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Sditorials

reetings to all, hoping everyone had a wonderful UChristmas and didn't get too caught up in the rush, and forget the true meaning of Christmas. With Christmas now behind us and a brand-new year ahead of us, we have the opportunity to start with a clean slate. Let's make the most

As I am writing this, we are experiencing the beginning of a snowstorm here in Central PA, with predictions between

12-20 inches of the fluffy, white stuff. The way the chaps here in the office are bouncing around, daydreaming while staring out the window and not very focused, watching it snow would almost make one think of children in a schoolhouse who cannot focus on their lessons and can't wait to get out and play in it. However, if I must be honest, I feel the exact same way! Before the front driveway was even fully covered, Henry Jr suggested we head on out and start a snowball fight. Too bad this storm needed to arrive right in the midst of our January PCBE deadline. How I wish I had a pair of skis to connect to my driving horse, for an example of how this might look turn to page 290.

P.S. We ended up getting 12" from this storm, which is still a good bit of snow for any given time in our region. For example, all last winter we barely had enough at any point of time to even bother getting our shovels out.

This month we welcome the start of a new series by Loren Beachy *Travels* With Gavels. I am excited to see where this column will all take us!

Another thirty days have come and gone. Even with the extended darkness as winter begins to casts its long shadow around 5:00 PM here, time still seems to clip along at a rapid pace. We will see what develops later this week, however, the weather watchers are predicting quite a bit of excitement in a few days. There is word abuzz that our region just might see a major storm. Some models show a blizzard forming, with potential of two feet of snowfall. Oh, I guess we won't start shoveling before we see it, since it wouldn't be the first time that such a forecasted system bypassed us. I am entertaining the notion that it might, however, be quite pleasant to experience a hefty snowfall before Christmas. It might even be handy to have one of the fancy sleighs which Martin's Buggy Shop produces (see December edition).

The PCBE team had a lovely time at the Christmas dinner which Raymond and Amanda and their family had hosted for us. The food was excellent, and the evening passed by with lively games, interesting conversations, and some gift

What lovely winter weather we are having! Last night we had an unusually large snowstorm for this time of year. Although we didn't get as much as they were forecasting in our area, we still woke up to about 10"-12" of fresh white snow. It was a bit hard to measure since it drifted quite a bit overnight.

Our thoughts and prayers are with Andrew Romberger and his family Andrew's mother-in-law passed away on December 13. Our thoughts and prayers are also with the families in Lancaster County, whose children were in a tragic accident involving a horse and buggy and a truck on December 14. Let's

In this edition you will also find part one of two, on an article helping you learn more about Lithium Ion batteries. Lester Miller did a great job in separating truth from fiction and it should help us appreciate L-ion battery technology even

more. Tune in to the February edition for the 2nd part.

What an awesome story Richie Lauer has shared with us again, the article titled Bombing Children shows us once again the blessing that can come from going above and beyond your line of duty. What a neat history lesson as well.

We are keeping a close eye on how the COVID situation will turn out, as

I suppose this will depend on whether or not we get to travel to the IN & OH

auction/expos this coming spring.

Call in with your name and address to enter to win free admission to the Michiana Tool Expo the end of January. See page 96 for more info.

Blessings wished to all, Raymond Lapp —Publisher

Letter to the Editor

Dear PCBE Team, Enclosed find payment for my subscription renewal.

Thank you for all the good and upbuilding reading material. I enjoy and appreciate seeing more "farm related" articles, and also the "small family size businesses"

Keep em coming! Alvin - Michigan

My coworker Henry Jr. invited me to come to his house for church services on Sunday the 13th. I accepted the invitation and a friend accompanied me, as well. A bonus—or at least Î consider it to be one—is when you attend an Amish worship service, you get to participate in a meal afterwards. Snacks, pies, peanut butter and a cheese spread along with homemade bread are typically served.

December was the month for invitations, it seemed. When I stopped in at Raymond's parents, Elam and Naomi Lapp, on a recent Saturday afternoon, they encouraged me to join their extended family Christmas meal, which was really special. They had all been sitting at their table and had urged me to partake in the delicious fare. The warm gesture certainly made me feel like I was a member of the Lapp family.

Have a wonderful New Year.

Leroy Martin—Field Editor Serry Martin

By the time you read this, Christmas and New Years' Day will have come and gone. I hope each of you had a Merry Christmas and a blessed start to the

Although 2020 had some unexpected twists and turns, it was a great year if we chose to make it so . Remember, an optimist stays up until midnight to welcome the new year. A pessimist stays up until midnight to make sure the old year leaves. As we reflect on the year that passed and think of the year ahead of us, let us always focus on the positive happenings.

remember all the folks who will be spending the holidays without a loved one Blessings to all, for the first time. Ivan Lapp—Accounts Receivable/Payable Jan Jagn Source: Leroy Martin

PCBE

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PO BOX 520 Millersburg, PA 17061 phone (717) 362-1118 fax (717) 427-1600 info@plaincommunities.com

Publisher/Editor Raymond Lapp - ext. 104

Editor/Contributor Leroy Martin - ext. 106 leroy@plaincommunities.com

Assistant Editor

Ivan Lee Lapp - ext. 107 editor@plaincommunities.com

Advertising Sales - ext. 1 Chris Lapp - ext.103 John Lapp - ext 108 Daniel King, Jr. - ext. 113 advertise@plaincommunities.com

Subscriptions - ext. 3

Machinery Trader & Classifieds - ext. 2 fax: (717) 427-1602 mt@plaincommunities.com

Accounts receivable/payable
Ivan Lapp - ext, 105
ivan@plaincommunities.com

Graphic Design Specialists
Andrew Romberger
Henry Beiler, Jr.

Cover Image Credit: Paul Cyr



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Mountain Meditations RICHIE LAUER Bombing Children

What type of person would bomb children? Gail Halvorsen bombed little children. Intentionally and willfully.

As a boy, Gail Halvorson grew up in the western United States, gazing wistfully at airplanes flying far overhead. Poor farm boys don't get many chances to become pilots. But, when Gail was about 20 years old, a local flight school offered a few scholarships for flight training. Eagerly but apprehensively, Gail applied. There were many more applicants than available slots. Gail won a scholarship. Soon after he received his pilot's license, World War II erupted. Gail found himself flying for the United States military. He never flew in combat. Instead, Gail was trained to fly cargo planes. He spent the war years ferrying supplies to far-flung locations, racking up thousands of hours of flight experience.

In November 1948, Gail received orders to immediately deploy to Germany. There was trouble in Berlin. At the end of World War II, defeated Germany had been divided into spheres of control by the victorious Allies nations. The Americans held the western part of Germany, while the Russians controlled the eastern part. Berlin, the capital of Germany, lay deep in the Russian sector, and the city itself had been divided up just like the rest of the country. The Russians didn't like the American presence there in Berlin and determined to squeeze the Americans out.

How could they achieve this goal without provoking open conflict with the United States? Easily, they believed. The highways and railroads from western German to Berlin ran thru the Russian controlled territory. The Russians simply shut the land borders and cut off access to the city. The Americans were free to leave, but no food, reinforcements, or supplies could be delivered to the American-controlled part of the city.

U.S. President Harry Truman, weighed his options. He could order the U.S. military to force thru a convoy of supplies, but that would likely ignite a war. So, instead, he ordered the military to fly supplies to the city. This tremendous undertaking became known as the Berlin Airlift. Almost 2 million civilians still lived in the city under the care of the American forces. And, it was winter. Quick calculations revealed that about 2,000 tons of coal, fuel, and food per day were required to keep the city functioning and the people fed.

Gail Halvorson was assigned to fly food into the city. Specifically, his cargo plane flew in loads of flour. Lifting off from a base in western Germany, he and other pilots flew over the Russian territory, and landed at the Tempelhof Airport in western Berlin. Back and forth, hammer down, day after day, the cargo planes formed a metal bridge in the sky and kept Berlin supplied. Turn-around times were tight. When a cargo plane rolled to a stop at the Tempelhof Airport, gangs of workmen sprang forward to unload supplies. In a few minutes, they emptied the plane, enabling that plane to take off for its return trip and freeing up the parking space for another fully-load cargo plane waiting its turn to land.

One day, waiting for his plane to be unloaded, Gail wandered over the fence surrounding the airfield. A few dozen German children lined the fence, watching the airplanes land and take off. They were thin, with hunger-pinched cheeks. They bore emotional or physical scars of war. Many of their homes had been bombed, and most of them had lost a father, older brother, or relative. A few of them could speak a little English. They eagerly thanked Gail for what he was doing to bring them food and spoke of their fears of the Russians.

