

WOOD WORKS

A publication "for and about" C.N. Wood Co., Inc. customers

Featured in this issue:

GREAT NORTHERN SITE CORP., WOOD WASTE OF BOSTON

Persistence pays off for the
owner of these Massachusetts
demolition and recycling firms

See article inside...



William Thibeault,
President and owner.



KOMATSU

A MESSAGE FROM C.N. Wood Co., Inc.



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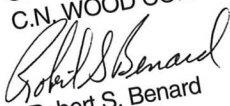
Dear Equipment User:

Whether you're an operator, mechanic, equipment manager or the owner of a construction company, you understand the importance of proper preventive maintenance (PM). You know it's the best way to limit unexpected downtime. You also know that making repairs as the need first becomes apparent is a lot cheaper than letting a part or component run to failure. But what you probably don't realize is the true magnitude of the loss you incur when you defer maintenance to the point of failure.

A recent study by a maintenance expert indicates that the true cost of deferring maintenance is not double, triple or even quadruple the cost of the initial part or component repair, as had typically been assumed. Rather, his figures show the true cost of deferring maintenance all the way to a "breakdown event" is a whopping 15-1. Find that hard to believe? You can read more about his figures and philosophy in this issue of **WOOD WORKS**.

Whether or not you agree with his figures, the benefits of PM are indisputable. It's certainly the best way to keep your machine performing at a maximum level for the longest period of time. Now you can guarantee that your PM always gets done right — and on time — by turning the maintenance duties over to C.N. Wood. With our PM Services, a technician will come to your jobsite at agreed-upon hourly intervals to maintain and inspect your machines, and to let you know what issues are developing that may need attention.

We know it takes a lot of trust to turn over something as important as PM to somebody outside your organization. All of us at C.N. Wood have worked hard to try to earn your trust through the years, and product support is an area we're continuing to emphasize. Our personnel not only have the training and expertise to help you get the most out of your equipment, they're also dedicated to ensuring that you succeed in your business — because we know that our success depends upon it.

Sincerely,
C.N. WOOD COMPANY, INC.

Robert S. Benard
President

**PM Services
will help keep
your
equipment
running**



WOOD WORKS

THE PRODUCTS

PLUS THE PEOPLE TO SERVE YOU

In this issue . . .

GREAT NORTHERN SITE CORP., WOOD WASTE OF BOSTON

How persistence paid off for the owner of these Massachusetts demolition and recycling firms.

GUEST OPINION

According to consultant David Geaslin, deferring equipment maintenance and repair is much more costly than originally thought. Check out his facts.

WOBURN OPEN HOUSE

Recent open house at C.N. Wood's new Woburn facility welcomed customers while recognizing employees' hard work.

NEW PRODUCTS

How Komatsu's biggest tight-tail excavator, the PC308USLC-3, sets a new industry standard.

MORE NEW PRODUCTS

When "less" is "more" — Komatsu's new PC160LC-7 excavator is lighter than its predecessor, but packs more power. Find out more.

IDEAS OF INTEREST

How adherence to some common-sense safety tips when working around heavy equipment may someday save your life.

KOMATSU AND YOU

Interview with Chuck Perron, Vice President/General Manager of the Construction Division of Komatsu America Corp., who sees "better times ahead" for Komatsu and its customers.

AT YOUR SERVICE

Managing your undercarriage can help control wear and maintenance costs. This article gives you some guidelines to get the most out of your undercarriage for the longest period of time.

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KOMATSU

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GREAT NORTHERN SITE CORP., WOOD WASTE OF BOSTON

Persistence pays off for the owner of these Massachusetts demolition and recycling firms



William Thibeault,
President and owner of
Great Northern Site
Corporation and Wood
Waste of Boston.

Most people look at a junkyard or a group of dilapidated buildings and think "eyesore." William Thibeault looks at brownfield sites like these and thinks "opportunity."

As president and owner of a demolition company, an environmental remediation/development company, a trucking company and co-owner of a recycling facility, Thibeault has the vision and persistence to turn these areas into clean, productive properties.

For example, he took over an unpermitted C&D waste recycling operation, Wood Waste of Boston, in Everett, Massachusetts, that was overflowing with waste materials and riddled with state and city

violations. He worked in conjunction with the city and the Massachusetts DEP to bring the facility into compliance, clearing up the environmental issues and fully permitting the facility.

The story doesn't end there. At the same time he was dealing with the existing issues, he was also purchasing adjacent properties to expand the acreage — a defunct lumber yard, a hardware store and an overgrown property where concrete forms were once made.

Once he had a parcel of sufficient size, Thibeault embarked on the task of marketing it to developers. Today, the former "problem area" on a commercial parkway is where a new Stop 'N Shop has been constructed.

Thibeault purchased an adjacent 4.5 acres and moved the recycling facility to that property. First, however, he had to clean up the contaminated junkyard that had utilized this site for decades. The property was completely covered with junk vehicles stacked five and six high, with a total of well over 500. Once the facility was moved, he purchased an additional 4.3 acres that abuts the property on the Chelsea side. This was another junkyard site with many of the same issues.

His most recent acquisition was the adjacent six acres in Everett and another two acres in Chelsea, giving him over 16 acres one mile from the Tobin Bridge. The six-acre parcel was an RFP that was put out by the city of Everett. After a lengthy presentation to city officials, they felt that his proposal made the highest and best use for the property, and he was awarded the opportunity to purchase the land.

This former DPW yard had numerous problems, including asbestos, underground tanks and a



Great Northern Site's crews and Komatsu excavators worked 24 hours a day, seven days a week for six months helping to clean up the site of the World Trade Center tragedy.



