

# **ROAD MACHINERY**

**KOMATSU**

# ROAD TO SUCCESS

A PUBLICATION FOR AND ABOUT ROAD MACHINERY LLC CUSTOMERS

## **RANGO, INC.**

Tempe company's three-pronged approach takes flight and makes it a stinging success story



**Rodney George,**  
Co-Owner



# A MESSAGE FROM ROAD MACHINERY



Sloan Brooks

**Komatsu is  
leading the  
construction  
revolution**



Dear Valued Customer:

What an exciting time to be in construction. Today's technology is making companies more productive and efficient than ever. Komatsu continues to lead the revolutionary changes that maximize productivity, decrease downtime and increase your bottom line.

This issue of your Road Machinery Road To Success magazine illustrates that perfectly. Here, you will find articles on new *intelligent* Machine Control products that make every pass count – from rough-cut to finish grade. Among them are the new PC360LCi-11 and PC490LCi-11 excavators.

Last year, Komatsu introduced the world's first *intelligent* Machine Control semi-automatic excavator. Now, Komatsu delivers two more excavators that take you straight to grade.

The fun doesn't stop there. Komatsu also filled a gap in its dozer lineup by adding a new D85i-18. Featuring a patented SIGMADOZER® blade, it moves massive amounts of dirt. Read about the features of this new dozer inside.

Want to know which machine is the right size for your operation and applications? We can help you determine that, and there is an article inside which provides beneficial information on this topic. There is also an informative article on the new Komatsu WA320-8 and WA500-8 wheel loaders.

If you wish to demonstrate any of these machines, or if there is anything else we can do for you, please call or stop by one of our branch locations.

Sincerely,  
ROAD MACHINERY LLC

A handwritten signature in black ink, appearing to read "Sloan Brooks".

Sloan Brooks  
President & COO



# ROAD TO SUCCESS



A PUBLICATION FOR AND ABOUT ROAD MACHINERY LLC CUSTOMERS

## IN THIS ISSUE

### RANGO, INC.

See how Rango, Inc., a Tempe-based company, succeeds at a wide range of activities from trucking and harvesting aggregates to starting a state-of-the-art honey operation.

### DOLLARS AND SENSE

Uncover the key to building an efficient fleet by implementing a right-sizing strategy for purchasing and renting equipment.

### GUEST OPINION

Read why Southern Company Services' Bob Fitzgerald encourages the promotion of a safety culture rather than simply focusing on metrics.

### NEW PRODUCT

Learn how Komatsu's new, larger *intelligent* Machine Control excavators can take you straight to grade for outstanding productivity.

### PRODUCT NEWS

See why the new D85i-18 dozers help make every pass count with factory-integrated GPS grade control that eliminates the need for cables and masts.

### PRODUCT SPOTLIGHT

Check out the features of the new WA500-8 and WA320-8 wheel loaders, which increase efficiency and improve production in a variety of conditions.



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# RANGO, INC.

## Tempe company's three-pronged approach makes it a stinging success story



▶ VIDEO

Rodney George,  
Co-Owner

Usually when a construction- and/or trucking-related business is described as multifaceted this means it offers a variety of services related to those types of work. Rango, Inc. is a little more unique.

"We currently have three prongs: custom aggregates harvesting, trucking and apiaries (a collection of beehives)," noted Rodney George, Co-Owner. "The diversity makes it fun, and the bee business is something we recently added and thoroughly enjoy."

Rodney George and Tim Rosengren are business partners in the Tempe-based company, and Rodney runs the day-to-day operations. They started Rango about four years ago as a trucking company offering long-haul service.

"In a relatively short time we built a fleet of flatbeds, drop-deck trailers and a reefer that haul nationwide," said Rodney. "Our specialty is oversized loads, including windmill parts, steel, mine tires and heavy equipment."

Rango, Inc. digs with a Komatsu PC750LC hydraulic excavator to harvest materials.



Rango is now transitioning away from trucking and integrating more quarry and aggregate work. It has exchanged all of its over-the-road trucks to belly and dump trucks. Even though the company is getting out of the trucking business, it was that side which sparked Rodney's interest in apiaries.

"During the fall months, we moved bees from North Dakota to California, then back the other direction in the spring for businesses that contract the bees for pollination," explained Rodney. "I found it fascinating. About a year ago, my brother Fred and I attended a bee convention and bought four hives. Today, we have 3,500 hives and counting, and we breed and raise our own queens."

Rodney hired several experienced beekeepers to help ensure success. Rango also recently completed a state-of-the-art mobile honey house that's one of the largest in the nation.

"We will be able to collect several thousand gallons of product per day," said Rodney. "We hold a state lease in Arizona for a half-million acres of land with mesquite trees, because the bees love them and they make for a unique-tasting honey. Like all the locations we use, it's organic and free of pesticides. Within the next few months, we will begin collecting, bottling and selling honey with the Rango label."

### Charging ahead with custom material harvesting

How Rodney came up with the Rango name is a particularly interesting story.

"I was watching bull riding one night, and a bull threw the cowboy off, then the bull turned around and freight-trained him," Rodney explained. "I thought that was a pretty good



▶ VIDEO

Rango, Inc.'s custom material harvesting side moves materials with 75-ton Komatsu HD605-7EO haul trucks. "It all comes down to production, and ours went through the roof with the 605s; we're on pace to move nearly two million yards of material per year," said Rodney George. "Before we had the new Komatsus, we ran five or six trucks and it was all we could do to maintain the stockpiles."

bull. His name was Rango, so we named the company after him. I like to say that we have been 'charging ahead' ever since."

One reason for the company's success is its leaders' willingness to consider new ventures. Not long after Rango began, it added custom material harvesting. That prong of the business digs, hauls and stockpiles materials for quarries and concrete plants.

"Crushing is not part of our operations," Rodney emphasized. "We believe that what we provide is a more cost-effective method of moving materials. Tim and I presented the plan to a local materials group, and they saw the advantages, too. Like trucking, the custom material harvesting aspect of the business has remained steady since we started it."

Another big factor in Rango's success is its staff. Rodney and Tim may own the business, but they consider all their employees to be family. "We know what an important role each employee plays," said Rodney. "We realize that without them, our company wouldn't be what it is today."

### **Komatsu haul trucks increase production**

Last year, Rango began looking at new haul trucks for the custom materials harvesting



side. Rodney diligently checked out several brands before choosing four, 75-ton Komatsu HD605-7EO mechanical models. The company took delivery on the first units earlier this year after working with Road Machinery Account Manager Mike Denton and Regional General Manager Brad Bjerke to purchase the trucks. Rango also uses an older Komatsu PC750LC hydraulic excavator to dig as needed.

"We believe that Komatsu makes a better product," stated Rodney. "All the truck brands haul about the same tonnage, but it's the details with Komatsu that make a difference. For instance, the cab is so quiet you can actually have a conversation with someone or listen to the radio at low volume and hear it. The trucks are sealed, so dust isn't an issue. It's like driving a car."