Gail fumbled in his pockets, wishing for something to give them. All he found were two sticks of chewing gum. Divided among the children,

the gum didn't begin to stretch. Only a few got some. The rest of the children passed around the wrappers, holding them to their noses to smell. Gail's heart melted. When I come back, I will bring candy and drop it out of the plane, he promised. How vill ve know it is you? they asked. I will wiggle my wings as I fly down, he replied. Vas is viggle vings? Gail explained that he would rock his plane from side to side as he came in low to land.

Back at the base, Gail emptied his meager personal resources to buy candy bars and gum, which he tied up into a bundle. Then, he crafted some of his handkerchiefs into little parachutes, which he carefully attached to the bundle. With a landing speed of a bit over 100 miles per hour, he didn't want to whack some little girl in the head with a speeding candy bomb.

As Gail flew low into Templehof Airport, he eagerly scanned ahead for the children. There they were, lining the perimeter fence. But, instead of a few dozen, a large crowd of children had assembled. Evidently, the children had told all of their friends about the kind American pilot who was going to "viggle his vings" and drop candy. As his single candy bomb floated down, hundreds of little arms reached for the sky.

Gail's bunkmates chipped in to support his efforts. His bed at the barracks was soon piled high with candy bars and gum. Volunteers helped bundle it and attach little parachutes. Day after day, Gail Halvorson bombed the children of Berlin with candy. Inevitably, his commanders got wind of what was happening. Gail was ordered to report to his superior officer, who showed him tables piled high with mail. German children had written countless thank-you letters for the candy. Not knowing his name or where to send the letters, the children simply mailed these to the U.S. military commander, addressing them to "Uncle Viggly Vings". His commander told him to keep up the good work.

A newspaper reporter heard about the project and wrote a story. The big candy companies in the States got on board, offering to supply all of the candy needed. Other pilots started helping drop candy bombs. Over a period of about six months, 23 tons of candy were dropped on the children of Berlin.

The Russians eventually gave up on their blockade, reopening the highways and railroads. The Americans could not be starved out of the city. After all, if the United States was so rich it had enough airplanes to scatter candy bars and gum, it could easily keep the city stocked with basic supplies.

Gail Halvorson was awarded the Congressional Gold Medal for his humanitarian initiative. And, years later, he found himself being appointed as the commander of that same Templehof Airport in Berlin.

Good deeds and acts of kindness such as his are not always recognized or rewarded in this life. But, if your motivation is to please God and to help others, it doesn't matter if no one says "thank you".

Gail Halvorson's actions arose from who he was as a person...not out of what he "had to do". It was not "his job" to do something for those children. He sought no recognition. Voluntary actions reveal the content of a person's heart. Who are you? What has your heart provoked you to do when there was nothing in it for you?

Luke 6:45 A good man, out of the good treasure of his heart, bringeth forth that which is good; and an evil man, out of the evil treasure of his heart, bringeth forth that which is evil: for out of the abundance of the heart the mouth speaketh.

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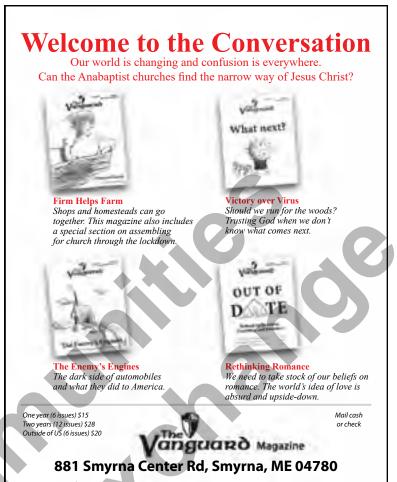


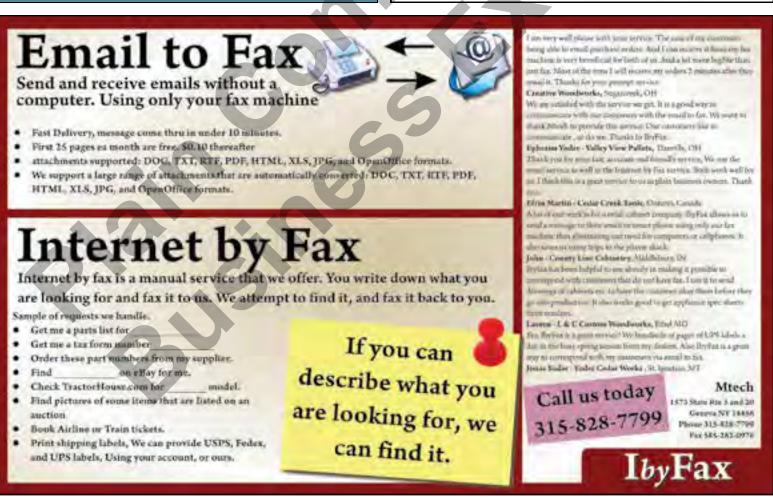
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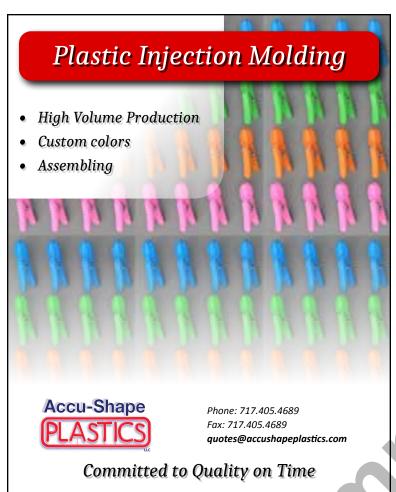
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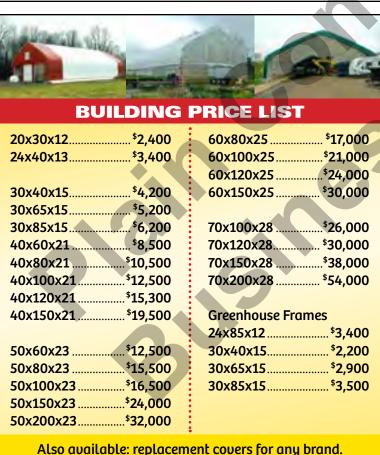
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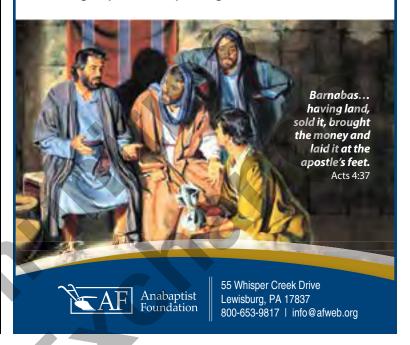


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HARVESTING ICE DOWN EAST

PRACTICING AN AGE-OLD TRADITION IN EASTON, MAINE

BY LEROY MARTIN

Harvesting natural ice is a practice which hardly any of us have any first-hand experience with. Of course, there are annual events which are held in several states in which the primary focus of such events is to show the public how the practice was generally conducted many years ago.

However, there are still some communities within the diverse Anabaptist family who conduct an ice harvesting event for the sole purpose of providing their households with a method of food preservation. These communities typically do not utilize the conveniences of a refrigerator or a freezer, instead, relying on ice blocks and icehouses for their refrigeration needs.

Perhaps one of the most underappreciated appliances within majority of homes in developed countries is the refrigerator. Many of us—or at least I can say that I do—forget the value that these appliances provide, regarding food preservation.

Majority of Anabaptists in North America have at least one refrigerator or a chest freezer in their homes today. In some Plain houses, however, these appliances are absent. This does not mean that they do not have alternative means of preserving food via a cooling unit of some kind.

It has been an annual tradition for many years to harvest pond ice in some Amish communities. An icehouse is typically a staple on those properties, providing the folks with a viable means of storing their ice blocks throughout the spring and summer months, which greatly aids in food preservation.

Harvesting natural ice is quite an interesting ordeal, as I learned while speaking with an Amish man who resides with his family and various church brothers and sisters in northern Maine.

The community has been very resourceful throughout the years, and harvesting natural ice is usually a community event, when several families come together and assist each other during the harvesting process.

Refrigerators and freezers are somewhat of a modern invention, when we pause

to consider that for hundreds and hundreds of years, entire civilizations did without such appliances. It is also somewhat difficult to imagine that the practice of harvesting natural ice became extremely popular only about two-hundred-twenty-years ago. Cutting big blocks of ice from frozen lakes and ponds, thousands of people and hundreds of horses were involved in the process of harvesting and transporting ice from the United States all across the world—as far away as India. (I forgot to mention the utilization of ships. Ships carried blocks of ice across the choppy ocean waters to their destination ports, where the blocks of ice were unloaded).

