require an insurance company to classify you as disabled. Those are all good ideas, but the simple fact is that if you cannot come to work and do your normal activities for six or 12 months, then you should be classified as disabled. If the company is still paying all of your salary and benefits for that time period, then there should be a termination point.

When it is time to put a value on the stock, hiring an independent valuation company that knows your industry should be considered. Is there a formula outlined in the buy-sell agreement which is used to value the stock that everyone accepts?

Twenty years ago your company was worth much less and purchasing the stock would have been easier. Now that the company is more valuable it would be more difficult for the corporation or any of the stockholders to write one check and buy the stock. Perhaps the stock should be redeemed by using a contract that calls for monthly payments over 10 or 15 years.

For those of you who are stockholders in a closely-held family business, the buy-sell agreement may be the most important document for every stockholder because it controls stock that is very valuable and it also defines how you are going to be treated, when one of those trigger points is activated, for your benefit.

Anyone with a 20 year old buy-sell agreement should sit down with a qualified corporate attorney and start defining all of the trigger points. If you do not have an attorney, you could send that document to Castle Wealth Advisors and we will review it for you. Remember, old documents are dangerous.

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The Crosby Group invests in Verton Technologies

Game-changing load orientation technology for a safer and more efficient lifting industry

Richardson, Texas, USA – The Crosby Group, a global leader in lifting, rigging, and load securement hardware, today announced that it has completed a significant investment in Verton Technologies (“Verton”). Australian-based Verton has developed and commercialized disruptive advancements in load orientation technology that remove the need for human held tag lines in lifting applications. These innovations play a critical role in improving the safety and productivity of global lifting operations.

The Crosby Group and Verton will collaborate in the market to accelerate the adoption of this game-changing load orientation technology. By leveraging The Crosby Group’s global footprint, Verton will bring an elevated level of safety to an increasing number of workers.



Robert Desel, CEO of The Crosby Group, said: “We are thrilled to partner with Verton in this rapidly growing space. This investment is a perfect strategic fit due to our common end user base and our shared values of safety, reliability and innovation.”



Verton’s solutions include Everest 6, a 20-ton load orienting spreader beam, Everest 30, a modular load orienting system for a broad range of working load limits, and Windmaster, a load orientation device for wind turbine erection.



Trevor Bourne, CEO for Verton added: “With this new partnership Verton can dramatically increase the pace of innovation and the penetration of our products in the market. As a global leader with strong brand recognition, The Crosby Group creates an exciting platform for Verton’s future.”

This marks The Crosby Group’s fourth transaction in the past 24 months including the acquisitions of Straightpoint, Gunnebo Industries and Feubo.

Congratulations to Brian Walls!

He retires after 43 years of service at Metro Wire Rope Corporation. We wish you a happy, healthy and very long retirement! Thank you for your hard work, dedication, loyalty, friendship and being part of our family.



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OZ Lifting Launches Stainless Steel Beam Clamp

OZ Lifting Products LLC has revealed the third in a new range of stainless steel products—a beam clamp.

The launch of the clamp, available in 2,000-lb. and 4,000-lb. capacities, follows the Winona, Minnesota-based manufacturer's recent unveiling of a stainless steel chain hoist, designed for lifting and pulling, and a push beam trolley. The beam clamp (for I-Beams) will often be used in conjunction with a hoist and serves as an additional option if the end user wants to quickly mount the beam clamp along a beam and attach a hoist to make a lift.

Steve Napieralski, president at OZ Lifting, said: "In simple terms, a beam clamp allows the user to quickly and easily attach and remove the clamp to both sides of a beam to add an anchor point for hoists and other overhead lifting equipment. Importantly, beam clamps are not intended to be used as a lifting device; they are to be used as an anchor point for a hoist or other overhead equipment and the capacity applies only to vertical loads."