One of three Komatsu PC300LC-6 excavators with grapple attachments is used to feed material into a barrel screen at the Wood Waste of Boston facility.

mountain of dirt and rubble that was left on site. The dirt debris is sited for use at his landfill project, and the other problems have just about been rectified.

The property consists of 24,00 square feet of office space, 41 garage bays, a former salt shed and a vacant lot on the major parkway. His plan is to renovate the office space where he will take a portion of it for his corporate offices and lease the remaining space. The garage space is also being renovated. He hopes to get one or two larger tenants, but if not, he will rent individual or multiple bays to small contractors and business owners.

"It's the perfect situation for small business owners," said Thibeault. "You can lease a garage and office space all within minutes of routes 1, 93, 128 and Boston."

He anticipates commercial developers will soon be knocking on his door as the value of his new property continues to climb, and because of its close proximity to Boston.

"We look at junkyards and brownfield sites a lot differently than other people because that's our business," noted Thibeault. "We can look past the current condition of the site and envision its potential."

Recycling and demolition experts

Thibeault co-owns the recycling company with his sister, Della, who oversees the daily operation of the yard. Now ranked as one of the largest facilities in



William Thibeault with his daughter, Gianna, on the running board of one of the trucks owned by Budget Waste Systems, another company recently started by Thibeault.

Massachusetts, it takes in large amounts of construction/demolition waste every day from roll-off companies, demolition companies and small contractors within a 40-mile radius from Everett.

Once the material comes into the yard, it's dumped on a pad where recyclables — including metal, brick and concrete — are taken out.

A Komatsu PC300-3 excavator with a grapple attachment from C.N. Wood in Woburn is used to feed the remaining materials into a barrel screen. From there the material goes to a picking station where eight to 10 laborers positioned along a conveyor belt pick out the remaining recyclable material.

It is then processed and run through a grinder to make a product called fines. Much of this product will be transported to Newburyport where Thibeault is involved in a three-year project to cap a landfill owned by New Ventures, L.L.C., an affiliate. The product is used to grade and shape the site.

Continued . . .

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Continued . . .

From “eyesore” to “opportunity”

... continued

“This company has really taken off for us,” said Thibeault. “The waste business is keeping us very busy.”

World Trade Center cleanup

The demolition and environmental site company, Great Northern Site Corporation, is solely owned by Thibeault and is also based in Everett. He oversees the projects that mainly take him and his crew along the Northeast coast, from Pennsylvania to Maine.

The company was one of several demolition outfits involved in the cleanup of the World Trade Center area following the September 11th tragedy two years ago.

“We were just winding down a \$2.5 million project on 74th and First Avenue for the New York Department of Sanitation at that time,” recalled Thibeault. “We took what equipment we had to the site, and C.N. Wood worked quickly, assisting us in the preparation and dismantling of our other machines to get them ready for immediate transportation to the site.”

The equipment was transported by Thibeault’s brother, Brian Thibeault, who is the owner of Joseph

Equipment Sales in Manchester, New Hampshire. Thibeault said, “When you want the big iron moved, you call Joseph Equipment Sales. He’s done well in a few short years. He’s become one of the largest Fontaine low-bed and Fontaine specialized trailer dealers in the county. He also has the Kruz and Raven dealerships. He’s a pretty aggressive guy.”

The machines worked 24 hours a day, seven days a week in the harshest conditions ever encountered on any demolition project in history. But Thibeault and his crews were able to keep up the rigorous pace.

“We were there for over six months,” said Thibeault. “In fact, we were one of the last companies to leave.”

Thibeault also owns a development company that he started in the late 1990s which is involved in environmental cleanup projects. Called OMLC — which stands for One More Last Chance — the brownfield redevelopment enterprise purchases sites contaminated by oils, solvents, asbestos and other hazardous materials and cleans them up. Once cleaned, they then become viable sites for development.

The latest company that Thibeault has started is Budget Waste Systems. Almost two years old, Budget works much like a roll-off company. But instead of using 30-yard roll-off containers, they use trailers. The company currently has over 75 trailers ranging from 40 to 100 yards, which are spotted on various jobsites for projects such as roof removal, interior demolition and complete demolition. They are also used to service the recycling facility.

Persistence is key

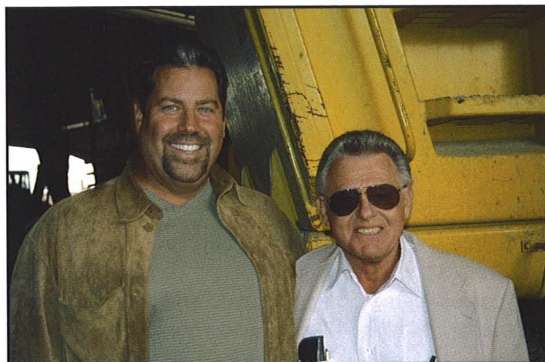
Operating waste-related and environmental cleanup businesses come with challenges. Two of the biggest, according to Thibeault, are working through state and city bureaucracies to get the necessary permits and then meeting all operating codes.

But he has come a long way since he first started out in New Hampshire in the early 1980s. He started WJT Enterprises with an old truck and a few employees doing demolition and hauling jobs.

Thibeault worked in New Hampshire until the early 1990s when the opportunity with the recycling operation in Everett came up. He moved WJT to Everett, changed the name to Great Northern (the name of one of his father’s former companies), and has been expanding ever since.

Thibeault says his persistence and willingness to “stay tough” to see projects through have brought him to where he is today.

William Thibeault, left, with Buddy Barrelle, Vice President of Sales for C.N. Wood Co. Thibeault bought his first Komatsu machine from Barrelle in 1989, a PC400-3 excavator.



This Komatsu WA600 wheel loader is ready to work through waste material at the Wood Waste of Boston recycling facility.