Recently, I traveled to northern Maine to talk with Jonas Swartzentruber and other members of the Amish community, near Fort Fairfield. I wasn't required to travel across choppy ocean waters to get there, but the ten-plus hours of driving seemed grueling, nonetheless.

"This community was founded thirteen years ago," Jonas

remarked shortly after my arrival. "The first four families had come from New York. There were also some families who moved from Kentucky, Ohio, Missouri and Iowa. Noah Yoder was the first one to move here, but my father had been the first one to purchase a property." (He moved later, then).

As a quick side note, Mr. Yoder has a watch and clock repair shop, and he has an interesting business history which I anticipate sharing with you readers in an upcoming 2021 article.

"The land here is much less productive than what we were used to while living in New York," Jonas continued. His father milks twenty cows on a two-hundred-acre farm. "The land (yields) are probably about eight acres per cow," Jonas added.

Throughout our conversation, he continued to share a bit more information regarding the overall community and climate, etc., before we discussed the annual ice harvesting event which the Amish community engages in. "The potato industry here is huge," he remarked. "But overall, the farming practices here are not very sustainable."

Thirty-eight families live in the same community that Jonas and his family do. The nearest neighboring Amish community is located approximately twenty-five miles from theirs', in Perham, Maine. The far edges of the Fort Fairfield Amish community are located less than two miles from the Canadian border.

The dairy herds are typically smaller than those which are found in other Amish communities, since the Amish farmers conduct the milking by hand, instead of relying on modernized milking equipment. "We milk the cows and fill the ten-gallon cans, and then place them in cool water. From there, the milk is transported to a dumping station (large, refrigerated holding tanks)." Those holding tanks have a capacity of three-hundred gallons to five-hundred gallons.

"Every producer (dairy farmer) has an individual tank at the station," Jonas explained.

All things considered, the community sure was an intriguing one, at least it was to me. "We usually begin harvesting ice around

Christmas time," Jonas remarked. "Ideally, when we start with the harvest, the ice is between ten and fourteen inches thick." When following those measurements, it typically makes for nicesized blocks.

For many years, the community used horses to pull the blade which cut the pond ice. However, in 2019, they utilized a motor-powered saw for the first time. Not all families made the transition from original horsepower to a powered saw. Some kept their horse-drawn blades, and still use them.

"The motor-powered saws cut down significantly on the amounts of man-hours needed," he said. "There is less labor involved."

Five families within the community help each other with the harvest. "What used to happen was, the day before we would get together, a few men would go out (to the pond) with a horse and a plow (blade) and would cut one way across and then another way. They plowed for most of the day. The following day was usually ice-harvest day, then we would all go out and open one end of the precut area, then the blocks are separated with prybars."

When harvesting and cutting the ice with the horse-drawn blades, approximately twenty people are involved. It is labor intensive, still, since the blocks need to be handled and stacked upon the bobsleds, which are equipped with runners and glide across the snow-packed fields.

'We like when the blocks measure approximately twelve inches wide and sixteen inches long," he explained. Ice tongs are used to lift and extract the blocks from the ponds. Once the blocks have been extracted from the water, they are placed neatly onto the bobsleds. "Snow must be on the ground to use the bobsleds," Jonas remarked. "Now, if we are transporting the ice blocks for a distance such as several miles, we use a trailer."

Additionally, more than one loaded bobsled is necessary to fill a 10x10 icehouse. "It usually takes about ten loads to fill an icehouse like that," Jonas explained. "Approximately three-

Harvesting Ice Down East - Continued on Page 18





A photograph of an ice house in Maine during summertime.

Image Credit: Leroy Martin



The heavily insulated door of an ice house.

Image Credit: Leroy Martin

Harvesting Ice Down East - Continued from Page 17

hundred blocks can be placed into a 10x10 icehouse." (A typical icehouse is slightly smaller and consists of measurements of 8x10).

The icehouses require a serious amount of insulation, to keep the ice blocks from melting throughout the year. "Most of the icehouses are insulated with at least R50," Jonas remarked.

There are several Amish communities in Maine, and most of them harvest ice, since they do not use refrigerators in their homes. The ice, when it is packed properly and tightly inside an adequately insulated icehouse, can last up to twelve months, without entirely melting. Of course, even with such high values of insulation, the blocks do dissipate some throughout this period of time.

To prevent airflow between the blocks while stacking them into the icehouse, snow is packed into the cracks, which greatly sustains the longevity of the ice blocks, minimizing the premature melting of the ice. "Throughout the spring and summer months, the temperature remains consistent at approximately thirty-eight

degrees. We leave the doors open for several weeks throughout the dead of winter directly after filling it, to get it really cold inside," Jonas added.

"We use these icehouses as a mode of refrigeration for vegetables, meat, and other items, since they don't perish as quickly," he concluded. "We don't have indoor refrigeration."

The ice harvesting methods of the community here really aren't that much different than those which Frederic Tudor (1783-1864) ascribed to during the early 1800's. Mr. Tudor reportedly earned the nickname "*Ice king*" regarding his vision and methods of distributing natural ice on an international scale.

When he was twenty-three-years-old, he assumed that he could get people in tropical climates hooked on drinking their beverages cold, instead of warm. Young Tudor reportedly cut blocks of ice from his family's pond and shipped the blocks to prospective buyers. During a trial run, he did not ask for money, instead saying the following. "A man who has drank his drinks cold at the same expense for one week can never be presented with them warm again."

lce blocks are stacked as high as the ceiling during harvest, but will melt slowly throughout the following months.

Image Credit: Leroy Martin



During the early 1800's, having the luxury of ice in a Caribbean country was nearly unthinkable, until Tudor came along. Much later, after Tudor had instilled a conceived need to the masses, the ice market grew exponentially and by 1855, twelve companies were scrambling to meet the demand, each shipping ice from the Boston, Massachusetts region. Prior to the Civil War, American ships were laden with ice blocks, carrying more tonnage (of ice) than any other commodity, except cotton.

Tudor was instrumental in establishing a supply chain which transported ice from New England states to the rest of the country during the early 1800's. Back then, horses would pull a blade through the ice too, in similar manner which the horses did for many years in Amish communities that harvested lake and pond ice.

By the late 1800's, most American homes had an insulated icebox that was typically constructed of wood and was lined with zinc or tin. These early models of refrigeration certainly seem quite primitive to us today, considering that today's refrigerators can be linked to the Internet and even have the artificial intelligence to place online orders for specific items, when needed. Additionally, the refrigerators of today can warn you when the milk or eggs—or other items—are reaching their expiration date.

The ice industry of the 1800 and early 1900's slowly but surely revolutionized the meat, vegetable, and fruit industries. It also enabled the rapid growth within the fishing industry. Mr. Tudor, a New England businessman, reportedly shipped ice blocks to a Caribbean island. He shipped the ice blocks in an icehouse he built specifically for that purpose. Wealthy folks were drawn to the opportunity of purchasing ice blocks to preserve their foods, and Tudor's trade quickly swept to areas such as Cuba. By the 1840's, his ice trade had made him a fortune, as he conducted shipments to India, South America, China, and Australia.

During the peak of the ice industry around the end of the nineteenth century, the industry employed an estimated ninety



A blade that is pulled by a horse (during the ice harvest).

Image Credit: Leroy Martin

thousand people. At that time, the industry consisted of a value of over six-hundred-million-dollars—by 2010 monetary values.

Still, before this industry had begun taking hold in the early 1800's, folks had a desire to preserve food via a cooling process. These examples are a bit less impressive yet do not lack any ingenuity. During the mid to late 1700's, cold storage systems in America generally consisted of pits dug underground. A seven-foot pit was discovered at Jamestown, and historians believe that it was fashioned after an English-style ice pit. Some folks suspect that pits were equipped with a hut, which was built on top of the pits, more effectively trapping cold air. Additionally, as an added insulator, stones were lined along the walls of the pits to discourage heat loss.

I believe that I have just gained a deeper appreciation for my freezer and refrigerator.

Researched, written, and edited by *Leroy Martin* for the exclusive use of the *Plain Communities Business Exchange, LLC*.





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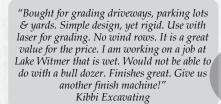




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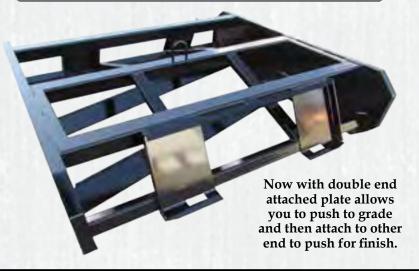
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The DISConnected Workplace is a series about the struggles of a small business with the 4 primary characters representing the 4 DISC personalities.