The beam clamps are designed for use in corrosive environments where the properties of stainless steel make it a preferred material. As Napieralski explained, they are suited to any application where the user needs to be able to quickly and easily attach and remove the clamp as an anchor point for their hoist or other lifting device. It requires no assembly and is ready to use out of the box. The stainless steel beam clamp, like the hoist and trolley, does not require maintaining beyond that of a traditional steel product and, again, it meets a range of standards, including those of the American Society of Mechanical Engineers (ASME).

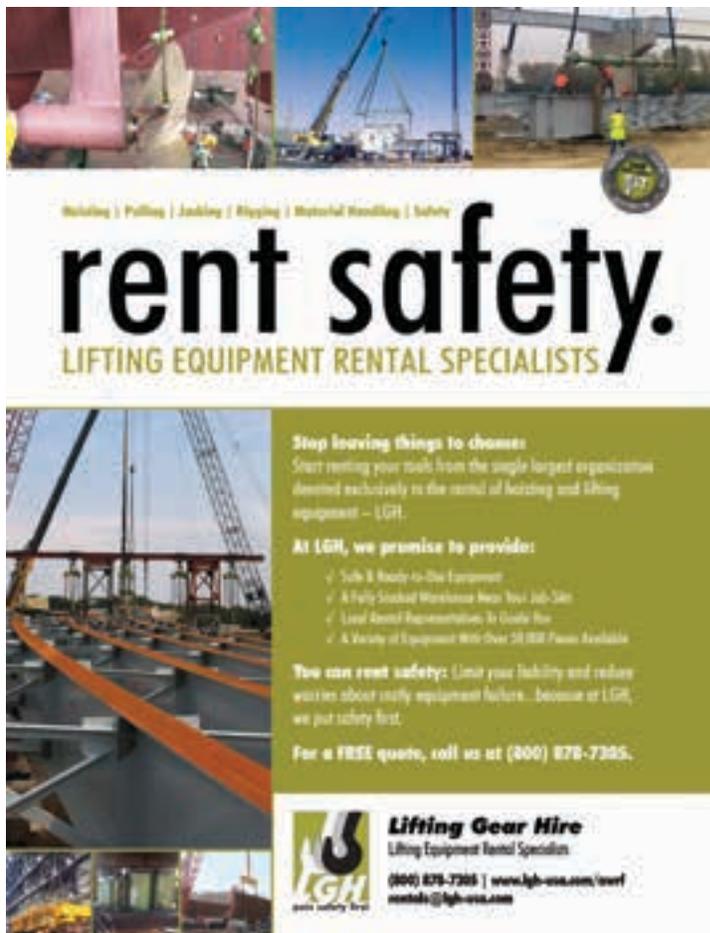
Napieralski added: "The benefits of Grade 304 stainless steel are well known in and out of industry, and we anticipate interest in individual units and multiples thereof. We have had a lot of positive feedback as it gives distributors and end users another option for lifting equipment where corrosion resistance is critical to their application."

The latest stainless steel product is in stock and available for delivery to OZ Lifting's network of regional dealers. The fact that the product is only available in stainless steel finish shortens shipment lead times. However, as the line continues to grow, it will likely be stocked by distributors, further accelerating delivery to the point of use, Napieralski confirmed. "We can typically ship same or next day depending on when we receive the order," he said.



The stainless steel beam clamp is available in 2,000-lb. and 4,000-lb. capacities.

Next off the Winona production line will be OZ Lifting's wireless builder's hoist, a 600-lb. capacity wire rope hoist that will bolster its already popular line of 500-lb. and 1,000-lb. capacity wired models.



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Modulift Custom Lifting Frames help HS2 get off the ground

Modulift's team of in-house experts designed, manufactured and delivered two custom lifting frames for the High Speed 2 (HS2) project, all within 6 weeks from the initial contact.