A Komatsu PC40-6 excavator is permanently mounted on top of this grinding mill located at Wood Waste of Boston's recycling yard.

A ramming attachment is used to feed the mill, which turns out a dirt product that is being used to cap a nearby landfill.

"We're here to stay, and we'll do everything we have to do to keep making progress," he said. "Plus, we have good people like Buddy Barrelle (Vice President of Sales) and Bob Benard (President) at C.N. Wood standing behind us through thick and thin."

He also credits his success to the early education he received from his parents. Thibeault and his three brothers grew up helping their father, Ernest, with his gravel-hauling and trucking operation. One of the bigger jobs he remembers was hauling fill material for the Boston Logan Airport project back in the '70s. There, he and his brother would ride in the trucks with their father.

All of the Thibeault brothers and their two sisters are working in the industry today in New Hampshire and Massachusetts. As a result, the family name is well-known in the business in both states.

"We learned the business from the ground up from our father," said Thibeault. "He taught us how to survive, to stand up for ourselves and never give up. I inherited my mother's energy, strong work ethic and real estate savvy. To this day, she still has more energy than anyone I know. We owe a lot to them for where we are today."

Good, faithful employees

Great Northern Site Corporation and Wood Waste of Boston, Inc. each employs about 30 people. Great Northern Site, however, uses up to 100 people if the company is doing an asbestos removal job.

Thibeault says key employees include Hugo Romero, who started out as a laborer and is now in charge of the recycling yard; Nicki Hayes, who has been there for over seven years and runs the scale house and coordinates the trucks; Ethan Owen, a versatile employee who oversees the yard,



William Thibeault works with his sister, Della Thibeault, who is co-owner of Wood Waste of Boston.

She oversees the daily operations of the company, which is ranked as one of the largest recycling facilities in the state.

demolition jobs and specialty projects; and Johnny Larkin, a former retiree who does everything from running parts to keeping the lawn mowed.

"We have a lot of good, faithful employees who have been with us for a long time and work whenever they are needed," said Thibeault.

Sold on Komatsu and C.N. Wood

Thibeault purchased his first Komatsu machine, a PC400-3 excavator, from C.N. Wood through Barrelle in 1990. He's been sold on Komatsu and C.N. Wood ever since. "Other dealers have tried to sell me their equipment, but they can't match the quality of Komatsu or the level of service I receive from C.N. Wood," he said.

Continued . . .

TIMELY MAINTENANCE SAVES \$\$

Deferring maintenance and repairs is much more costly than originally thought



David Geaslin.

This information was edited from an article by David Geaslin, a consultant who specializes in maintenance management and is affiliated with Texas A & M University's Texas Engineering Extension Service Program.

For more information, visit Mr. Geaslin's Web site at www.ManagingMaintenance.com, or e-mail him at david@ManagingMaintenance.com

We all know the longer we operate a machine that needs repair, the more it will cost to fix it. The people I know who are in upper management who have not been directly involved in maintenance know it will cost more — but think that the worst-case penalty for deferring maintenance might be up to twice as much.

Those of us who have had many years of direct experience in managing maintenance have tried to tell them that the penalty is significantly more than that. I personally felt that the cost of deferring maintenance was three to four times as much as a timely repair.

But what I discovered in my research (while creating a 16-week college course on the management of maintenance) is that the penalty for deferring maintenance is not twice as much, and not four times as much. I determined that the real penalty for deferring maintenance that becomes a breakdown event is actually 15 times greater than if the repair had been made immediately.



Regular oil sampling and analysis is an important maintenance tool that is often used to help equipment owners avoid costly catastrophic repair bills.

"Inverse-Square Rule"

This shocker came to me when I attempted to find a metric that would explain the before-and-after breakdown cost difference. I had to go to an exponential factor because arithmetic and geometric progressions could not consistently produce the dramatic cost differences. When I realized that the cost penalty was exponential, I created a rule that I call "Geaslin's Inverse-Square Rule for Deferred Maintenance." This rule states:

"If a part is known to be failing and the repair is deferred and allowed to remain in service until the next level of failure, the resultant expense will be the square of the failed part."

This is why a \$40 brake shoe — left in service until the brake shoe rivets damage the brake drum, the drum ruins the core value of the shoes, the truck breaks down on the road, a second truck and driver have to be dispatched, the load transferred, and one driver dead-heads back with the tow truck — results in an expense of the square of \$40 ($\$40 \times \$40 = \$1,600$) and becomes \$1,600.

(Editor's note: Geaslin's Inverse-Square Rule relates to the cost of the replacement part, whereas the "15-times" figure relates to the cost of the repair, which includes labor costs.)

If you don't believe these figures, I challenge you to pull out your last big repair bill and add in all the collateral expenses, including idled worker salaries, ruined materials and lost production. You should even try to factor in what it's costing you in customer dissatisfaction and enter the total into your calculator and tap SQRT to compute the square root. I think you'll find the answer to be very close to the price of the primary failure part.

Once upper management understands the true cost relationship between timely versus deferred repair, they're going to be more apt to put together proper (and more realistic) maintenance budgets.



Quality you can rely on



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WOBURN OPEN HOUSE

Open house at new Woburn facility welcomes customers, recognizes employees



Joe Riccardi, who came to the open house with his uncle, Jim Riccardi, takes the controls of a Komatsu WA500 wheel loader.

It may have been advertised as an open house to introduce customers to C.N. Wood's new facility in Woburn, Massachusetts, but the May 17 event was also a celebration of a year of hard work by C.N. Wood Co., Inc. employees.

The full-service Woburn facility at 200 Merrimac Street provides C.N. Wood Co. with 43,750 square feet of office, warehouse, retail/customer service, and service/repair space — nearly double the total square footage of the company's former Burlington location.