"Ultimately, it all comes down to production, and ours went through the roof with the 605s; we're on pace to move nearly two million yards of material per year," he continued. "In fact, the increased production actually became an issue at one point. The material piles grew so big, so fast that the customer couldn't keep up, and we had

*Continued . . .*

# 'Komatsu is our brand of choice'

... continued

to shut down a truck for a time. Before we had the new Komatsus, we ran five or six trucks and it was all we could do to maintain the stockpiles."

Too much production is one of the only reasons the trucks have stopped since Rango began using them. "There were a couple of minor glitches at the beginning with these

Rango, Inc. Co-Owner Rodney George (center) meets with Road Machinery Account Manager Mike Denton (left) and Regional General Manager Brad Bjerke at a pit near Phoenix. "We have been very impressed with Road Machinery, Mike and Brad," Rodney said. "They put together a good package, then helped tailor the financing through Komatsu Financial to meet our specific needs."



Rango recently added apiaries to its list of business ventures. Co-Owner Rodney George shows some of the company's beehives as well as its state-of-the-art mobile honey house, one of the nation's largest.



large, complicated machines," Rodney noted. "I called Road, and they were on it right away."

"We have been very impressed with Road Machinery, Mike and Brad," he added. "They put together a good package, then helped tailor the financing through Komatsu Financial to meet our specific needs. We are looking at additional trucks now, and Komatsu is our brand of choice."

## New ventures

Another factor in Rango's selection of the HD605-7EOs was their size and the capability to transport these trucks between quarries without taking them apart. This is important considering that Rodney foresees plenty of work in the near and long term. Currently, Rango works in as many as six pits at any time. A company it has partnered with is readying a new quarry, which is projected to have at least 15 years of reserves.

"Long term, things look quite good," Rodney said. "With our diversity and experience, we could go in several directions, including ramping up site work. I had my own excavation company before starting Rango, and we did quite a lot of site work until recently, but that's slowed down as we concentrate more on other areas."

Rango's previous jobs in that realm included of an 80-acre landfill called the 101/202 Project that saw the company crush nearly 700,000 tons of concrete, which had been left on site. It also involved moving approximately one million yards of dirt to reshape the ground in preparation for new hotel construction.

For now, Rodney and Tim are mainly focused on bees, custom harvesting materials and trucking, but they also have their sights on two other ventures. One is purchasing and operating a 4,000-acre bee, alfalfa and cattle farm in Utah. The other is building an 80-acre complex for up to 150 children and adults with autism.

"We are in the process of finding a location for the complex that will eventually include housing as well as a community center," Rodney said. "It will be state-of-the-art with great amenities. Our plan is for 100 percent of the proceeds from the beehives to fund the project. We hope within five years to have a bottling facility with Rango honey for sale in stores across the nation." ■

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# IS BIGGER BETTER?

## Companies employ rightsizing strategy to purchase equipment and build efficient fleets



Ken Calvert,  
Director, Komatsu  
Business Solutions  
Group



Kurt Moncini,  
Komatsu Senior  
Product Manager -  
Tracked Products

While the lowest points of the Great Recession are in the rearview mirror, construction companies are applying the lessons learned from those tough economic times to their current business models. As a result, companies today are continually looking for the most efficient ways to operate. One area where that mind-set is put into action is with equipment fleets.

Owners are concentrating on maximizing the value of every piece of equipment in their yards. The strategy of rightsizing – matching equipment to its most cost-effective application – is helping owners accomplish this.

In a 2014 interview with *Equipment Manager* magazine, industry consultant Andrew M. Agoos noted that equipment owners emerged from the economic downturn with changed attitudes. He says that rightsizing grew in popularity as many owners were skeptical of the economy's continued growth. Because of this belief, owners continued to increase their efforts to manage and maintain equipment judiciously.

### Buying the right machine

One of the most effective ways to own an efficient fleet is to purchase the correct machines.

To operate cost effectively, equipment owners are building their fleets by purchasing smaller machines and renting or leasing larger ones when needed. The rightsizing strategy has grown in popularity since the Great Recession.

Fleet managers need to consider several factors when purchasing equipment – budget, work-site conditions, current and future projects, technology and transportation. Companies can save time and money by doing their homework.

Ken Calvert is the Director of Komatsu's Business Solutions Group, a team that handles special projects relating to customers, distributors and corporate personnel. As part of this mission, the group collaborates with customers to help with the fleet-building process.

"Our favorite thing is to present a customer who has a \$2 million budget with a package that costs \$1.5 million and is much more efficient," shared Calvert. "We work with companies to help them monitor machines, look at the future and make the best decisions. Our goal is to save them money up front and in the future."

The group achieves this goal by often advising customers to buy smaller equipment with a focus on rightsizing.

"The data shows that many people own machines which are too big," said Calvert. "Buying a smaller machine is the single-best thing customers can do to save money. Large machines cost more up front, are more expensive to run and maintain, require more fuel, and they depreciate faster. Smaller machines have a higher utilization rate because they can be used on more jobs, and their residual values are more predictable and potentially higher."

Ego can play a role in the decision to purchase a larger machine, but Calvert says that many times it's a lack of information that causes customers to select machines that are too big. Customers may believe they are protecting themselves by purchasing a larger machine with the thought that it can handle more jobs. Using the wrong-sized machine is also common with new or growing companies. Many times, those businesses are





**Owning and Operating Cost Comparison Among Komatsu Excavators**

Model	PC88MR-10	PC138USLC-10	PC170LC-10	PC210LC-10	PC360LC-10	PC490LC-10
Price Variance	x	1.4x	1.5x	2.1x	3.4x	4.6x
Fuel Usage	1.41 gal/hr	2.04 gal/hr	2.97 gal/hr	3.38 gal/hr	5.77 gal/hr	7.55 gal/hr
Average Maintenance Fee Variance	x	1.3x	1.4x	1.4x	1.9x	2x

trying to do jobs with the machines they already own to avoid paying for an additional one. For a short time, this strategy may prove beneficial, but not over an extended period.

Another important component of rightsizing is matching equipment that will be working together in the same applications. For example, loading and hauling equipment need to match for optimum efficiency. If a loader is too large for a truck, or vice versa, the project will not be as efficient.

"I think people would be surprised at the benefits of buying properly sized machines," continued Calvert. "Just because a PC360 excavator can do the same jobs as a PC210, doesn't mean it should. The PC360 isn't nimble enough for smaller jobs. Using a right-sized machine is not only cheaper from an equipment standpoint, but it also saves time and eliminates wasted effort, which reduces the cost."