The infrastructure project, which is currently the largest in Europe, will provide a welcome boost to the economy with an estimated budget of £106bn. As well as providing faster rail links, with trains reaching speeds of up to 250mph, the Dept of Transport forecast that there will be 2,000 apprenticeships and 25,000 people employed across the project.

Modulift's team of engineers were asked to provide a custom lifting solution that would lift high speed railcar panels with a lifting capacity of 25t, in two separate locations. The first lifting frame is being used at Southampton Docks, where headroom isn't an issue. Whilst the second custom lifting frame is at DB Schenkers Immingham warehouse facility, where a low height solution is required.

Two lifting frames with multiple solutions

Both Modulift custom lifting frames were of the same design, with one having additional components to facilitate the low height requirement. Each custom lifting frame was designed with a span of 19m by 3m and a lifting capacity of 25t. Four top lifting lugs were included to enable both lifting frames to be used at a standard lift height.

However, Modulift's engineers designed the second custom lifting frame to have four additional top lifting lugs. The addition of the lugs enabled the slings to be attached at a closer point from the centre of the lifting frame for the low height specification. Therefore, the second custom lifting frame offers both low height and standard height lifting solutions, as it can be used inside and outside the warehouse facility when required.



Railcar panels being lifted at Southampton Docks

Modular design for ease of transportation

Modular in design, the frames were manufactured in 3 sections, along with cross beams that added strength and stability which are bolted on site. This made transportation of the custom lifting frames easier, which is a design feature that Modulift are well-known for across their whole range of spreader beams, spreader frames and lifting solutions.

Modulift's senior project engineer, Matt Roberts, was on site to oversee the first of the two custom lifting frames being put together for the first lift in Southampton, where there was a team of 8 stevedores – 4 on the ship, and 4 on the quay, to manage the lift.

Planning for the lifts began in March 2020, which sees the lift of 18 high speed railcar panels per vessel from a total of 7 vessels which is due to complete in March 2021.

Seamless from the outset

Ben Cunnington, Global Projects and Industry Solutions Manager at DB Schenker said "Modulift's global reputation and previous experience with many of our global customers and projects, was the reason we chose to work with them on this project". "Knowing that their expertise is all under one roof, meant we didn't have to manage multiple points of contact as they took care of everything, right through to delivery".

"Working with Modulift to design and manufacture these specialised lifting frames was seamless from the outset. We had clear and regular discussions to determine the best options for the frames, and the design work was second to none. All of which we achieved from start to finish during the height of the global Covid-19 pandemic. We wish all companies were as easy to deal with as Modulift".

Harshal Kulkarni, Engineer Manager at Modulift said "One of the lifting frames had a unique design due to its low height application. The slings were specially designed for a low headroom requirement. The slings are normally used at standard base angles of 0-45 degrees. In this case the slings were designed for base angles of 30-60 degrees. Hence, requiring a special design and set of calculations. The lifting lugs were also specially designed for added compression due to acute base sling angles".



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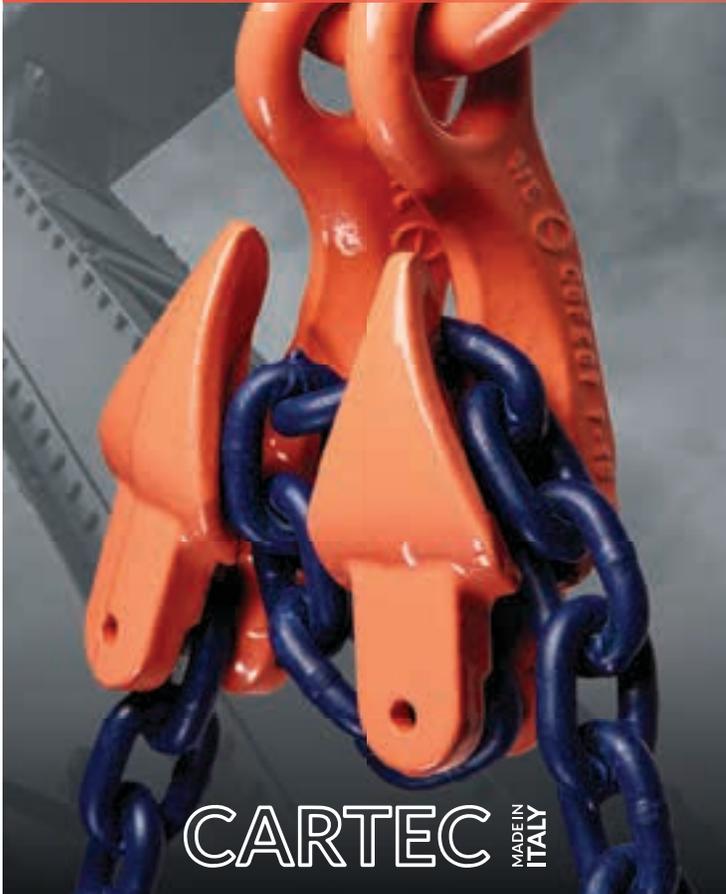