The Pitfalls of Profit Sharing

"I'm confused on the difference between character and personality," Dave told Carl as they looked over the two applications and the notes from the interviews they just completed with Chris and Joe. "They both have the skills, so it makes sense to hire based on their attitude. But talking about character, DISC personality, and temperament, is getting more complicated than wiring a 3-way light switch."

Carl smiled as he straightened up and took a sip of coffee from his mug. "I know what you mean. I asked Coach the same question, and he used the definitions from the Oxford dictionary to explain it," Carl opened his desk drawer and pulled out a piece of paper that he handed to Dave.

Temperament

1. A person's or animal's nature, especially as it permanently affects their behavior.

Character

2. The mental and moral qualities distinctive to an individual.

Personality

3. The combination of characteristics or qualities that form an individual's distinctive character.

Carl continued, "Coach explained that our DISC assessments reveal the temperament traits of a person. For example, whether we are more outgoing or more reserved, more detailed and task oriented or like surprises, etc. These traits are not necessarily good or bad. It's our actions that are considered good or bad and our actions are influenced by both our temperament and our character."

After giving it some thought, Dave said, "I've heard the term 'developing our character.' Can we develop our temperament in the same way?"

"Good question," Carl responded. "A person can certainly learn how to adapt and push into a temperament style that isn't as natural. For instance, myself. As a C, I am naturally more reserved. But in the past year I've had to do some presentations to clients as well as the school board. I find the more I do this the more comfortable I become with it. These changes are what show up in the environmental graph of the DISC assessment. But," Carl laughed, "no matter how comfortable I get doing a presentation, my first choice would still be to not give any presentations at all."

"Okay. That makes sense," Dave nodded. "So, it must be that Chris and Joe, although they have the same DISC profile, responded differently because of their character differences."

Carl informed the crew of Sean's new role in leading the Curtis & Ilene project. Dave sat in on interviewing the two new job applicants, Chris and Joe. Both had sufficient skills and the same DISC personality, but were interviewed to learn more about their character.



"You are right." Carl continued, "Our character is developed by our beliefs, experiences, knowledge, emotions and a whole spectrum of influences."

"Yep, I think I'd rather wire a house than figure out people," Dave replied. After thinking about it for a second, he asked, "So how does personality fit into all this? How is that different from temperament and character?"

"Well, personality has a little broader meaning. I've heard personality used for both character and temperament," Carl commented slowly. "I imagine both could be correct since it's a blend of the two."

"Okay. Thanks for clearing that right up for me." Dave chuckled. His tone didn't give any indication of newfound clarity. "So how does this help us with figuring out who we hire?"

Carl could always depend on Dave's practicality to keep any conversation from straying too far off-topic. "Good point. In simple terms, their DISC profile gives us insight into the type of work, pace, and environment that they will do best in. Their character will determine how well they will get along with everyone."

Carl continued, "C, is the most dominant trait for both of them, so they will both be a bit more cautious and detailed."

"In other words, they are both going to be a little slower?" Dave asked, not mincing any words.

Carl couldn't resist a comeback. "Are you suggesting that I'm a slow worker?" Pretending that he was deeply offended.

"Well, not really," Dave squirmed uncomfortably.

Carl laughed. "It's quite fine. I'm not the least bit offended. A C may not be your fastest worker, but they will do things right. They will tend to think before they do something, but both should have a pretty good drive with D as their secondary trait."

Carl paused as he turned to Dave, "I have an idea. Why don't we hire the new person to work with Sean instead of putting them on your crew? It would create less training. We wouldn't have to add a new employee and then have to transfer someone on top of that."

"I like that," Dave replied.

Carl could see that Dave seemed a bit relieved not to have to train someone else for his crew. "So, both guys have a similar temperament, but which one would you hire, based on their character?"

Dave was a bit hesitant to answer. "I'm probably a little partial to Joe, simply because he is my cousin. But I really believe that Chris has the best attitude and character."

"What stands out to you about Chris that makes you think he

would be the better pick?" Carl asked.

"Joe is simply looking for another job because he isn't happy with where he is at. He will be looking for a new job again as soon as he isn't happy here." Dave paused. "Chris seems to be looking for something more than just another paycheck."

"I agree," Carl said. "What do you think Chris is looking for? And... how do we provide that, whatever it is?"

Dave looked at Carl. "What motivates you about your work?" Carl was a little surprised at Dave's question. But he could see the solid logic connecting the questions. He crossed his arms,

DISConnected Workplace - Continued on Page 28

DISC Based Goals

D - Dave

A 'D' loves to set big goals. Large, long-term goals are motivating! Sometimes we may make too many goals and have difficulty in the planning part.

I - Irma

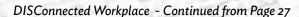
An 'l' also loves goals. Shorter group goals are best because we can rally everyone around those goals and make it fun and glamorous. We may need to prioritize a little, so we get the important ones and not just the urgent ones. The urgent ones usually garner a bit more fanfare and thus more fun! Did I mention the celebration we will have when we reach the goal?

S - Sean

An 'S' likes smaller and practical goals. Goals are more stressful for us and not as energizing as they are for others. We like to complete these before a bunch of other goals are thrown into the mix. We may need to prioritize so we don't push it off getting started.

C - Carl & Chris

A 'C' likes practical and meaningful goals. We prefer goals we can accomplish on our own so that we can do it right. Our goals will be well organized and planned. Too many goals at once might distract us, and we lose focus and not get anything done.



propping his chin in his right hand as he pondered the question. Why did he want to have his own business? Why didn't he just work for someone else?

"That is a great question, Dave." Carl commented. "One of the reasons is, I love the potential that comes with owning my own business." Carl wasn't sure how open he should be with an employee. He didn't have much time to consider his response but as he considered himself in Dave's shoes, he decided to trust Dave the way he would want to be trusted.

"Part of that potential is the potential to make more money. Believing that I can create a better way of doing things. A better work environment."

Dave was listening intently but didn't offer a response.

'Do you think that is what Chris is looking for?" Carl asked.

"I think that is pretty close," Dave agreed. "That is probably what most people want when they think about starting their own business."

Carl felt emboldened by their candid conversation. "So why wouldn't you start your own construction crew?"

Dave smiled as he hesitated for only a second. "I don't want to deal with customers and all the book work that comes with it. I like the potential of making more money, but I also realize the headaches that come with it."

"You are right," Carl said. "You probably understand that better than what I did when I started the company."

Carl's eyes suddenly lit up. "What if I could create some of those same benefits for you without the hassles of owning your own company?"

"I'm certainly all ears!" Dave exclaimed.

"Maybe we could create a profit-sharing plan of some kind," Carl mused. "This would give everyone the opportunity to make more money. What about the other things I mentioned? Being able to do things differently. Create a better work environment."

Dave nodded as he formulated his response thoughtfully. "You are already doing that."

"What do you mean," Carl asked.

"This conversation you're having with me right now," Dave explained. "You are asking me all these questions and asking me to be a part of these decisions. I get to help create those changes. Plus, if we have an opportunity to share in the company's profit. I think it's a fairly good reason to not start my own business."

"Hmm. You do have a good point," Carl agreed. "I will run the profit-sharing past Coach and see if he has any ideas on how we can do that. Let's wait to share any of this with the rest of the crew until we are sure what we are doing. I don't want to disappoint anyone."

"Hey that sounds good to me," Dave said.

Call with Coach

"Frankly, I don't like profit sharing," Coach's response felt rather blunt after he had listened to Carl's profit-sharing idea from earlier that day.

"Okay," Carl said slowly. "Why not?

"It's not that I don't like sharing profits, I just don't think it is very effective," Coach explained. "I love incentive-based pay. But the payout in most profit-sharing plans are too far removed from the profit producing action to be effective in promoting change in those actions."

"You're losing me," Carl replied.

"Let's step back a little and look at what the goal might be for profit sharing. Generally, when I hear the term profit sharing,

Knowing the score informs the players that they may need to change their strategy.

it is being used to motivate front line production workers. Is that what your goal is?" Coach asked.

"Yes, I want to give the

employees an opportunity to make more than just their base wage if they help the company be successful," Carl confirmed.

"That is excellent," Coach responded. "When you reward the people that help make you successful, they will stay invested in your company. When companies don't reward the people that make them successful, they end up training their competition. Different roles within your company will need different types of rewards."

"If you have a bonus system that is directly related to each week's production, an employee can make a connection to their work performance. That bonus amount is like a Key Performance Indicator {KPI} that has real meaning because it converts to dollars in their pocket."

"That's making more sense," Carl said. "Is there ever a time that profit sharing does work?"

Coach paused for a second. "Yes, it can be an effective incentive. It can provide some of the benefits of ownership, without the challenges of an actual partnership and selling shares of your company. It's best suited for managers or people in leadership positions. Their work decisions will affect the profitability of the company differently than the production worker. Don't get me wrong, profit sharing will always show any employee that the company does care about them. It just doesn't have the benefits or incentive of a weekly bonus, that's directly connected to last week's work."