"We wanted to give customers a chance to see and experience our new facility," said Paula Benard, C.N. Wood Vice President. "We also held the open house as a reward celebration, to let down our hair a bit and acknowledge the effort our employees put in over the past year."

"Fast-track" move

"We looked at the building in Woburn in January 2002, purchased it, renovated it and moved in on August 26, 2002," she said. "So it was a pretty fast-tracked undertaking. The open house was also an

opportunity to showcase new products from our manufacturers."

Manufacturers represented at the Woburn open house included Komatsu, the Federal Signal EPG Group (Elgin Sweeper, Vactor, and Leach and Wittke refuse products), Trackless, Labrie, Kent hammers, Hypac, Esco and Lemac.

"It has been a collective effort from our major suppliers that has made C.N. Wood successful for the last 40 years, so we wanted to include them in our celebration," stated Paula. "They provided demonstration machines as well as personnel to answer questions. Every supplier stepped up to support us, which made a very strong showing for C.N. Wood and the manufacturers we represent."

Food, fun and new equipment

At the May 17 event, C.N. Wood hosted more than 420 people for lunch. The open house included door prizes for the adults and activities for the children, including a sandbox, a disk jockey and many games.

"We also presented a lot of new equipment for the customers to see, especially some exciting new Komatsu machines, including the crusher, the trucks and the newly redesigned loaders," said Craig Dauphinais, C.N. Wood Vice President of Product Support. "We had mechanics stationed at various machines during the open house, so customers could walk around and ask them questions."

"We were also able to show off the service and parts department and the shop to our customers," he added. "They could walk through, see the inventory we carry and learn how our department is set up for customers who come in to order parts."

Change in parts ordering

Craig noted that one of the major changes customers saw at the new Woburn facility was the elimination of the parts counter. C.N. Wood's new customer service/parts department program provides customers with one-on-one assistance at individual



Mark Cardillo, left, Vice President of Joseph Cardillo & Son, with Kerry Causer, C.N. Wood Sales Representative, center, and David Cardillo, right, President of Cardillo & Son.



Greeting guests at the open house were (left to right): Chuck Perron, Vice President and General Manager of the Construction Division of Komatsu America Corp.; Dana MacIver, COO, C.N. Wood; Tom Olsen, District Manager, Komatsu; Mike Frasier, President of Komatsu Financial; and Jim Maxwell, General Manager, C.N. Wood.



John Santucci, left, President of JGS Enterprises, looks over a new excavator with Bob Rosa, C.N. Wood Sales Representative.



Among the 420 people who attended the Woburn open house were (left to right): Janet Mantyla, President of A&G Mantyla; Albert Mantyla, Jr.; Erica Ruinski; and Albert Mantyla, Sr.



Eddie Wall, left, Supervisor for Murray Hills; Paul DeCost, center, retired; and Ted Murray, Vice President of B&T Construction in Burlington, check out the many new machines on display at the Woburn facility.

service stations. "By steering people to individual stations that are each equipped with a computer, our service reps can handle customers' requests more quickly and privately," he said.

Paula Benard invited customers who couldn't attend the May open house to stop by the new Woburn facility any time. "We want our customers to feel at home here and to know that C.N. Wood is committed to them and their success," she said. "Our new facility is a symbol of that commitment."



A disk jockey provided music that kept the kids occupied while their parents checked out the new equipment. Here, a group is line dancing.



The large number of children who attended the open house found their own entertainment with a huge sandbox as well as games and other activities.

THE BIGGEST "TIGHT-TAIL"

Komatsu's PC308USLC-3 sets new industry standard for tight-tail-swing excavators

There's probably a limit as to how large a tight-tail-swing excavator can be, but Komatsu continues to push the envelope. The latest offering is the new PC308USLC-3, which is the largest tight-tail-swing excavator in the world.



The new PC308USLC-3 was designed to provide outstanding lift capabilities in a tight-tail-swing machine, which makes it ideal for sewer and water work.

The PC308USLC-3 weighs in at just over 35 tons. The 179-horsepower unit has an engine, hydraulic system and work equipment in common with the standard Komatsu PC270LC-7, while the undercarriage is a modified PC300LC-7. Productivity levels are superior to the PC270 and lifting capacities are similar to the PC300. The machine's drawbar pull-to-weight ratio leads the 30-35-ton excavator class. Track overhang is a minuscule inch and a half.

"We designed the PC308USLC-3 to enable contractors to do heavy work in confined spaces," said Komatsu Excavator Product Manager Erik Wilde. "The machine is 20,000 pounds heavier than the next largest tight-tail-swing model (PC228USLC-3), and therefore capable of doing much larger jobs much faster."

One of the key features of the unit is its outstanding lift capacity. Thanks to an overall width of 11' 9" (33-1/2" track shoes), and 18,000 pounds of counterweight, the lift capacity of the PC308USLC-3 is comparable to any standard machine in its class. It can be used to lift and place large trench boxes and heavy pipe, so it's ideal for sewer and water work. And on road jobs, it's the largest machine capable of working within a one-lane width.

The PC308USLC-3 is offered with three different arm options — 10', 11' 6", or 13' 9" — so it can be tailored to any intended use. If you're looking for maximum lift and digging power, you'll want the 10' arm. If reach is more important, you'll probably turn to the 13' 9" arm.

Improved productivity and safety

New Jersey contractor George Helmer, Jr. says he is a fan of Komatsu tight-tail-swing excavators, including the PC308USLC-3.