### Technology changes fleets

In addition to buying right-sized machines and maintaining a proper-sized fleet, owners today also must consider technology advancements. With every new generation of equipment released, fuel efficiency, hydraulic performance,

visibility and emissions output improve. Simply purchasing the previous model again can cost companies a great deal of money.

"If an owner of an older machine, like a Komatsu PC400LC-6 excavator, was ready for a new machine, getting the latest 400-series excavator may not be the best decision," explained Kurt Moncini, Komatsu Senior Product Manager – Tracked Products. "Some of today's machines are so advanced that they are able to outperform older, larger machines."

To illustrate this, Moncini compares a Komatsu PC400LC-6 excavator to a new Komatsu PC390LC-11. The PC400 is 93,000 pounds with a 125-series engine; the PC390 is 90,000 pounds with a 114-series engine. Despite being smaller, the PC390 has a similar bucket capacity (2.97 yards to 3 yards), more horsepower (267 hp versus 266 hp), better over-side lift at 25 feet and comparable over-front lift at 15 feet. The PC390 also has the ability to match engine modes to application, offers advanced hydraulic features and has better fuel efficiency while meeting the latest emissions standards.

"With improvements to engine efficiency and hydraulic systems, the smaller PC390 can do just about everything the PC400 can," said Moncini.

As machines increase in size, so does the cost to purchase and maintain them as illustrated in the chart above. Ken Calvert, Director of Komatsu's Business Solutions Group says that owners would be "money ahead" by purchasing smaller machines and renting or leasing machines for larger projects as needed.

Continued . . .

# Rentals and leases both growing in popularity

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“For companies that are looking to replace older machines, there is value in considering newer, smaller models. In many cases, they are just as productive.”

The idea of rightsizing can also apply to the number of machines in a company’s inventory. Traditionally, firms built large fleets by holding onto older machines that were paid for, on the small chance they would be needed on a future project. While the machines may not have a payment, they lose value annually, and the costs associated with running those machines are higher than new ones. To run a leaner operation, some companies may want to sell older machines and begin building more efficient fleets by purchasing right-sized machines, renting or leasing.

“What many people don’t realize is they may be money ahead by buying a smaller machine to handle a majority of their projects and renting a larger machine when needed,” reported Calvert. “If a company can handle 90 percent of its projects with a smaller machine, it would be better off financially to rent a larger one for the other 10 percent.”

## Meeting the trends

Equipment distributors and lenders have noticed this trend and designed programs to accommodate these changing attitudes. Agoos said that rental purchase options (RPOs) and similar programs were uncommon five or 10 years ago, but are now standard because dealerships have built large rental fleets.

Advanced technology makes newer machines just as productive as older, larger machines. “With improvements to engine efficiency and hydraulic systems, the smaller PC390LC-11 excavator can do just about everything the PC400LC-6 can,” said Kurt Moncini, Komatsu Senior Product Manager – Tracked Products.



Short-term leases have also experienced a similar spike in popularity.

“Twelve-month leases were almost unheard of before the recession, but now they are very popular,” revealed Tony Suits, Retail Finance Manager at Power Motive Corporation, a Komatsu distributor for Colorado and Wyoming. “A number of companies were stuck with big equipment payments during the recession, and they want to avoid that situation again. Today, some companies have work scheduled for eight to 12 months, but may not be sure what is coming after that. They love short leases because of the option to walk away or extend the lease after 12 months, depending on what work becomes available.”

Another reason that managing equipment through rentals or leases has grown in popularity is the benefits that come with the agreement.

“During a lease, we cover the maintenance and repairs, taking much of the risk out of the equation for the customer,” said Suits. “If something goes wrong, we can fix it or get them a new machine, and it’s all part of the agreement. Customers like being able to write the same check each month and not worry about downtime.”

Calvert says that financial protection should give owners the confidence to develop their fleets and grow their businesses.

“As companies grow and get into applications where they don’t own the optimal machines, they should consider rental,” he suggested. “It’s a cost-effective, low-risk way for owners to decide how to build their fleets and test out machines before they purchase.”

## Mix and match

While rightsizing is a technique that allows companies to operate more efficiently, it is far from a one-size-fits-all solution. The onus is on a company to do its research and tailor a strategy to its needs.

Calvert points out that each company is different and should create a plan based on its production needs and goals, but he suggests a mix of machines that can handle many jobs cost effectively.

“Think of it like a basketball team,” he explained. “You can play with five centers, but you aren’t going to be very successful. You need a mix of abilities to succeed. The same is true when building a fleet.” ■

## GUEST OPINION

# CREATING A SAFETY CULTURE

## Companies should focus on more than just recording zero incidents

Great news! Your project achieved a safety milestone with zero OSHA-recordable injuries. Mission accomplished, right? Not entirely. Most safety practitioners insist that there is always room for improvement with safety practices and procedures.

While the OSHA Recordable Incidence Rate (RIR) is a common and important metric for many organizations, some industry groups rank this indicator too high. Avoiding OSHA-recordable injuries is always a good thing, but claiming victory based on that alone does not meet the true goal of safety. For example, how many close calls were there? As safety leaders, we should work to change the mind-set that milestones equal achievements and instead shift to a clearer understanding of overall safety performance.

To better grasp the evolution of safety-performance measurements, it is important to appreciate why the OSHA RIR has become so prevalent. In 1982, the Business Roundtable issued the report “Improving Construction Safety Performance” to emphasize the importance of investing in safety programs and open dialogue between contractors and the workforce. The report also provided a relatively objective method to select safe contractors by suggesting the use of Experience Modification Rate (EMR) and OSHA RIR for safety evaluations.

Ultimately, the report’s appendix gave business owners a tool to evaluate their contractors objectively. The intentions were noble, but some may have taken these guidelines as definitive metrics, placing too much emphasis on OSHA-recordable cases. In fact, many owners are still using variations of the original 1982 report appendix as a qualification document to help select contractors. This reporting can

lead to inconsistencies. For example, one dose of a prescription pain medication qualifies as an OSHA-recordable injury, as does a fractured femur. Ideally, injury severity should be considered, because incidence rates alone may not paint the clearest picture.

Evaluators sometimes focus on the numbers and place too much emphasis on case management in achieving safety performance. Workers notice when management continually stresses achieving zero RIRs. If bonuses and promotions are tied to OSHA rates, employees and contractors may intentionally, or unintentionally, avoid reporting incidents.