"So quarterly or annual profit sharing may not be the best for production workers, but are there any other real drawbacks to it?" Carl asked, still not completely convinced that it wasn't a good idea

When companies don't reward the people that make them successful, they end up training their competition.

"Yes," Coach replied. "Depending on how it's set up, profit sharing can actually foster resentment in your general employees."

"Really?" It wasn't quite the answer he was expecting. "How so?"

"It fails for the same reason that open book management will sometimes fail. The employees are given just enough information to become critical, but don't have enough knowledge to understand all the costs involved in a company. For example, you may see the wisdom in buying a new trailer and the need to replace that piece of equipment that still has a good resale value and will prevent maintenance issues next year. They only see that you spent \$100,000 of their profit on a machine that still worked fine"

"I can certainly see how that could happen," Carl said. "In this case it actually begins to work against you."

"Yes, it certainly could," Coach agreed. "But like most everything, if you are aware of the results it can produce, you can modify the design to produce different results.

"So how do I create incentive pay that works? What should I base it on?" Carl asked.

"I was afraid you were going to ask that," Coach chuckled, half joking. "There is no one right way to do it. But here are some things to keep in mind."

- 1. What are the key results? What matters to the customer? What matters to you, the company? And what is important to the employees? Are these all aligned? The company might want it done faster. The client wants it done better, and the employee just wants it to be done. The bonus needs to reward the right thing.
- 2. It should provide good feedback. If you measure what really matters, you can also base your pay incentives on those same key results. Everyone wants to know if we are winning. Ever think how discouraging it would be if no one told you what the score was throughout the whole game. You would only be told afterward who won. Knowing the score informs the players that they may need to change their strategy.
- 3. The feedback has to be simple enough to understand. Complicated bonus plans are not as effective as those that are easy to calculate.
- 4. It should reward team effort and not just individual goals.
- 5. Consider additional stretch goals. Think continuous improvement and not just prevention goals. For example, reward safety improvements rather than just rewarding no accidents. Reward improvements that will increase quality, rather than just rewarding a low number of defects.

"Having good incentive-based pay will also provide cost control. If you can set specific labor rates for complete projects or for individual steps, it can provide cost control and incentive for the employees to be more efficient and get rewarded for their efforts. Much as if they owned the business themselves."

"Have I thrown enough at you for one day?" Coach asked as he concluded.

"Well, I may not feel like I'm much closer to having a bonus plan in place," Carl said. "But I do have some good guidelines in creating it."

"For certain," Coach agreed. "I do have some additional forms that may be helpful in setting up that plan for your crew."

"That sounds great! I believe I will get Irma to help me work through some of this, and we'll see what we can come up with."

"A word of caution," Coach said soberly. "Be careful that you don't give Irma any ideas. She may put an incentive plan in place for you to help around the house."

Carl laughed, "I can certainly see that happening! I can't say I haven't been warned."

Continued next month...

Leon Yoder is an entrepreneur, author, business coach and certified DISC Personality consultant. Leon is owner of Sycamore Systems, Inc providing small business coaching and resources. He is the founder and partner of Black Anvil Media, Inc, a web development, and marketing company. Leon owned Legendary Designs, a sign company in Shipshewana, IN for 20 years.

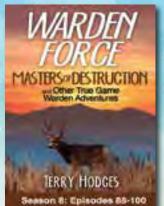
Leon has a family of 5 children and loves to study church history and theology, especially as it relates to the Anabaptist perspective.

His book Unfinished Business is a Christian viewpoint on building a small business. Unfinished Business is available on Amazon or by ordering direct.

Any questions or comments may be directed to Leon by email: disc@leonyoder.com or by fax: 574-807-6764.





















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Temperature Control	Mechanism
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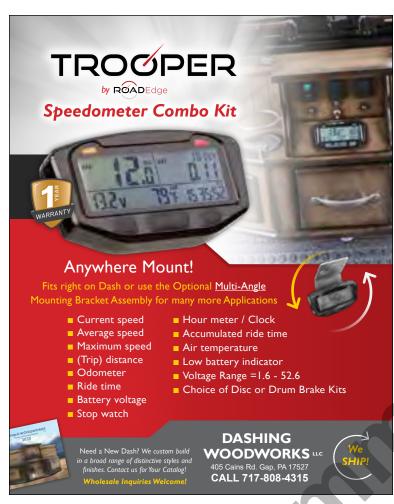


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How Our Values Impact Business Decisions

NOLAN BECHTEL

"Our values are what shape us, setting our feet on a particular course, and bringing us to a specific end!"

All business owners feel the pressures of the daily decisions that are part of running a business. We are conscious of those decisions and intentional about making them. In contrast, we aren't always conscious of or intentional about our values. Yet it is our values that lead us in one direction or another as we make decisions. Values shape our goals, and our goals shape the direction we go.

In this article we will examine seven values that are imperative for the Christian businessperson.

1.) Kingdom Building

"A kingdom business is an enterprise directed by the Holy Spirit and managed by a godly leader that uses its time, talent, and money to meet the spiritual and/or physical needs of the community around them to advance God's purpose."

Business dare not become an isolated compartment of our lives untouched by the values we claim to hold. We need a source of control in our business ventures. Business decisions are not "just business." They should be a matter of prayer. A desire to please God helps us maintain Biblical business practices and make choices that are consistent with God's character.

The value of kingdom building must prevail over one's desire for personal wealth. The drive to get rich cannot be the reason for a Christian business, because it's not a Christian motive. In His teaching on wealth and worldliness, Jesus says, in effect: If My kingdom were of this world, then would My servants build earthly kingdoms. But since My servants are building the kingdom of God, they don't encumber themselves with earthly kingdoms! (See John 18:36, Matthew 6:19–21).

Putting God's kingdom first isn't natural to our humanity.

Cultivating a heart desire to build God's kingdom is a guard against our natural, base desire to build personal empires for ourselves. Kingdom building is not a value we can achieve or change with personal effort—it requires surrender to God and a regenerated heart.

2.) A Godly Testimony

"I would rather be known as a Christian than as a merchant." ~James Cash Penney, founder of JCPenney

Preserving a Christian testimony in business requires a certain amount of detachment due to our status as strangers and pilgrims. We are in the world but not of the world. (See John 17:15-16) Because we rub shoulders with worldly people in business dealings, we must make a conscious effort to remember our heavenly citizenship.

We all care about the image of our businesses, and we face pressure to conform to business practices around us. However, this value of being a godly testimony calls us to consistently portray Christ in our businesses. Our desire to maintain a godly testimony makes a difference in the types of people we hire for positions that prominently represent our companies. This value also prevents us from hiring unbelievers to accomplish things in our businesses that are contrary to Biblical principles. From collection practices to fair negotiation to paying bills, all facets of business are subject to the test of a consistent testimony.

This value urges us to do more than just what we know as "good business": performing quality work, providing good service, and keeping our promises. Advertising is an opportunity to reach out and present Christ. Advertisements, hold music, free literature racks, email signatures, pens, and calendars provide opportunities for phrases or verses that remind our customers of eternal values and principles.

I typically don't advertise at sports events, but I did have the opportunity to display an 8' x 16' billboard on the ball diamond fence at our local public school. I nabbed it as a good way to challenge the Estacada high school students to think beyond their sports. Our business slogan, "Live Every Day for Jesus," was printed boldly across the bottom of the banner.

Leaving a Christian testimony is most effective when it becomes part of our company culture. Our Christian employees should understand that this value allows them time to witness to and listen to seeking and hurting customers. Not all our employees may be believers, but should understand that they must operate within the scope of acceptable testimony as they represent the business.

3.) Relationships

"You add value to people when you value them." ~John Maxwell

A secular business may view employees and customers only from a financial perspective. For a Christian business, they are much more than just numbers and dollar signs. They are people who need affirmation, encouragement, or a listening ear. Interaction with them becomes an opportunity to help them grow. Have you ever hung on to an employee who in a business sense would have been smarter to let go, but you wanted to help them in some way? That's what it's like to value relationships in business decisions.

Valuing relationships brings stability to a company. Employees tend to stay with a company that cares for them. Customers love a company that takes time for relationships. Company policies and agendas matter, but prioritizing relationships brings more value to a company than either of these.

Relationships require an investment of time and patience. With the pressure of a crowded schedule, we sometimes resist taking time for employees' or customers' personal problems, especially when we think the issues are simple enough they should just get over it!