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Product Liability Risks for Wholesaler-Distributors

Continued from page 51

There are several coverage forms designed to isolate distinct components of first-party product exposure. At Meadowbrook Insurance Agency, we can work with you to ensure your product recall policy provides indemnity for the following:

- **Recall expense.** This out-of-pocket expense is associated with executing a large-scale product withdrawal. It includes costs like extra temporary employees; overtime; public safety messages; special testing and handling; destruction and disposal costs; and crisis management and/or public relations consulting fees.
- **Replacement cost.** As the name implies, this is the cost of replacing any product that had to be destroyed. This includes the cost of materials, labor and overhead directly associated with producing the product.
- **Lost profits.** This indemnifies the insured for profits which would have been earned on the withdrawn products and also for profits which would have been earned on future product sales, but which were not earned because of resultant future sales declines. This is usually limited to a specified time period.

Brand rehabilitation expense. Most underwriters will also indemnify the insured for necessary rehabilitation of the recalled product's consumer image. This includes costs like extra advertising, extra expense to rush a new product to market and special promotions to rebuild public trust in your business.

In addition to transferring risk, thorough risk management practices are essential to minimize the exposure and the cost of a recall event. The product recall insurance marketplace is highly specialized. Our team of commercial insurance experts can help secure the coverage you need. Contact us today at 248-943-1761.



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Freres Lumber Utilizes Caldwell Rotary Leg Lumber Lifter

Freres Lumber Co. Inc. is using a custom below-the-hook attachment, manufactured by Caldwell, to lift long lumber loads at its Mass Ply Panel (MPP) facility in Lyons, Oregon.

The 15-ton capacity, 53 ft.-long, motorized rotary leg lumber lifter handles lamellas (thin layers / plates) of structural composite lumber, used to manufacture MPP products. It is attached to a 20-ton capacity overhead crane with two hoists; the lifting equipment and attachment were provided by U.S. Crane & Hoist, also of Oregon (Wilsonville).

“I was confident in Caldwell,” said George Beaudoin, general manager at U.S. Crane & Hoist. “Having worked with them for a number of years, I knew that they had a wide range of product solutions as well as the ability to design custom lifting solutions. The Freres team and I discussed a few different options and ideas. Lumber applications can present some challenges due to the length of the loads as well as the width. There are times when the long loads require multiple hoists operating in a tandem-lift scenario and there are other times when a custom lifting device is a better solution. As crane manufacturers, it is extremely helpful for us to be able to work with a company like Caldwell. It gives us the ability to make sure we are providing the best possible solution to the end user.”

The crane, hoists and lifter combine to lift product from a roll case and place it into inventory. The maximum unit dimensions that the motorized lifter picks is 60 ft. long by 30 in. high by 4 ft. wide. This is approximately 600 cubic ft. of material at 37 lbs. per cubic ft., which weighs a little over 11 tons. The lifter itself weighs another 6 tons.