It is important to build safety systems and processes to minimize the impact of human error. This also means we must think beyond achieving zero incidents, particularly with regard to OSHA rates. It is vital to implement proactive safety processes and take care of our people. ■

**Bob Fitzgerald, Manager of Project Safety and Health, Southern Company Services, says it’s important for companies to go beyond thinking in terms of achieving zero recordable incidents and implement proactive safety processes.**



**Bob Fitzgerald,**  
Manager of Project  
Safety and Health,  
Southern Company  
Services

*The following article has been republished with permission and originally appeared in the fall 2015 issue of NCCER’s Cornerstone Magazine at [nccercornerstone.com](http://nccercornerstone.com).*



# PC490LCi-11

## 3D AUTOMATION INCREASES YOUR PRODUCTION

- Dig to grade accurately without slowing down
- No worry grading because there is no over digging
- The machine you have been waiting for:  
Big, Fast, Accurate



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## NEW PRODUCT



Discover More

# 'STRAIGHT TO GRADE'

## Komatsu adds larger, more productive *intelligent* Machine Control excavators

Want to dig straight to grade with an excavator? You can with Komatsu's new *intelligent* Machine Control excavators, including the PC360LCi-11 that fits in the popular 30-ton size class and provides excellent productivity and efficiency in a wide range of applications.

"Nimble, yet highly productive, the PC360LCi-11 is easily the most anticipated *intelligent* Machine Control product to launch from Komatsu in recent memory," said Jason Anetsberger, Komatsu Senior Product Manager. "From trenching on a utility work site to mass excavating on a highway project, the PC360LCi-11 is flexible and versatile enough to be at home on almost any jobsite."

A 257-horsepower Tier 4 Final engine powers the PC360LCi-11, while the larger PC490LCi-11 has a Tier 4 Final, 359-horsepower engine. On top of an already very productive base machine, incorporation of the *intelligent* Machine Control technology boosts productivity up to 66 percent when compared to conventional excavation methods.

"Many of our customers have enjoyed the precision, versatility and efficiency of our first *intelligent* Machine Control excavator, the PC210LCi-10, and have asked us to scale *intelligent* Machine Control technology to larger-sized excavators. The wait is over," reported Anetsberger. "Whether you are mass excavating, trenching or fine grading, the PC490LCi-11 will help increase productivity and efficiency, while removing the burden and worry of overexcavation."

### Revolutionary automation

Komatsu introduced the world's first *intelligent* Machine Control excavator, the PC210LCi-10, to rave reviews in 2014. Like that machine,

the PC360LCi-11 and PC490LCi-11 feature Komatsu's revolutionary, fully factory-integrated, machine-control system. The exclusive control function lets operators focus on moving materials efficiently, without worrying about digging too deep or damaging the target surface.

Komatsu's *intelligent* Machine Control excavators utilize 3D-design data loaded into the touchscreen display to show machine position relative to target grade. When the bucket reaches the target surface, automation kicks in to limit overexcavation.

"Once the target elevation is reached, no matter how hard the operator tries to move the joystick control to lower the boom, the excavator won't allow it," said Anetsberger. "From rough digging to finish grade, these machines improve efficiency and precision and minimize overexcavation, making every pass count." ■



Jason Anetsberger,  
Komatsu Senior  
Product Manager

### Quick Specs on Komatsu PC360LCi-11 and PC490LCi-11 Excavators

Model	Net Horsepower	Operating Weight	Bucket Capacity
PC360LCi-11	257 hp	78,484-79,807 lb	0.89-2.56 cu yd
PC490LCi-11	359 hp	105,670-107,850 lb	1.47-4.05 cu yd



The new *intelligent* Machine Control excavators feature Komatsu's fully factory-integrated machine-control system. The exclusive control function lets operators focus on moving materials efficiently, without worrying about digging too deep or damaging the target surface.

# D61PXi-24



## *intelligent* MACHINE CONTROL

- First to last pass grading technology
- Revolutionary track slip control
- External stroke sensing hydraulic cylinders
- New Tier 4 Final technology



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ANDY CHAPMAN / SALES REP / LINDER INDUSTRIAL MACHINERY / GREER, SC

"From financing to product quality to support and training after the sale, Komatsu delivers everything my customers demand. I've been selling their full line, including the PXi and EXi series dozers, for years. Innovation and the exclusive *intelligent* Machine Control set them apart from the others. And that's why I AM KOMATSU."

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Discover More

# ROUNDING OUT THE LINEUP

## Komatsu's new D85i-18 dozers hog dirt, excel at finish grades with *intelligent* Machine Control

Three years ago Komatsu unveiled its first *intelligent* Machine Control dozer, the D61i-23. Several models followed, ranging from the 105-horsepower D39i-23 to the 354-horsepower D155AXi-8. However, one size class remained without an *intelligent* Machine Control dozer. Komatsu filled that gap with its new 30-ton, 264-horsepower D85EXi-18 and D85PXi-18 models.

The new D85i-18 dozers feature factory-integrated GPS grade control that eliminates the need for cables and masts. Once engaged, the system automatically starts the cut and lowers the blade in a typical dozing pass. If the load increases to maximum capacity, the blade automatically raises to minimize track slip, ensuring productive dozing. This allows the dozers to achieve up to 8 percent greater efficiency in moving materials, based on start-to-finish-grade testing against typical aftermarket machine-control systems.

A new standard, operator-selected Reverse-Grading mode enables automatic blade control while in reverse.

"Customers who use a standard D85-18 like that it moves massive amounts of dirt, yet is easy to transport," said Chuck Murawski, Komatsu Product Marketing Manager. "The new D85i-18 does that with the added benefit of machine control, so that every pass counts. Eliminating the components of traditional aftermarket systems, and the time required to remove and install them, means even more passes and greater profits."

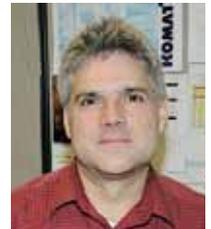
### Increase production with SIGMADOZER® blade

Increased production of up to 15 percent during those passes is possible using a Komatsu-patented

SIGMADOZER® blade that rolls material to the center for increased soil-holding capacity and reduced sideways spillage.

Maintenance and repair costs remain low with Komatsu's Parallel Link Undercarriage System (PLUS) that provides up to double the wear life of traditional systems. A new Triple Labyrinth final drive provides added protection for the drive's floating seals.

"With the monthly production gains that are realized by starting sooner, finishing faster and using less fuel, owners are finding that the more they run the D85i-18, the more they save," said Sebastian Witkowski, Komatsu Product Marketing Manager. "From heavy-slot dozing to finish grading, this dozer is perfect for larger earthmoving jobs where accuracy and efficiency are important." ■



Chuck Murawski,  
Komatsu Product  
Marketing Manager



Sebastian Witkowski,  
Komatsu Product  
Marketing Manager

### Quick Specs on Komatsu D85i-18 Dozers

Model	Net Horsepower	Operating Weight	Blade Capacity
D85EXi-18	264 hp	67,439 lb*	9.4 cu yd*
D85PXi-18	264 hp	65,080 lb	7.7 cu yd

\*With SIGMADOZER®

Komatsu's new *intelligent* Machine Control D85i-18 dozers move massive amounts of dirt and grade efficiently while remaining easy to transport. They feature a new standard, operator-selected Reverse-Grading mode that enables automatic blade control while in reverse.