Time is sometimes our most difficult sacrifice as employers: time to talk with the employee who lacks self-confidence and feels the world is against him or time to talk to the contractor who is going through a divorce. I remember needing to apologize to a customer for being abrupt and not taking time for him. He was a big talker, and I thought I knew where he was going with the conversation. I had been in the middle of time-sensitive work and had cut him off.

Never be too busy to take time to care. It's easy to be short in conversation when under pressure and to give the sense that it's time to end the conversation.

4.) Life "10 fingers, 10 toes, 2 eyes, and 1 nose . . . safety counts!"

Valuing life must prevail over an emphasis on efficiency. As plain people, we are known more for our ingenuity and efficiency than for our safe work environments. Valuing life means we won't disable safety features to enable higher efficiency.

Valuing life requires sacrifice and expense. Safety guards, lock-out/tag-out procedures, seat belts, hands-free communication

while driving, and limited driving hours all cost money, time, and efficiency. But if we value our employees' safety, we will follow the laws governing safety procedures.

God's Law emphasized personal accountability in safety issues. Exodus 21:28–29 says, "If an ox gore a man or a woman, that they die: then the ox shall be surely stoned, and his flesh shall not be eaten; but the owner of the ox shall be quit. But if the ox were wont to push with his horn in time past, and it hath been testified to his owner, and he hath not kept him in, but that he hath killed a man or a woman; the ox shall be stoned, and his owner also shall be put to death."

We sometimes think of safety laws as foolish and unnecessary, and sometimes they are unnecessary for the careful individual. But obeying OSHA laws is not only about avoiding liability—it's about caring for people's welfare. Whether it's marking zones that customers cannot enter, packaging materials safely for transport, or considering consumer safety in our products, valuing life should be a priority.

In general, we as Anabaptist people place a low emphasis on insurance. We also don't take others to law, and we avoid using the law defensively when faced with lawsuits and worker's compensation claims. Therefore, Anabaptist businesses hiring mostly Anabaptist people can be tempted to be careless regarding safety issues because we aren't worried about lawsuits. The opposite should be true, and because we highly value each person's life, we ought to have the safest workplaces out there.

Anabaptist Financial - Continued on Page 40



5.) Honesty

"No legacy is so rich as honesty." ~ William Shakespeare

Businesses must make a profit to survive, but as a matter of principle, honesty must always prevail over profit. Honesty isn't the easy road, and if it isn't rooted deeply in our hearts, it will be lost to compromise. When honesty is a way of living, it takes a lot of the pressure out of decision-making in difficult situations because this factor is settled: we *will* be honest!

Honesty shapes our goals in maintaining our business reputation. There is the lie that's told to maintain a reputation, and then there's a reputation that's maintained because we won't tell a lie—we must live by the latter. Mistakes are inevitable, but more crucial than the mistakes is how we handle them. Our approach with our customers should be "If we made a mistake, we'll correct it," rather than a default insistence that "We did it right."

Honesty always pays, even when it costs; for example, the \$20,000 project 150 miles away where we rolled a 2" mechanical seam panel with striations like we typically do. Before our driver got back to the shop, we got the call everyone dreads: the panel was supposed to be flat pan. We had a trail of paperwork confirming it was our fault, and the next day we were rolling it all over again.

Misrepresenting product and product capability are probably the most frequent areas of dishonesty in business. Warranties that don't give a fair representation are also on the list. In addition, we should be honest in how we represent our company's policies and benefits to employees.

6.) Stewardship

"Who then is a faithful and wise servant . . .? Blessed is that servant, whom his lord when he cometh shall find so doing." (Matthew 24:45–46)

The Christian businessman's sense of stewardship will prevail over his right to ownership. Our world admires successful business owners. Being a business owner brings a sense of real accomplishment, but the believer realizes that it all comes from God and is ultimately for His glory.

Seeing yourself as a steward requires an attitude of humility and servanthood. It's easy to lose this part of the stewardship principle and live as though we deserve to be served, especially because we hire people to work for us.

Abuse of the ownership perspective leads to pride. The greater our emphasis on *mine*, the more reactionary we tend to be when *mine* is wasted, damaged, abused, or lost. This does not bring glory to God.

Stewards manage business with goals that bring profit to others. Stewardship transforms the stingy, clutching hand into a caring, open hand. This value works to profit employees, to bless the local church, and to contribute to needs of organizations reaching the world.

A "God as owner of all" perspective motivates all decisions for His glory. This value helps us sort through decisions of growth, equipment purchases, and other company spending. Knowing that we are stewards of God's things influences decisions about equipment maintenance and business processes to aid in efficiency and profitability.

7.) Quality

"And whatsoever ye do, do it heartily, as to the Lord, and not unto men." (Colossians 3:23)

Minimizing loss is crucial to any profitable business. There is a ditch on both sides of this road. One side is so focused on loss prevention that we go to market with substandard product rather than assume the loss of the mistake. The other side is being so quality-focused that we produce an unaffordable product or need to sell at a loss to move it.

A business that follows the Golden Rule will find it natural to value quality in service and product. It goes back to the principle Jesus declared to treat others the way you would like to be treated. Following are some ways you can give others the quality and service that you'd expect to receive if you were in their shoes.

Implement processes that bring added value to customers, such as checks and balances for quality control. Reliable and consistent processes are invaluable and will help build any business's reputation.

Employees to always treat the customer fairly. Employees need to understand company policy and expectation regarding their own performance. They should also be empowered to make decisions to keep the customer happy as much of the time as possible.

Go the second mile to achieve customer satisfaction. This teaching of Jesus is not always easy to do. Doing so, however, will tend to draw attention to Himself, and as we acknowledge Him it clearly identifies who we are following!

Conclusion

I believe no amount of business school training or work experience can teach what is ultimately a matter of personal character. Businesses are not dishonest or greedy, people are. Thus, a business, successful or not, is merely a reflection of the character of its leadership. ~S. Truett Cathy, founder of Chick-fil-A

Consider your business values. Do you see areas in your business that need change? Any mountains your business needs to climb? Change in business is often a difficult terrain. Our habits keep our businesses in the same old ruts, and our weaknesses lead to predictable failures.

Progress demands change. Applying our values requires change. I challenge you to climb the mountain before you. It may be rugged and intimidating, but it beckons you to conquer it and see what lies beyond. As you climb this mountain of change, the views allow you to see your path from a different and higher perspective.

Embrace the pain and answer the call: old dogs *can* learn new tricks, and old ruts can lead to new, untrodden territory! After you get past the pain of the initial work of those changes, you will wonder why it took so long to conquer your resistance!

Nolan Bechtel is from Estacada, OR, and has owned Metallion Industries since 1999. He is a minister in the Porter Mennonite congregation. Additional business articles and booklets may be ordered from Anabaptist Financial at afweb.org/resources. Or you can call or write to Anabaptist Financial, P.O. Box 68, Walnut Creek, Ohio 44687; Phone 570-468-1271. Catalog available upon request.

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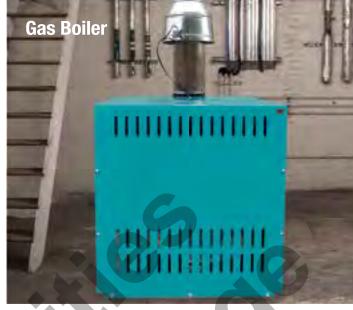
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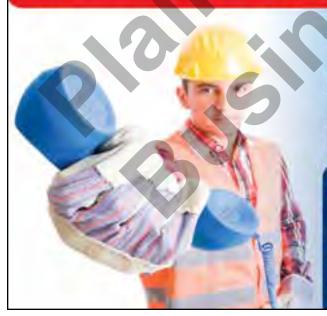