"We can get our Komatsu tight-tail-swing excavators into places where even backhoe loaders can't go," he noted. "And once they're there, we can swing them without worrying about hitting something



According to Komatsu, the PC308USLC-3's productivity levels are superior to the standard PC270LC-7, and lifting capabilities are similar to the PC300LC-7. Operators like it for its stability, speed and smoothness.

Brief Specs on the Komatsu PC308USLC-3

Output	179 hp
Operating weight	70,383 - 73,146 lbs.
Bucket capacity	1.0-3.0 cu. yd.

with the tail end. As a result, tight-tail-swing machines have proved to be safer and more productive on our congested jobsites."

As for the PC308USLC-3, Helmer feels the increased size is a real plus.

"The smaller units are great, but you're limited to about a 10-foot digging depth," he said. "The PC308 lets you go significantly deeper and also provides much greater digging and lifting capacities. I also like the fact that it's very fast and very smooth."

Increased cab comfort

Operators will appreciate the fact that the cab has been markedly improved from the previous generation of tight-tail-swing models, according to Wilde. The PC308USLC-3 features the new US-series cab, which is a full 11 percent larger than the Dash-2 version. In addition to the increased space, the new cab is also much quieter than its predecessor.

"Another plus is that all the controls are very intuitive," said Wilde. "We've taken customer input to make this a user-friendly machine. All the gauges and monitors are right where you'd expect to find them, which helps the operator maximize productivity."

"Maxed" out?

Some people think 35 tons is about as large as a tight-tail-swing excavator can go. "We're very happy with where we are with the PC308USLC-3," Wilde said. "There's a lot of interest in the machine from all areas of the country because everybody has big jobs in confined areas."

But Wilde is not ready to say that this is as big as the tight-tail-swing excavator will ever be. "You see PC400-sized excavators working on road jobs all the time," he noted. "We're always looking ahead, and if our customers want something larger, we'll certainly explore that. I personally think there may be room for something bigger, but we'll let the marketplace determine that."

For more information on Komatsu's PC308USLC-3, contact your sales representative or our nearest branch office.



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WHEN "LESS" IS "MORE"

Komatsu's new PC160LC-7 is lighter than its predecessor, but packs more power

According to the engineers who designed it, Komatsu's commitment to retaining a competitive edge in the hydraulic excavator market has never been more evident than with the introduction of the PC160LC-7. The new model is not only a significant improvement over the PC150LC-6 it replaces in the Komatsu lineup — it's also a serious step up from any other machine in its class size.

Class-leading performance features cited by the designers include:

- Largest output (110 hp)
- Most hydraulic flow available (82 gpm)
- Greatest digging power (increased 29 percent), bucket force, arm force and drawbar pull
- Unmatched lifting capacity (3.14 tons at 15 feet high with a reach of 20 feet)

What's more, the 110-horsepower PC160LC-7 is more than 3,000 pounds lighter than its predecessor, so it's road-legal for towing without a permit.

Other marked improvements in the PC160LC-7 include a double pump system, which provides the hydraulic output and flow required for multi-function tasking — and the fact that it uses the same undercarriage components as a Komatsu PC220, which makes it tougher than competitive units because they all use a 20-ton-class undercarriage.

Comfortable and easy to service

With the new Dash-7 cab, the PC160LC-7 is much more comfortable for the operator. Cab space is increased by 14 percent over the Dash-6 version. Automatic air conditioner and AM/FM radio are standard. A new mounting system reduces vibration, and a tightly sealed cab keeps noise to a minimum.

Extended service intervals mean more time is spent digging and less time maintaining the machine.

The lubrication interval has been extended from 100 hours to 500 hours. The fuel tank has been expanded from 66 gallons to 74 gallons. A full-color Equipment Management Monitoring System (EMMS) monitors all critical areas of the machine and notifies the operator if any problem develops. It also has a built-in maintenance program to remind the operator when PM needs to be performed.

For more information on the new PC160LC-7 and how it can improve productivity on your jobsites — that can range from construction and utility to aggregate and waste applications — contact your sales representative today.



The PC160LC-7 replaces the PC150 in Komatsu's excavator lineup. More horsepower and more hydraulic flow help boost productivity over its predecessor and competitive units.



DON'T GET CAUGHT!

How adherence to these common-sense safety tips may some day save your life

This article by Steve Hoyle first appeared in the May/June 2003 edition of the Joseph A. Holmes Safety Association "Bulletin," a publication from the U.S. Department of Labor's Mine Safety and Health Administration (MSHA). It is reprinted here with permission.

For more information, visit www.msha.gov or e-mail Mr. Hoyle at: hoyle-stephen@msha.gov.

(Editor's note: Accident, injury and fatality rates in construction and mining have dropped dramatically through the years. Despite that, the industries remain dangerous for those who refuse to take safety seriously.)

The following article uses real-life examples of crushing-type accidents to demonstrate the "dos and don'ts" that may be the difference between life and death. Although the article was written primarily from a mining viewpoint, the information is equally relevant to those involved in the construction industry.)

Be careful — don't get caught . . . it sounds pretty simple, doesn't it? However, it's not as easy as you think. What can you do to keep from being caught?

- **NEVER** place yourself in an unsafe position.
- **ALWAYS** watch for the unexpected.
- **ALWAYS** be careful around moving parts.

Let's take a look at some recent accidents and see what we can learn from them.

Never place yourself in an unsafe position

"A truck driver made one trip from the mine to the dumping facility. Upon returning to the pit area, he stopped behind two other trucks that were waiting to be loaded. He exited his truck, walked around to the right side, and [stood] between the tractor and the trailer directly in front of the tractor's rear tires. The truck driver was fatally injured when he was crushed beneath the tractor tires as the truck drifted forward about 20 feet down a slight grade and struck the rear of the next truck in line."