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# PRODUCT SPOTLIGHT



WA500-8



WA320-8

## MORE EFFICIENT LOADERS

### New WA500-8 and WA320-8 feature high production, lower fuel consumption in a variety of applications

Wheel loaders perform a variety of tasks and in a wide range of applications. Komatsu's new Tier 4 Final WA500-8 and WA320-8 models provide increased efficiency and high production under all types of conditions. These new models also use less fuel than their Tier 4 Interim predecessors – up to 5 percent less with the WA500-8 and up to 3 percent less with the WA320-8.

The WA500-8 has an increased bucket capacity of 7.6 cubic yards, and the bucket now fills easier and retains material better, contributing to machine efficiency and productivity gains of up to 10 percent. It also features greater horsepower than the Dash-7.

"The WA500-8 is made for loading on-highway trucks or smaller rigid trucks in quarry applications, articulated trucks on construction sites or load-and-carry applications," said Komatsu Product Marketing Manager Rob McMahon. "Operators will also appreciate enhancements in cab comfort and features, such as the integrated load meter and full automatic digging function."

#### 'Utility knife on four wheels'

The WA320-8's parallel-lift linkage, with auto tilt-in to simulate a Z-bar, can be used in any application from pallet handling to hard digging. With increased operating weight, the WA320-8 features an S mode that gives operators maximum control in slippery conditions.

"The easy-to-control hydrostatic transmission makes the WA320-8 ideal for agriculture and residential applications, but its size and attachment-friendly quick coupler make it an all-around performer for almost any work site," Komatsu Product Marketing Manager Craig McGinnis said. "The WA320-8 works well for snow removal. It's a multi-purpose utility knife on four wheels."

Komatsu designed its Komatsu Diesel Particulate Filter (KDPF) and other after-treatment components in its new Tier 4 Final loaders to work in conjunction with the engine for efficiency and longer life. More than 90 percent of KDPF regeneration is performed passively, with no action required by the operator and no interference with machine operation.

"These new models are a great fit for companies using construction-sized and small quarry loaders," said McGinnis. "We encourage anyone who uses loaders to demo a WA500-8, WA320-8 or both. We believe owners and operators will see the clear advantages that the new models offer." ■

The WA500-8 has an increased bucket capacity of 7.6 cubic yards, and the bucket now fills easier and retains material better, contributing to machine efficiency and productivity gains of up to 10 percent.



Rob McMahon,  
Komatsu Product  
Marketing Manager



Craig McGinnis,  
Komatsu Product  
Marketing Manager

#### Quick Specs on Komatsu WA500-8 and WA320-8 Wheel Loaders

Model	Horsepower	Operating Weight	Bucket Capacity
WA320-8	165 hp	34,128-34,392 lb	3.0-4.2 cu yd
WA500-8	357 hp	76,708-77,856 lb	6.8-8.2 cu yd



# ADAPTING TO YOUR NEEDS

## Komatsu releases new maintenance programs, adapts to changing attitudes about machine ownership



Paul Moore, Vice President,  
Parts Sales & Marketing

*This is one of a series of articles based on interviews with key people at Komatsu discussing the company's commitment to its customers in the construction and mining industries – and their visions for the future.*

Paul Moore joined Komatsu in 2006 and became the Vice President, Parts Sales & Marketing in 2015. His career path to that point included two continents and several jobs in the heavy-equipment field. He started as an apprentice technician in his native United Kingdom in 1984. In 1990, he joined a global agricultural-equipment manufacturer and then moved to the United States with that company in 2000, before joining Komatsu.

“My background and career path have provided me several opportunities to progress,” said Moore. “I’ve held different product support positions, and I think that helps me understand the importance which customers place on parts support.”

Moore joined Komatsu to focus on its remanufacturing business. From there, he progressed from Senior Product Manager, Reman; to Senior Marketing Manager, Spare Parts; to Director of Parts Marketing; and finally to his current position.

“The first thing that attracted me to Komatsu was the reputation of the product,” Moore recalled. “Now that I’ve been involved with the company, I know why the reputation is so strong. We have great people who set the bar really high. It’s a world-class organization.”

Moore is married and has two children. In his free time, he enjoys riding motorcycles and spending time with his family.

**QUESTION:** What is the main role of the Parts Sales & Marketing department at Komatsu?

**ANSWER:** The role of our group is to focus on customers’ parts support needs in order to maximize efficiency in their operations. By doing so, we demonstrate the quality of our parts, strengthen our customer relationships and drive loyalty for Komatsu machines, parts and service.

**QUESTION:** How has the market changed in regard to owning heavy equipment during the past few years?

**ANSWER:** It’s become clear that equipment owners are looking for even more ways to maximize their investments in the machines they own. Customers are cautious with the money they spend to ensure it is used as efficiently as possible. They want to allocate their maintenance dollars where it makes the most sense. Komatsu builds technologically advanced, high-quality products that require the use of high-performance filters and engineered oils to maintain peak performance and component longevity. When customers buy revenue-generating, capital assets they expect a maintenance program that ensures only parts and fluids made for their specific Komatsu machines are used when serviced. This is why we developed Genuine Care. We’re so confident in the benefits of our Genuine products that we stand behind each Genuine Care program with a 12,000-hour component life assurance and 100 percent core guarantee.

**QUESTION:** What should customers know about the new Genuine Care program and how do they benefit from it?

**ANSWER:** Our new Genuine Care program is an extension of our complimentary Komatsu CARE program for Tier 4 machines. Customers can purchase a Genuine Care program from their Komatsu dealers to pick up where the complimentary maintenance leaves off. As long as that Genuine Care program remains in place, we



To accommodate customers' changing attitudes regarding machine ownership, Komatsu offers new programs that encourage customers to meet with distributors and plan future maintenance. The programs ensure that Komatsu-certified technicians continue to perform maintenance on machines.

reward the Komatsu machine owner with the component assurance and core guarantee; both of which are fully transferrable when it's time to trade in or sell the machine. Our Komatsu distributors use KOMTRAX to monitor the machine and proactively schedule and perform maintenance at times that work best for the Komatsu machine owner. Factory-trained technicians perform the work, and all services include oil analysis of each component and a full machine inspection. This complete service history also ensures that the machine qualifies as Komatsu CARE Certified Equipment, our highest level of previously owned equipment and a serious driver of higher residual values when an owner decides to trade in or sell the machine.

**QUESTION: What has Komatsu done to accommodate customers' changing attitudes about ownership?**

**ANSWER:** We began planning programs that we believed could be of value to our customers and this new trend. Our new Firm Future Order program is a direct result of that. This long-term planning program is designed for the distributor to sit down with a customer and look at what machines the customer is running, the applications those machines are performing in, how hard the machines are working and what the machines will be doing in the future. Then, we schedule large maintenance projects three, six or 12 months in advance, based on the information gathered. We let the customers lock in pricing and guarantee availability of parts. We also schedule the work at times that are convenient for the owners. This enables the owners to build those repair costs into their budgets.