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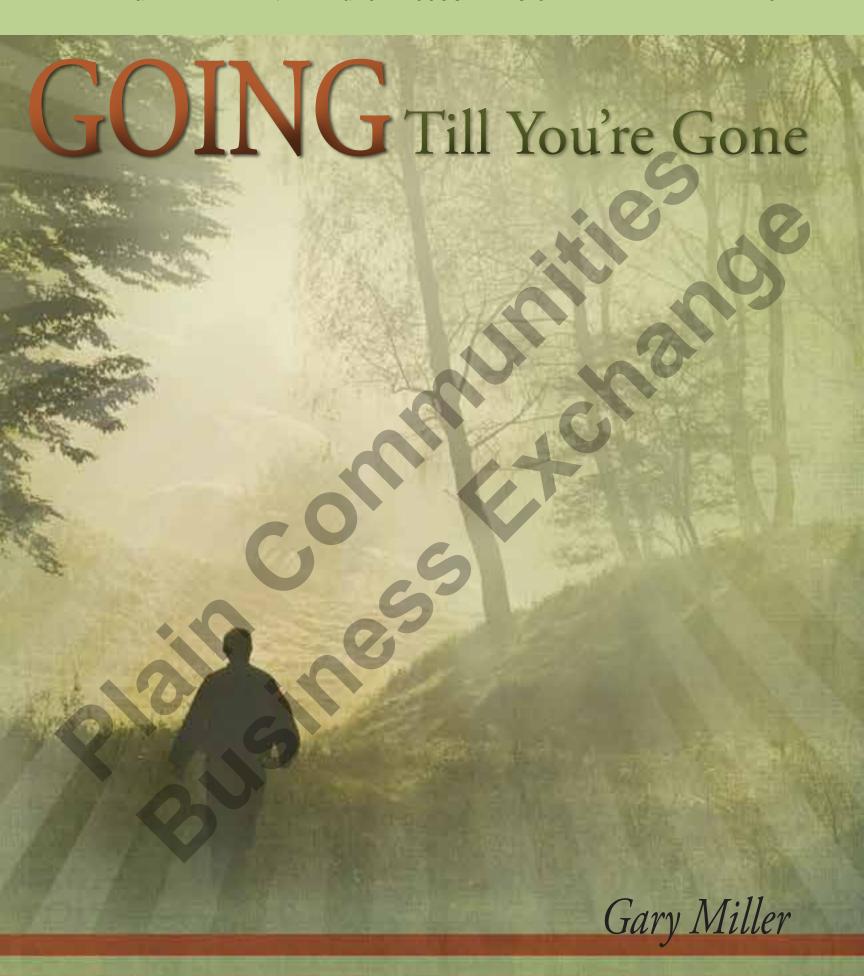
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Life in the Thorn Patch — Chapter 3 of 34

It was on a construction site in the late 1980s when I first met Andrei. He had emigrated from Romania, and as we worked, he shared the struggles of his past. His story was similar to those of many other believers who escaped from communist countries during the 1970s. Andrei had been a part of the underground church in Romania. He knew what it meant to choose Christ though opposed by culture, public opinion, and threatening government officials. He had grown up listening to horror stories from church leaders just returning from torture chambers, and he understood the reality of persecution. Attending worship services with one ear tuned to the sermon and the other listening for the secret police had been a constant reality. To Andrei, this was Christianity. It was all he had known.

Finally, after years of meeting in secret, smuggling Bibles, and hiding from police, Andrei had an opportunity to escape. With the help of believers, he was concealed in a vehicle and taken across the border to a neighboring country. The situation was so dangerous that his friends had packed Andrei into a tiny metal compartment and welded it shut to avoid detection by the police. Finally, after hours of hiding in a cramped position, struggling to get enough air through the tiny holes drilled in the side of the box, Andrei arrived safely across the border. After a while his family was able to join him there, and together they escaped to America.

I met Andrei several years later, but recalling his escape and that first taste of freedom was still thrilling for him. With bright eyes and an animated voice, he loved to tell, in broken English, of those first worship services. The joy of singing without fear and the abundance of Bibles were blessings almost too good to be true. America was a wonderful place to live. No one looked over his shoulder, services were never interrupted, and they had more food than his family could eat. This was obviously the blessing of God!

But several years passed, and at the time I worked with Andrei, he was beginning to have some doubts. Though he was still thankful for the liberty in this country, he had made some observations that alarmed him. Andrei had watched the lives of many believers who had come from Romania and was concerned about the changes they were making. He knew these people. He had observed their faith in the midst of intense persecution. He had seen them stand against a fierce and determined assault by the government authorities and watched them shine like cities on a hill.

"We sent our children to schools where the teachers taught them day after day that there was no God," Andrei said. "And I don't remember even one of them succumbing to that teaching! We knew what the atheistic teachers were pounding into our children, so as soon as they arrived home, we'd spend time teaching them again from the Word of God."

It had been a time of great spiritual warfare. The fight was intense and the battle lines clear. The conflict was black and white, with everyone aware of Satan's tactics. Parents recognized their own weaknesses and the need for constant prayer and vigilance in the fight. But then everything changed. After moving to America, the Romanian believers enjoyed peace and prosperity. The dramatic change was unbelievable. No longer did someone watch by the door during services, nor did they need to hide their Bibles in the attic.

Going Till You're Gone - Continued on Page 52

RETHINKING RETIREMENT: A KINGDOM-FOCUSED VISION IN MIDLIFE AND BEYOND

Going Till You're Gone - Continued from Page 51

But Andrei noticed that in this great land of freedom these same people who had so faithfully stood under oppression were having trouble dealing with liberty. Their young people were being heavily influenced by the fashions and fads of the day. Older members of the church were losing their original passion for the Gospel, and it was becoming more difficult to interest people in regular church attendance. Prayer didn't seem quite as essential, and fasting was almost a thing of the past. Daily devotions with the family didn't seem as important, and some of the marriages were struggling.

The Romanian believers had come to America with a strong work ethic, and many became prosperous. Now, with all the business concerns and newfound wealth to enjoy, their zeal for the Lord had diminished.

One day, after sharing some of his concerns for these persecuted but now prosperous Romanians, Andrei made this startling statement. "I have considered," he said soberly, "moving my family back to Romania."

Back to Romania?

This was before the fall of Nicolae Ceausescu and the communist regime. Persecution and torture were still regular occurrences in Romania. Was it possible that Andrei was considering leaving a country of ease and affluence and moving back into a setting like that?

I remember going home after these discussions and pondering, Is prosperity so dangerous that a man would knowingly take his family back into persecution to avoid the perils of America?

I had been taught from my youth to thank God regularly for the freedom and prosperity we enjoy, and I had learned to think of America as a blessed place to live. It was a place of spiritual and financial opportunity, a land of comfort, ease, and security. What was Andrei seeing that I was failing to observe? Why was he concerned about the influence our culture might have on his children?

Jesus told a parable one day about a sower who went forth to plant seeds. He talked about seed that fell on stony ground, seed that landed by the wayside, and seed that fell on good ground. These three types of soil each had a direct impact on the harvest. Jesus' listeners would have understood this. Hard-packed soil and shallow topsoil are not good places to raise crops. Good soil is where seeds can

grow and produce a bountiful harvest.

But Jesus went on to describe another place seed landed, and this time he said nothing about the condition of the soil. He didn't say if the soil was good, bad, stony, or shallow. The problem with the crop in this area wasn't the soil but the thorns. I think it is safe to assume it was good soil. This soil would have been capable of producing a wonderful crop—except for the thorns.

As I remember those discussions with Andrei, I believe the parable of the sower explains the difference in our perspectives. As I looked at America, I was seeing good soil. I saw a place of complete religious freedom where a man could serve the Lord and raise his family without any hindrances. It was a great place to live!

Andrei saw all of this as well. He was aware of the amazing freedom and opportunity. But he also saw the thorns. And he saw the effect the thorns had on spiritual growth. Jesus said that the man who receives the seed among thorns "is he that heareth the word; and the care of this world, and the deceitfulness of riches, choke the word, and he becometh unfruitful."²

Survival to Surplus

Imagine a parent holding one end of a child's blanket while the toddler pulls with all his might on the other. All of his focus is on getting the blanket, and while it is all in fun, the battle lines are clear. The child wants the blanket, and every effort is centered on taking it from the adult. But what happens if the parent suddenly releases the blanket? Most children are so focused on getting it that little thought is given to how they would respond if it was suddenly theirs.

For many years our older generation focused on survival. Energy, effort, thought, and focus went into making ends meet. Suddenly prosperity came. And many, like the toddler who suddenly receives the blanket, have struggled to maintain spiritual balance.

We really shouldn't be surprised. God warned His people long ago that moving from survival to surplus is dangerous. As the children of Israel stood on the threshold of the Promised Land, they were cautioned about the result of coming affluence. They had lived out in the barren wilderness for many years, and it was all most of them had ever known. But now they were facing the prospect of receiving all the things they had been dreaming about during that long dusty

"...there is something about the shift from poverty to prosperity that destabilizes a man."

plod. Plenty of food, homes of their own, great possessions, and more land than they would be able to use. It was a long list as Moses revealed the tremendous blessings that would be coming their way.

But interwoven throughout this lengthy list of blessings was a strong warning. God knew man's tendency, and His admonition can be summed up in one sentence from Moses. "Beware that thou forget not the Lord thy God..." Throughout history we have struggled to maintain a focus on God during times of affluence. It is hard to remember God when things are going well, and there is something about the shift from poverty to prosperity that destabilizes a man.