Do you **ALWAYS**:

- Set the parking brake before exiting the equipment?
- Turn the engine "off," place the transmission in gear, set the parking brake, and make sure the equipment is securely blocked against motion before performing repair or maintenance work?

"A maintenance mechanic parked his service truck and walked between the truck and a generator trailer. The truck rolled forward and pinned him against the trailer, causing fatal injuries."

Do you **NEVER**:

- Leave mobile equipment unattended unless controls are in the "park" position and the brake is set?

When parked on a grade, do you **ALWAYS**:

- Chock the wheels or turn into a bank?



Construction sites, including quarries and mines, are places where you have to constantly be "on guard" for your safety and the safety of others. Conveyor belts, like the one above, are perfectly safe, but have caused fatal injuries when workers become careless.



Being aware of what's going on around you is crucial in mines and on busy construction sites where large, mobile equipment is in operation. When parking a machine, even if it's only for a short time, turn the engine off, place the transmission in gear and make sure the equipment is securely blocked.

Watch for unexpected movement

"A section foreman was fatally injured when he was caught between the conveyor boom of a continuous mining machine and the coal rib. The victim was using a remote control unit to tram the machine when he was struck by the end of the conveyor boom."

When working with remote control-powered equipment, do you **ALWAYS**:

- Make sure not to get between the machine and any obstructions?

"An equipment operator was standing by a pickup truck when he was struck from behind by a runaway front-end loader. The loader operator had lost control of the equipment after the engine stalled while descending a grade. The equipment operator was fatally injured."

Do you **ALWAYS**:

- Pay attention to your surroundings?
- Expect the unexpected?

"A truck driver parked his truck near a coal stockpile at an underground mine. He placed a metal stand underneath the rear of the truck in order to lever the truck off the ground as the bed was raised. When the truck had achieved enough ground clearance to facilitate work underneath, the driver started to work on the truck with the bed in the raised position. The truck rolled backward, slipped off the stand and fell on him."

Do you **ALWAYS**:

- Turn the engine "off," place the transmission in gear, set the parking brake, and make sure the equipment is securely blocked against motion before performing repair or maintenance work?

Continued . . .

How to “not get caught” in an accident

... continued

- Follow your mine's (or company's) established repair and maintenance procedures?

“A mechanic was fatally injured when he was crushed below a portable explosives storage trailer he was preparing to move. The victim had removed some wooden cribbing that had been installed to stabilize the trailer when the trailer shifted and fell on him.”

Do you **NEVER**:

- Perform work under raised equipment until it is securely blocked in position?
- Depend on hydraulic systems to hold mobile equipment stationary during repairs or maintenance?

“A miner had parked his load-haul-dump tractor and was loading steel into the bucket by hand when the LHD drifted forward and struck him, causing fatal injuries.”

Do you **NEVER**:

- Leave mobile equipment unattended unless controls are in the “park” position and the brake is set?

Do you **ALWAYS**:

- Block equipment against unexpected movement?

- Thoroughly examine and test blocking material before use?

- Examine ground for integrity before placing blocks?

Always be careful around moving parts

“An oiler was fatally injured while working underneath a transfer conveyor belt. He was caught between the conveyor belt and the return roller.”

Do you **ALWAYS**:

- De-energize machinery and block it against motion before performing maintenance or repair work?
- Provide audible or visible warnings before conveyor start-up when the entire length of the conveyor is not visible from the starting switch?

“A conveyor operator was fatally injured when he became entangled in a tripper conveyor pulley.”

Do you **ALWAYS**:

- Lock out or block moving machinery against motion before working nearby unless all pulleys and pinch points cannot come in contact with anyone?

- Follow your mine's (company's) safety procedures for traveling near or working around belts?

- Follow your mine's (company's) equipment guarding policies?

“A drill operator was drilling in a quarry when his clothing became entangled in the rotating steel drill. He was fatally injured.”

Do you **ALWAYS**:

- Follow your mine's (company's) drilling procedures?
- Stop drill rotation when performing tasks near the rotating steel?

Do you **NEVER**:

- Wear loose-fitting clothing when working around drilling machinery?

Be careful out there

Remember — you can keep from getting caught by following three basic practices:

- **NEVER** place yourself in an unsafe position.
- **ALWAYS** watch for unexpected movement.
- **ALWAYS** be careful around moving parts.



Safety is of paramount importance when operating or servicing heavy equipment utilized in mining and construction applications. This includes taking steps to de-energize machinery and block it against motion before attempting any maintenance or repair work.



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V. P. sees “better times ahead” for Komatsu and its customers

QUESTION: We all know that construction, along with the general economy, has been in the doldrums for the last few years. What's your take on where we are and where we're headed?

ANSWER: In regard to construction equipment sales, we think the bottom has been reached and we're back on an upswing. The market for the machines we make has improved this year. That's good for us. But even more important, it's good for our customers, because it means they're either doing more work or they anticipate that they'll be doing more work soon.

QUESTION: So you're optimistic?

ANSWER: Yes. And we can't be all that disappointed at what the construction equipment market has done over the past four or five years. The category that we call “Sold New” (a contractor buys a machine outright), which is about 60 percent of the equipment market, has been basically flat during that time period. That may not sound great, but in a recession, flat is pretty good. We have lost ground in regard to equipment sold to the rental market, but over the last three months we're starting to see that move toward the positive side as well.

QUESTION: That's the overall equipment market. What about Komatsu specifically?

ANSWER: We've met our targets of share growth for the last two years and we're on the same path this year. Komatsu market share is improving, and what's significant is that we believe it is “sustainable” market share rather than market share that we've “bought” by slashing prices. In other words, there is no “smoke and mirrors” with what we've been doing. We have good products at fair prices and our customers recognize that. We're also encouraged that we're dealing with many new people, in addition to our repeat customers.