The purpose of this program is to eliminate unexpected downtime through preventive maintenance. We want to help customers plan ahead and involve them in a proactive



In addition to service programs, Komatsu places an emphasis on getting more people in the field to meet with customers and work with the distributors. As a result, the customer-distributor-brand relationship has strengthened. "These programs give customers the opportunity to develop a relationship with someone from Komatsu, in addition to their dealers and sales reps," said Vice President, Parts Sales & Marketing Paul Moore.

discussion. Having a plan in place is better than reacting to a surprise failure, and the plan can always be modified. For example, if a machine is scheduled for a transmission replacement, but it is outperforming our estimates, the customer can move the maintenance date but keep the guarantees. We will be ready and anticipate the service on the revised date.

**QUESTION: How have customers received these programs?**

**ANSWER:** Our distributors see a huge benefit in creating more face-to-face meetings with their customers, and the customers appreciate that we are looking out for them and handling the machine monitoring and the maintenance scheduling.

We've noticed that these programs have strengthened the bond between customers and their distributors and created a deeper sense of brand loyalty to Komatsu. The programs make our technicians more visible to customers because they are servicing the machines consistently and meeting with the customers. Customers can see that we are working to minimize downtime. The programs were put into place to help customers have a better experience with the Komatsu brand.

**QUESTION: Were these programs the only changes made to accommodate customers?**

**ANSWER:** No, continuous improvement is a core competency of Komatsu and led us to reorganize our field support staff. By increasing the number of staff members and reducing the size of their territories, we are able to spend more time with our distributors and in front of their customers. We've seen a great benefit to building, maintaining and strengthening those relationships at a jobsite level where the work is really being done. It truly helps us bring products and programs to the market to meet the ever-changing needs of our Komatsu machine owners. ■

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# INNOVATIVE PRODUCTS AND SUPPORT

## 'JOBSITE OF THE FUTURE'

### Komatsu showcases new *intelligent* Machine Control equipment and SMARTCONSTRUCTION

Komatsu unveiled new *intelligent* Machine Control dozers and excavators, as well as its SMARTCONSTRUCTION jobsite solutions, during the recent "Jobsite of the Future" event held at its Customer Center in Cartersville, Georgia. New excavators included the highly anticipated PC360LCi-11 and PC490LCi-11 models.

Komatsu introduced its first *intelligent* Machine Control products three years ago with the D61i-23 dozers, and this event showcased the second generation of that machine. The new D61i-24 model features a Tier 4 Final engine that reduces fuel consumption and operating costs. Additional new dozers included the D85i-18 and the D155AXi-8 RC (radio control) that is operated remotely via a radio transmitter.

"These new machines build on the success of our strong *intelligent* Machine Control family," said Jason Anetsberger, Komatsu Senior Product Manager. "When we introduced our first *intelligent* Machine Control excavator, customers asked us when additional, larger machines would be available – especially one in the popular 30-ton class size. We're pleased to introduce these new models, along with new dozers, and give the people in attendance a chance to operate them."

Attendees could also check out more *intelligent* Machine Control products, including D39i-24, D65i-18, D51i-22 and D155AXi-8 dozers. The world's first *intelligent* Machine Control excavator model, the PC210LCi-10, was also available for operation as was standard equipment such as the new WA600-8 wheel loader and haul trucks.

Komatsu personnel discussed the SMARTCONSTRUCTION program, which goes beyond *intelligent* Machine Control equipment with comprehensive jobsite solutions provided by Komatsu. In addition to training and support, offerings include: surveying/inspection, 3D

modeling, jobsite data solutions, jobsite setup and optimized operation consultation.

"Komatsu distributors offer customers more than just machines," Anetsberger explained. "They provide a total package solution delivered by the distributor's Technology Solutions Expert. Our aim is to meet customers' jobsite technology needs today and tomorrow, through innovative solutions that improve their bottom lines." ■



Jason Anetsberger,  
Komatsu Senior  
Product Manager



Among the machines featured was the popular 30-ton class size PC360LCi-11.



Attendees could operate all equipment, including the D155AXi-8 RC dozer, which is controlled remotely via a radio transmitter.

Komatsu introduced its second-generation *intelligent* Machine Control D61i-24 dozer, along with a new PC490LCi-11 excavator.



# PROVEN VALUE

## KOMTRAX helps Jackson Plumbing locate stolen PC35MR excavator

A recent global fraud report showed that more than a third of construction, engineering and infrastructure companies experienced theft during a one-year period. Count Jackson Plumbing among the unlucky few. The Sulphur, Louisiana, company had a Komatsu PC35MR compact excavator stolen from a jobsite.

“At some point during a weekend, someone came along, hooked onto the trailer the machine was on and drove off with both of them,” said Jackson Plumbing Owner Jeremy Jackson. “We discovered them missing on Monday morning, and contacted the owner of the project to see if he had taken the machine

to a different jobsite. That wasn’t the case, so we quickly contacted our Komatsu distributor to locate it.”

The distributor pulled up the excavator on KOMTRAX, Komatsu’s remote machine-monitoring system. The PC35MR appeared to be about four hours away.

Within ten minutes, KOMTRAX pinpointed the location of the missing machine to the backyard of a new house under construction, and it transferred the coordinates to Google Maps. Because it was new construction, Google Maps couldn’t provide an address, but it was able to give a description of the building.

The distributor then provided the description to local law enforcement, who contacted the Sheriff.

“They confirmed the machine was there, and the next day we had someone drive over and pick it up,” said Jackson. “Now that I see what KOMTRAX can do, I think I’ll get a little more involved with it. It definitely proved its value to us.”

KOMTRAX was designed for more than locating a stolen machine. Customers can also call their distributors with service codes to find out what needs to be fixed. The service technicians know what the codes mean, so they can take the needed parts with them in one trip, which saves time and lowers costs. KOMTRAX also tracks machines for services due under Komatsu CARE. Customers can check equipment locations, hours, idle time and other valuable information.

For more details on Komatsu’s KOMTRAX machine-monitoring system, contact your local distributor. ■



Jackson Plumbing Owner Jeremy Jackson stands next to the company’s PC35MR excavator that was recovered after being stolen. KOMTRAX, Komatsu’s remote machine-monitoring system, quickly pinpointed the machine’s location. “Now that I see what KOMTRAX can do, I think I’ll get a little more involved with it. It definitely proved its value to us,” said Jackson.

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## WINNING TEAM

### Komatsu partnership creates mutual benefits for Extreme Sandbox and local distributors

For Extreme Sandbox Founder and CEO Randy Stenger, 2016 has been a banner year. After appearing on ABC's "Shark Tank," business has been booming for the company. Extreme Sandbox formed an exclusive partnership with Komatsu and opened a second location north of Dallas, in addition to its original site in Hastings, Minnesota.