Kyle Freres, vice president of operations at Freres Lumber, said: “We knew we needed to pick extremely long units, and we were aware that lumber lifters had been utilized in the past due to our relationship with LVL [laminated veneer lumber] producers. The lifter was a natural fit for that reason. The 4 ft.-wide units may be made up of 2 ft. by 2 ft. pieces. The lifter is also able to pick a unit from inventory and place it onto another roll case, which delivers the product to the next manufacturing phase.”



Caldwell Lumber Lifter 2020 Freres Lumber

The rotary leg lumber lifter, which is in daily use, can effectively lift two bundles of lumber side-by-side, fully supporting them from underneath. Freres explained that the lifter “forks” or “legs” are rotated out parallel to the length of the machine. This allows the lifter to drop on top of the unit of product that is to be picked. Once the “legs” are under the unit they are rotated 60 degrees so that they are below the unit. When the crane starts lifting it picks the package with it. The aforementioned roll cases have rolls spaced so the lifter can set the unit gently onto the case.

Freres added: “Due to the length of our product, and the requirement to pick both 2 ft.- and 4 ft.-wide material, we could not consider a standard sheet lifter. Having units split down the middle and still have the lifter function properly was an important requirement. Our shortest packages are 32 ft. in length and the lifter was required to handle all lengths between there and the maximum [60 ft.].”

“It has been very successful; we have had no issues with the lifter that I am aware of. Start-up issues were limited to having to fine-tune the location of the roll cases to work successfully with the lifter legs. We would order another if we had an opportunity to build a facility like our current one, but we have no need of it at the current site.”

Beaudoin said: “At the time, the lifter for Freres was the first custom device that I was involved in. Thankfully, I had worked with Caldwell many times for other devices such as Posi-Turners [Freres has one], gantry cranes, jib cranes, etc. For the Freres rotary leg lumber lifter, Caldwell was my first and only call and they certainly came through.”

The rotary leg lumber lifter has not required any unscheduled service or maintenance.

The lifter is attached to a 20-ton capacity overhead crane with two hoists.





A world's first

The Crosby Group proudly introduces the world's first improved high fatigue life shackle to end-users in the offshore mooring sector.

The Crosby Group has pioneered a product innovation in the offshore mooring markets with the introduction of the HFL Kenter, a new high fatigue life shackle, under the Crosby Feubo brand. The Crosby Group is a global leader and pioneer in offshore mooring components for the oil and gas and wind energy markets strengthened by the recent acquisition of Feubo in early 2020.

The new HFL Kenter shackle showcases design improvements on the popular Crosby Feubo NDur Link, an accessory used for temporary and mobile mooring applications such as rigging and anchoring offshore platforms or vessels. The HFL therefore represents the latest state-of-the-art evolution of the Kenter shackle concept, which is over 100 years old.

Oliver Feuerstein, Global Director of Mooring at The Crosby Group, explains the benefits; "The fatigue life is superior, and it can connect to a variety of stud link anchor chain or other mooring accessories such as sockets and swivels. This feature separates the Crosby Feubo solution from any other worldwide and was accomplished by making it from Grade 6 steel. A logical evolution from the Grade 4 Trident Slim and Grade 5 Raptor Crosby Feubo concepts."

"The new Kenter Connection is DNV-GL type approved and features the unique "Fastlock" system - proven to reduce project downtime and mitigate risk from conventional assembly/disassembly methods", Oliver says.

The Crosby Group provides connectors for anchors, chains, wire rope, a range of synthetics, and a variety of other components that are utilized in many applications by oil and gas and wind energy professionals.

Oliver continues: "As many end-users and distributors of lifting and rigging gear will recognize, the HFL Kenter is a much better solution to alternative shackles, many of which are based on a Grade 4 concept that was launched in the 1980s."

Extensive R&D payed off

The importance of the experts in the R&D team was reaffirmed by the HFL launch.