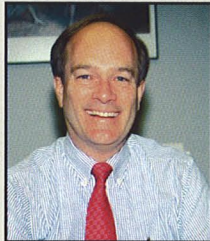
QUESTION: To what do you attribute this success?

ANSWER: Certainly the fact that we produce a quality product — and that people in the construction industry recognize it as such — is a big reason. But over the last two years, we've also made a concerted effort to excel beyond our product line. We call it “Focusing on the Success of our Customers,” and it's

much more than just a slogan. It's a commitment by Komatsu and our distributors to do whatever we can to help our customers succeed.

It's really a new way of thinking. Traditionally, the goal of any business, ours included, has been to make money. That's still our ultimate goal. But the question is, how do we achieve it? By “Focusing on the Success of our Customers,” we're keeping the “horse before the cart,” so to speak. By making the financial success of the customer our top priority, we feel we're going to have a happy customer who will continue to be a customer, and who will help us attract new customers. The key is that we're putting our customers' interests first and letting all good things flow from that.

Continued . . .



Chuck Perron, Vice President/General Manager of the Construction Division, Komatsu America Corp.

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.

CHUCK PERRON

The son of a military man, Chuck Perron was born in Salem, Massachusetts, but has lived, in his words, “all over the place.” Armed with a master's degree in business, Perron entered the construction equipment industry in the early 1970s and has been with Komatsu since it merged with Dresser.

Perron has worn many hats during his years with Komatsu. Last April he was appointed Vice President/General Manager of the Construction Division of Komatsu America Corp. In this position he's responsible for all aspects of construction equipment products and customers.

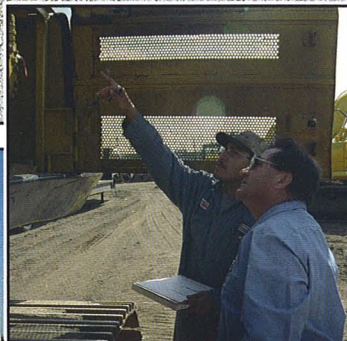
“Construction and the equipment industry have a way of getting into your blood,” he said, explaining why he entered the field and has remained in it for more than 30 years. “Some people call it a ‘rust’ business, but it's really not. It's very dynamic, and everything about it is tangible. Unlike some industries, where you're selling image and perception, construction equipment is about reality and helping people to be successful in their business. I can't imagine doing anything else or wanting to do anything else.”

Komatsu's goal: "Focus on the customer"

... continued

QUESTION: Is a large part of this "Customer/Success" focus related to "life-cycle" equipment management?

ANSWER: Certainly, and that's been a point of emphasis for us. The fact is, contractors today can get pretty good equipment from a number of sources. Komatsu, of course, has always been known as a technological leader, and therefore we think our equipment has certain productivity advantages over the competition. But those advantages are somewhat generational. If we produce something revolutionary, others will eventually be able to come up with something similar.



Chuck Perron credits state-of-the-art equipment (including the new WA250-5 wheel loader and D85-15 dozer) and a "focus on the customer" attitude for Komatsu's ability to gain market share in a difficult economy.

So Komatsu and its distributor network are focusing not so much on selling equipment as in selling a "total equipment solution." That enables a customer to get the most out of their machine for the longest time, at optimal cost.

QUESTION: Specifically, what kind of programs are we talking about that will give contractors and other equipment users more bang for their buck?

ANSWER: In addition to the basics of having quick and easy access to replacement parts, providing fast and efficient field service response, and offering a number of finance, warranty and used equipment options, we're talking about Preventive Maintenance. Our PM programs will extend the productive life of a piece of equipment and substantially reduce downtime.

We're talking about repair and maintenance programs that can be customized for whatever a contractor wants to accomplish. We're talking about oil analysis, track management, machine inspections and training programs. These are all proven, effective programs that help equipment users make money in the long run. And if a customer has a request that we don't have a specific program for, I'm sure the distributor will find a way to meet that need as well. We try to be very "user-friendly."

QUESTION: Beyond this "Focus on the Customer," one of your responsibilities is new construction products. So, what's new and what can customers look forward to in the not-too-distant future?

ANSWER: We're in the process of updating our entire excavator, wheel loader and dozer product lines — from the smallest machines to the largest. Many of the most popular sizes have already been released, including Dash-5 versions of the WA380 and WA250 wheel loaders, Dash-15 versions of the D65 and D85 dozers, and Dash-7 versions of the PC200 and PC300 excavators. We're also proud to have the largest tight-tail-swing excavator on the market, which is our 30-ton PC308.

All of the changes we've made to these units are based on customer input. They wanted more comfort, so we've made the cabs larger, quieter and easier to operate. They wanted more productivity, so we've improved cycle times and capacity. They wanted less downtime, so we've made them easier to service and maintain. We invite any equipment user to call their Komatsu distributor for information and a possible demo to experience firsthand the improvements over previous-generation Komatsu machines and competitive units.



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MANAGING YOUR UNDERCARRIAGE

By following a few guidelines, you can better control wear and costs

Fifty percent of all maintenance costs for a track-type machine is spent on undercarriage, yet it is often the least understood system on a piece of equipment. Here are some points of information and some tips from Komatsu undercarriage specialist Richard Schaefer that will help you get the most out of your undercarriage for the longest period of time.

Track shoe width

Use the narrowest pad to maintain adequate flotation. Wider than necessary pads cause extreme stress on other components, especially the track link seals.

Track adjustment

One of the most vital steps and yet one of the most often ignored is track adjustment. Your Komatsu operator's manual has guidelines. Remember to adjust track tension to specific operating conditions. As packing conditions increase, track tension should decrease.