Through its partnership with Komatsu, Extreme Sandbox's two locations have developed a close relationship with local Komatsu distributors.

"Both distributors are first-class all around, and they were instrumental in helping us make the switch to Komatsu," said Stenger. "It's been great to have local partners."

In addition to providing machines and service for Extreme Sandbox, the relationship gives the distributors the opportunity to host events like product demonstrations and participate in High School Heavy Equipment Camps, which are designed to provide students with information about careers in the industry and give them hands-on experience with the equipment.

"We started these camps because we noticed a skills gap," said Stenger. "High schools don't have the resources to do things like this, so we came up with a way to help kids experience various equipment. It's been a great way to get the students excited about the industry."

#### Excellent facilities

One of the major bonuses for distributors is having a top-notch facility so close that can be utilized for product demonstrations.

"To give customers a definite address to a product demonstration is amazing," remarked

Dave Johnson, Chief Operating Officer at Road Machinery & Supplies Co., the Komatsu distributor in Minnesota. "The 10-acre site is specially designed for using heavy equipment; we can do everything we want to do there. Plus, if the weather is bad, we are able to move inside to their 6,000 square-foot facility that has three garage bays and a classroom. This is a far better alternative to standing in an open field with a tent."

Kirby-Smith Machinery Dallas Branch Manager David Cooper echoed those comments. "The site is great for us, as it's in the middle of our company's service area. The location features a restaurant, golf course, hotels, fishing and a pool. It's first-class."

For Extreme Sandbox and the distributors, it's a win-win relationship.

"The benefits extend beyond a dealer-customer one," explained Johnson. "We are proud to work with Randy and Extreme Sandbox, and we are very excited to see how the relationship continues to grow in the future." ■



Randy Stenger,  
Extreme Sandbox  
Founder/CEO

The Extreme Sandbox location in Hastings, Minnesota, features a 10-acre area for machine demonstrations and a 6,000-square-foot facility complete with a three-bay garage and classroom space.



## A CLOSER LOOK

# BUILDING THE FUTURE

## First Komatsu Diesel Program students graduate from North Dakota State College of Science



Ann Pollert,  
General Equipment &  
Supplies Technician and  
Career Developer

The first group of students from the Komatsu Diesel Program graduated in May. Five General Equipment & Supplies, Inc. students finished the two-year program, which is a joint effort among Komatsu, its distributors and North Dakota State College of Science (NDSCS) in Wahpeton, North Dakota. Road Machinery & Supplies Co. also had one student complete the inaugural program.

“We couldn’t have asked for a better group of students for our first graduating class,” said General Equipment Technician and Career Developer Ann Pollert. “These students are passionate about diesel. They absolutely exceeded our expectations. We are so proud of them.”

After a seven-month diesel technology introductory course at NDSCS, the students began a Komatsu-specific program that rotated eight-week classroom sessions with eight-week

paid internships through General Equipment. The classroom/internship structure was designed to help the students gain a complete understanding of Komatsu machines and became accustomed to General Equipment.

“The students have been part of our culture for two years now,” reported Pollert. “They know what our shop feels like and what our expectations are. There will be no learning curve. We have spent the last two years getting them ready to join the General Equipment family.”

It was a short wait to see members of the first class in action. The students graduated on a Friday, and their first day of work was the following Monday. “Once they walked across the stage, they were full-time employees, with benefits,” added Pollert.

“Knowing that I had a job waiting for me when I graduated was really important to me,” said graduate Alex Lass. “The program was awesome. It was great to apply what I learned in class when I was at an internship site. Everything I learned will eventually be applied in this job.”

Pollert hopes the success of the first class can serve as a springboard for future students.

“We have the next group of students enrolled right now, so the hope is that every year we are producing employees who are skilled and ready to work,” said Pollert. “NDSCS has a terrific facility, and I think we are just scratching the surface as to what this program can become.”

In the future, Pollert hopes that other Komatsu distributors will join General Equipment in sending students to the NDSCS program. Early indicators are positive as the Komatsu program will have 16 students beginning classes this fall. ■

(L-R) General Equipment Vice President of Service Steve Stafki meets with Komatsu Diesel Program graduates Alex Lass, Nathan Dokkebakken, Grant Davis, Alex Christensen, Landon Caughey and General Equipment Technician and Career Developer Ann Pollert.





# PC240LC-11

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# RISING PRICES

## Construction index shows costs up due to increased activity, lack of skilled labor

Turner Construction's recent building-cost index showed that increases in construction costs are being driven by a rising level of activity and limited availability of skilled labor in busier markets. The index measures costs in the U.S. nonresidential building construction market.

Turner Construction's recent building-cost index showed that increases in construction costs are being driven by a rising level of construction activity and limited availability of skilled labor in busier markets. A National Association of Homebuilders' report noted that the number of available construction positions rose to 193,000 in February, a post-recession high.



The index indicated the market has increased to a value score of 970, a 1.15 percent increase from the fourth quarter of 2015 and a 4.64 percent yearly increase from the first quarter of 2015.

"The shortage of skilled labor is outweighing the impact of declining material prices," said Atillio Rivetti, Turner Vice President. "As the volume of work remains relatively high, we expect subcontractors to continue to be strategic in their pursuits, ultimately resulting in upward cost pressures."

### Job openings hit post-recession high

The index was released about the same time as the National Association of Homebuilders' (NAHB) analysis of the U.S. Bureau of Labor Statistics' Job Openings and Labor Turnover Survey that showed the number of available construction positions rose to 193,000 in February, a post-recession high.

NAHB noted that the number of open positions has increased for several years following the Great Recession. The organization reported that the number of residential construction workers has reached more than 2.5 million, with homebuilders and remodelers adding nearly 600,000 to payrolls since the recession. However, the number of unfilled jobs in construction persists and is causing concern.

Hiring is expected to continue as the homebuilding industry grows, according to NAHB. Multifamily construction spending – the value of property placed in service – reached an annual pace of \$59.7 billion in February, up 24.4 percent on a year-over-year basis. Single-family spending came in at an annual rate of \$235 billion. ■

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## MORE INDUSTRY NEWS

### NTC America joins Komatsu America Industries

The laser machine business of NTC America Corp, commonly referred to as NTC Laser, joins Komatsu America Industries LLC, making Komatsu the sole source for NTC laser products in North America. Customer contacts for NTC's sales, service, support and parts remain the same for now.

According to sources for both companies, the aim of the transition is to provide improved sales and service support as well as new products to meet future customer needs. Products include five-axis, 3D laser systems for complex contours and shapes; three-axis hybrid machines for large workplaces; and other laser-cutting machines. ■

### Survey shows motorists concerned about road conditions

Seven out of 10 motorists worry about road conditions, according to a recent AAA survey. Drivers listed too much traffic/congestion as the chief concern, followed by unsafe roads and bridges. The survey also found that damaged roads cost drivers nearly \$3 billion annually in the last five years.