"The R&D on this product has been the most extensive in the Crosby Feubo's history, from design, simulation, prototyping, to fatigue and break testing", Oliver explains.

The HFL Kenter will be stocked in all key markets worldwide and Feuerstein noted that selling the product has gone faster than anticipated. "This says to us," he explained, "That clients do not compromise on quality and safety; they want to source the best solution available to prevent failures in service that can result in millions of dollars of damage. We encourage clients to inspect equipment between jobs. With the HFL Kenter, our customers will have even longer fatigue life and even less retirements than the NDur, which already proved incredibly durable."

Looking ahead

Feuerstein described the current mood among his customer base as "carefully optimistic". He added: "The sentiment in the industry has been suffering by the global pandemic and a negative oil price. What we hear from our clients is that in 2022, oil and gas should be back on track and an increased demand on the renewable energy side. Offshore wind is growing rapidly in Europe and is one of our key markets. We will continue to develop and optimize our products and a number of new innovations will hit the market in 2021."

The HFL Kenter is a new high fatigue life shackle.



The Crosby Group is a global leader and pioneer in offshore mooring components for the oil and gas and wind energy markets, strengthened by the recent acquisition of Feubo in early 2020.



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Modular Spreader Beam



In an effort to add to our large range of below-the-hook lifting devices, Caldwell is proud to introduce the Dura-Mod Modular Spreader Beam. Our new product will come in a variety of sizes that allow the user to configure a spreader beam suitable for different projects and applications depending on the desired capacity and spread.

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Malcolm Peacock, Dura-Mod Expert

For additional Dura-Mod information, email Malcolm at: mpeacock@caldwellinc.com or scan the QR code below!



– Ad Index –

A

ADB Hoist Rings 10
 Advantage Sale & Supply, Inc. 18
 All Material Handling 77
 Allied Power 62
 Associated Wire Rope & Rigging 68

C

Caldwell Group 83
 Castle Wealth Advisors 62
 Chant Engineering 59
 Chicago Hardware & Fixture Co. ... 28
 Columbus McKinnon 29
 Cromox 44
 Crosby Group 5

D

DLM 59
 Durabilt 46

E

Elebia 48
 Elephant Lifting Products 38
 Esmet-Electroline 36
 Etiflex 78
 Etched 57

F

FIRST® Sling Technology 80

H

Harrington Hoist 56
 Holland Nameplate 60

I

Industrial Magnetics 40
 ITI 64

J

Jergens 54

K

Ken Forging 71

L

Laclede 4
 LGH 72
 Loos and Company 76

M

Modulift 78

N

National Band & Tag Company 28
 NACM 38

O

OZ Lifting 45

P

Peerless 22

R

The Rubicon Group 82

S

Sahm Splice 74
 Slingmax 21
 Stamperia Carcano
 Giuseppe S.p.a. 11
 Suncor Stainless 65

T

Tiger North America 80
 Talurit 61
 TOSL Engineering Limited 16
 TW Products 34

V

Van Beest International 73

W

WireCo WorldGroup 16, 46

Y

Yoke 41, 70

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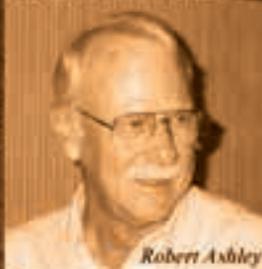



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Technical Committee



Jim Yarbrough



Robert Ashley

In July 1976, at Houston, Texas during the first summer meeting of the AWRP Board of Directors, President Emeritus Ken Kirby named three men to form a technical section of the board. His directive marked the start of what would evolve later into AWRP's Technical Committee. The three men he named were Jim Yarbrough of Memphis TN, Robert Ashley of Atlanta GA and PJ Cortez of Marero LA, all of whom had been present during the very first two previous formative sessions of wire rope fabricators trade association.