Sprockets

Keep an eye out for sprocket wear, which is an indicator of the internal condition of the pin and bushing

assembly. Sprocket replacement is usually necessary whenever the mating surface of the bushing is changed.

Rollers

Also closely monitor track and carrier roller wear. As the track roller tread area wears, the roller flanges grow closer to the link pin boss area. Damage to that area will occur if the flanges are allowed to come into contact with the pin boss. Damage in the pin boss area can eliminate the bushing turn option. Repositioning rollers from higher wear positions (front and rear of machine) to less wear (center) positions is always an option worth considering.

Bushing turn

Turning the bushing 180 degrees to use the unworn area allows using not only the entire wear surface of the bushing, but also more of the link. Timing is the key to success if the turn option is to be chosen. Allowing the bushing to wear past the wear life limit increases the chances of damaging the bushing during the pressing-in and -out process.

Alignment

The quickest way to detect an alignment problem is to look for anything shiny that normally is not shiny. Check the inside of track links and roller and front idler flanges for such signs, which most often indicate that the track frame alignment system needs attention.

Machine operation

Undercarriage wear management and operating cost-per-hour control comes first from the operator's seat. Turning, speed and direction of travel are three of the most important operationally controlled wear factors and should be given ongoing consideration.

Managing the system

Undercarriage wear cannot be eliminated, but it can be controlled. Instituting a comprehensive undercarriage management program that includes regular inspections and evaluations is an important step. Komatsu's Track Management System (TMS) is a free service that will help reduce unscheduled downtime and operating expenses.

Call our service department for more information about setting up this program for your equipment.

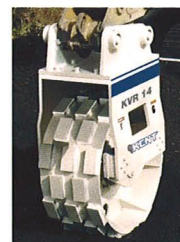


Closely following an undercarriage management program can help keep operating expenses as well as downtime to a minimum while increasing the life of the undercarriage.

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ON THE LIGHT SIDE

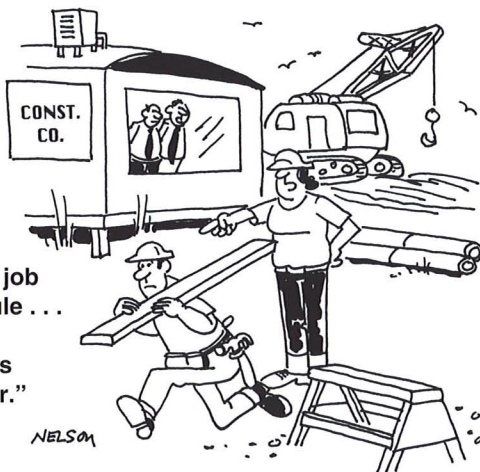
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"You have two contracts to do. So start on one of them and I'll be around later to tell you we need the other one first."



"He thought he was going into business for himself . . . but now he spends a lot of his time working for the government."

"Yes, we got the job back on schedule . . . after I hired my mother-in-law as project manager."



"Okay, whose idea was it to give out hard hats for graduation?"



"By the time I download this software, we'll need an updated version."



"As you know, business thrives on competition . . . but ours has been thriving on us long enough!"

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QUALITY USED EQUIPMENT

How a Komatsu Distributor Qualified machine can be a “difference-maker” on your next job

For more information on Komatsu ReMarketing, including a complete nationwide list of Distributor Qualified used equipment, go to www.equipmentcentral.com and click on Used Equipment.



When the economy is going “gang-busters,” you can probably afford to submit a bid that has a little bit of room in it. But in a tight economy like today’s, you’re most likely looking to submit the lowest possible number, because you really want and need the work.

To make that happen, you may well be looking for an edge — a way to boost productivity a little and/or cut costs — so you can win that bid and still make a profit doing the job. Many contractors have discovered that Distributor Qualified used equipment from Komatsu ReMarketing can be just the edge they need.

“For a contractor who needs to upgrade his equipment to become more competitive but doesn’t feel that he can afford a brand-new machine, Komatsu Distributor Qualified used equipment can be the perfect solution,” said Mike Mundt, Director of Komatsu ReMarketing. “Distributor Qualified ensures

that the used equipment has been thoroughly inspected and rigorously tested so that the customer knows what he is buying. It offers many of the benefits of buying new at a significantly lower price.”

Those benefits include increased productivity and less downtime — both achieved by upgrading to Distributor Qualified equipment. What’s more, many Komatsu Distributor Qualified machines are also eligible for special low-rate financing and extended warranties, just like new units.

Used equipment you can trust

While you can buy used equipment from many sources, Mundt says there’s one overriding reason you should look to Komatsu ReMarketing’s Distributor Qualified machines first.

“It’s all about trust,” he said. “Your Komatsu distributor has done the testing, so his name and reputation are on the line. By putting a Distributor Qualified decal on a machine, he’s saying, ‘This is what this machine is — and this is what it will do.’ And if it doesn’t meet your expectations, you always know where you can find your Komatsu dealer. Unlike some auction sellers or equipment brokers, he’s going to be there for you, standing behind the product.”

Equipment decisions are always an important aspect of every contractor’s operation. When margins are tight, equipment becomes even more important. If the right machine at the right price helps you boost productivity by 5-10 percent — and reduces downtime by a similar amount — it can certainly be the difference between profit and loss on a job.

“When you look at price paid versus work performed, we honestly believe that Komatsu Distributor Qualified machines are the best used equipment value in the country,” said Mundt. “We invite everybody to check us out, either at their local Komatsu distributor or at www.equipmentcentral.com, to get a better idea of who we are and why our used equipment won’t compromise your standards.”



Distributor Qualified used equipment can help contractors save money and boost productivity, which allows them to be more aggressive in today’s highly competitive bidding environment.

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