"An estimated \$170 billion per year in additional funding is still needed to improve America's crumbling roads and bridges significantly," said Jill Ingrassia, AAA Managing Director of Government Relations and Traffic Safety Advocacy. She reported that AAA is urging Congress to identify ways to fund roads and bridges sustainably. ■

### Construction equipment theft costs millions

More than a third of construction, engineering and infrastructure companies have experienced asset theft – including equipment – during a one-year period, according to the 2015 Kroll Global Fraud Report. It notes that more than \$7 million worth of construction machinery was

stolen and recovered in 2014. Replacing that equipment would have cost owners nearly double that amount.

Backhoe loaders and skid steers were the most frequently stolen pieces of equipment. The report indicated that an increase in theft occurs from November through March. ■

### AEM, Northwestern study looks at infrastructure's future

The Association of Equipment Manufacturers (AEM) and Northwestern University unveiled an in-depth study looking at future trends and opportunities influencing how U.S. transportation infrastructure will move people and goods in the year 2050. The full infrastructure study can be downloaded at [www.aem.org/IV2050](http://www.aem.org/IV2050).

This study was produced by a multidisciplinary team at Northwestern University, including experts in the fields of civil and environmental engineering,

economics and sustainability. The group also reviewed the study's findings and discussed how to leverage future opportunities, technologies and trends in pursuit of a national and comprehensive plan for U.S. infrastructure.

"The objective of the study was not to predict the future, but to frame scenarios and trends that will inform the public and policymakers about what is possible," said Ronald De Feo, Chairman of AEM's Infrastructure Vision 2050 Task Force. ■

# Komatsu, Cummins announce global corporate responsibility partnership

Komatsu and Cummins have enjoyed a strong business relationship, including working together for decades to provide equipment in mining and construction markets. Recently, the two companies strengthened their ties with a new global corporate responsibility partnership.

“We share a common commitment to producing and supporting products in a responsible manner, as well as promoting education and improving opportunities for the people in the communities where we do business,” said Tetsuji Ohashi, CEO of Komatsu Ltd. “A partnership that helps the people of our communities will make our

business relationship stronger. It is with great enthusiasm that Komatsu enters into this global collaboration with a trusted partner like Cummins.”

Both companies have invested in technical education in their communities. Prior to formalizing this global relationship, Cummins and Komatsu partnered in other community projects. In the United States, Cummins and Komatsu, along with other partners, launched the Diesel Technicians Pathways Program in Utah that includes two high school diesel programs as well as a community college program. ■



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## SIDE TRACKS

### On the light side



"Did you bring your hard hat? Your wife says you'll need it when you get home."



"... and another thing - remove your ear plugs when I'm talking to you!"



"Honey, where's my rubber bulldozer?"

### Did you know?

- As of 2009, humankind had only mined 165,000 metric tons of gold.
- Catfish are the only animals that naturally have an odd number of whiskers.
- Birds do not urinate.
- Mars, Inc. produces more than 400 million M&M's® every day in the United States.
- An elephant will spend an average of 16 hours of its day eating.
- Dogs have 1,700 taste buds on their tongues; humans have 9,000.
- The most recorded points for a word in Scrabble is 1,782. The word, oxyphenbutazone, was played across three triple-word score squares and made seven crosswords.
- The Mona Lisa is not painted on a canvas, but on three pieces of wood roughly an inch and a half thick.
- Rock, Paper, Scissors has an official governing body - the World Rock, Paper, Scissors Society - and a seven-rule, player responsibility code.

### Brain Teasers

Unscramble the letters to reveal some common construction-related words. Answers can be found in the online edition of the magazine at [www.RMLRoadToSuccess.com](http://www.RMLRoadToSuccess.com)

1. I D B \_ \_ \_ \_
2. D R G E A \_ \_ \_ \_ \_
3. E C L E Y C R \_ \_ \_ \_ C \_ \_ \_
4. E T C V X A E A \_ \_ \_ \_ A \_ \_ \_ \_
5. N D O E I M T O L I \_ \_ \_ \_ L \_ \_ \_ \_



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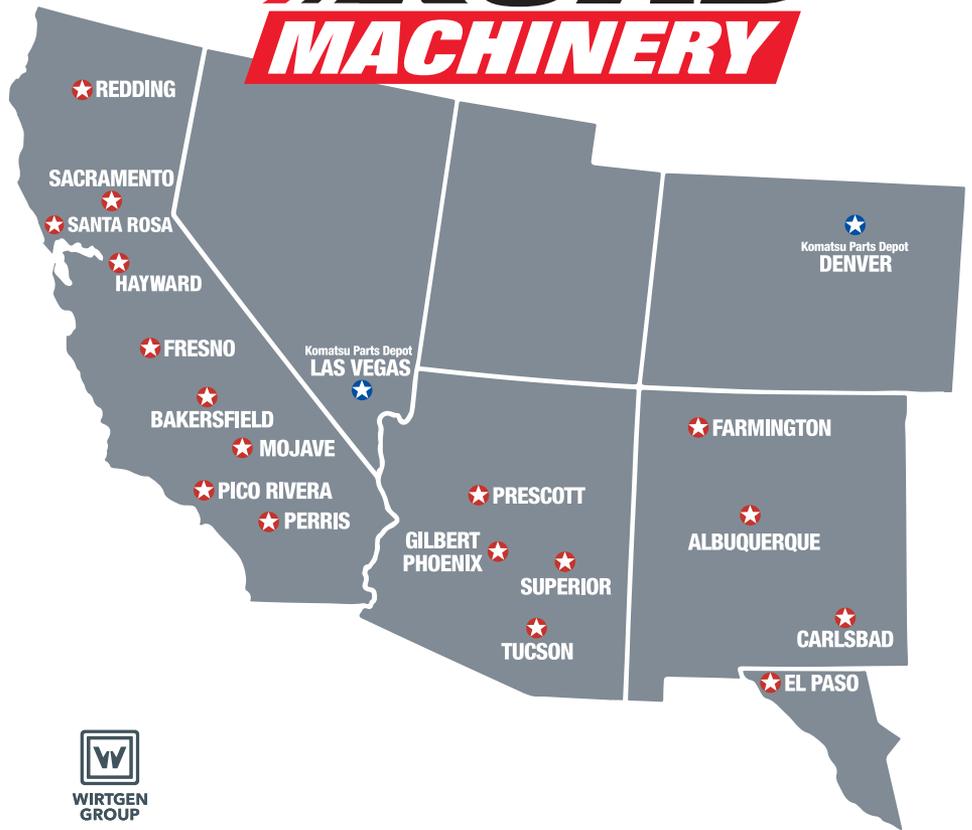
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