We see this played out with the lotteries that have swept the country. There is no question who is buying these tickets. The zip codes having the lowest incomes record the greatest sales, indicating that lottery tickets are being purchased primarily by the poor. Consequently, the individual who receives the prize is thrust into a scenario for which he is ill prepared. Newspaper articles abound telling of individuals who suddenly received a large sum of money only to suffer strained relationships, marriage conflicts, and long-term financial challenges as a result. Many people have lost millions within just a few years. As lotteries have become more popular and prevalent, counseling organizations have sprung up to help these "winners" deal with the myriad of pressing problems that follow the shift from poverty to prosperity.

Conclusion

In the majority of situations, our older generation has not suddenly become wealthy. Rather, the change has come gradually and almost imperceptibly. While a lottery winner knows the exact day the transformation occurred, many of those who have lived during the last seventy years have been almost unaware of the change. This has made the shift even more deceptive. Just like the parable that Jesus left to warn us, the thorns have gradually grown up, and slowly, ever so slowly, we have become entangled.

As wealth accumulates, our confidence in its ability to deliver increases as well. Where at one time we would have turned to our invisible God in adversity, we now turn to the visible checkbook. And subtly, with so many other things to lean on, we feel less and less need to depend on God. Jesus' words are still true today. We tend to become entangled and choked with the cares, riches, and pleasures of this life.⁴

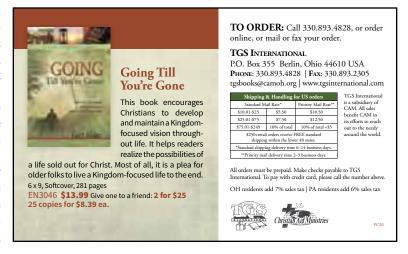
It isn't impossible to survive spiritually in prosperous countries like America, and it isn't necessary that all of us try to relocate to a communist or impoverished country. There have been many godly individuals, men like Job, Abraham, and Joseph, who possessed great wealth and were still faithful to God. There is also no inherent righteousness connected with poverty. Many desperately poor men live very ungodly lives.

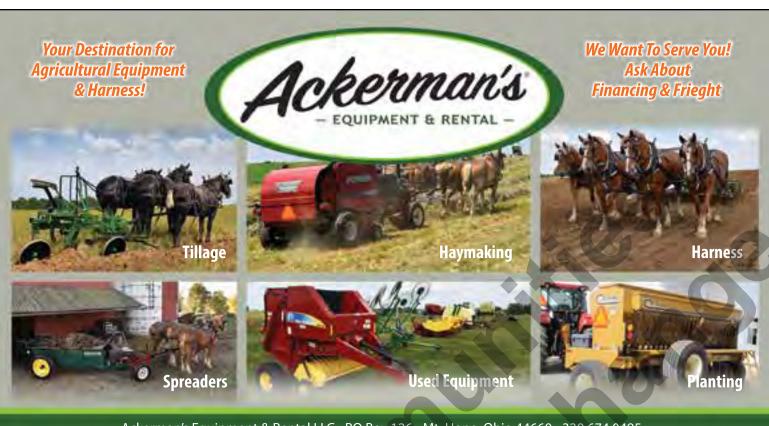
But Jesus was clear. Wealth is dangerous, and like weeds and thorns, it has a tendency to slowly choke out spiritual vibrancy. Our spiritual lives are much more likely to be vibrant and successful if we recognize that we are attempting to bring forth fruit in a thorn patch.

¹Matthew 13:3, ²Matthew 13:22, ³Deuteronomy 8:11, ⁴Luke 8:14

Continued next month....

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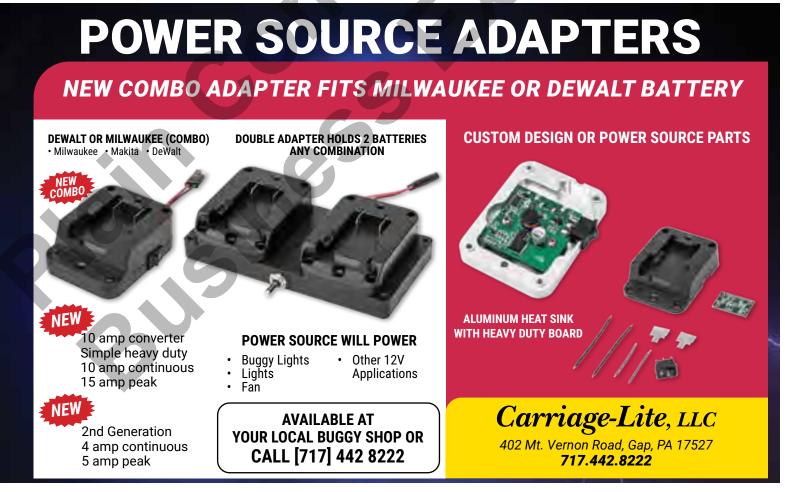
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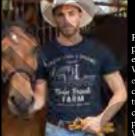




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Choosing the Best Business Partner for You

Selecting the very best person as a business partner may be the most significant decision you make during your tenure as the leader of your company. Some families and small businesses are blessed with having several highly qualified business leaders and potential leaders in their family or through other relationships. For others, finding someone that is a good fit for your core values, your beliefs, the type of business you are in, the skills that you need and the challenges you will face will be extremely challenging.

Regardless of how well you know potential business partners, the same process should be used to analyze whether or not they are a good fit for the long-term vision, mission and goals of your company. There are many factors to consider and overlooking some crucial elements of the decision could lead to lost opportunities or a complete disaster. Even family members that you have known for many, many years should be analyzed to ensure they are an appropriate business partner.

If you're considering adding a business partner soon or in the future, here are several factors to keep in mind to help you make that decision.

1.) Alignment with Core Values and Beliefs

The first factor to consider is whether or not a potential business partner is aligned with the essential core values and beliefs of you, your family, and your company. Ensuring a good fit in this crucial area provides the building blocks of the foundation that you need for a long-term business relationship. Your core values are the non-negotiable philosophies you use to guide your personal and business decisions, which are unaffected by the situation at the time, or the people involved.

To analyze whether or not an individual's core values and beliefs align with yours, you must first ensure that yours are well defined. If you have not created this list in the past, bringing in a business partner makes defining your core values essential.

Start with a list of core values that you know are important to your business. This can include such traits as integrity, honesty, patience, commitment, loyalty, family, genuineness, trust, communication, grace, and others that your business cannot operate without. You can generate this list with the help of family members and current key people, and then define each one so that everyone understands what you mean by this core value. It is interesting how many times people have similar lists of core values, yet define them differently.

Many times the differences in definition are simply a reflection of how that core value is expressed in that family or business. Other times, there are significant differences in



the definitions of core values to the extent that it is clear you do not see core values in the same way. This is why clarifying core values is essential. If we realize there is a difference in how we define our core values, or that there is a significant difference in how strictly we hold to those core values in a variety of situations, it is very important that we question whether are not this individual would be a good fit as a business partner.

2.) Assessing Your Actual Needs

The individual that is a great match for your business should

bring with them skills and/or assets useful to your company. They may have skills in production, leadership, management, human resources,

To analyze whether or not an individual's core values and beliefs align with yours, you must first ensure that yours are well defined.

technology, finances, marketing, creativity, analysis, business development or other talents that you know at this point in time your business would greatly benefit from for its success. A potential business partner might also be someone who brings financial or physical resources to your business that can help it grow, develop, and manufacture new lines of products, enhance current production, or update equipment.

The best way to assess your needs is to make a list of the most important skills in your business and rate yourself on how well you and your current staff provide these skills. As an example, you can make a list of the individual skills and give yourself a score of one through ten. A score of ten means that you are completely equipped in that skill area and do not need any help, now, or in the near future. By contrast, rating yourself a one in an area means that you are woefully inadequate and need immediate help.

Consider rating yourself in three different ways. The first rating would be your personal skill level. The second would be the current skill level of the entire operation combined. Finally, the third rating column would be the ideal skill level for your entire company that would meet your needs into the future.

When considering a business partner, remember that they should bring in skills and abilities that help the business reach its full potential and achieve its long-term vision. With that in mind, they should possess some advanced business and leadership skills such as negotiating skills, emotional maturity, making good decisions from many viable options, ideation (the ability to creatively think of unique alternatives and options), visioning and an established network of business contacts. They do not need all of these, just the ones that would be most helpful to your business that you may not possess at this time.

3.) Can You Enjoy Working Together?

A good business partner will be easy to talk to, even on topics that are very difficult to discuss. They will be a good listener, express their thoughts and opinions in a reasonable, logical manner and always seek what is best for everyone involved, not just their own needs. You will probably be working long hours together at times, so be certain that this is a person that you enjoy being around.

It is best to have someone that compliments your current abilities rather than duplicating them. Henry Ford once said, "When two people always agree on everything, one of them is not necessary!" We need people in our business who can challenge our way of thinking and our current operational practices without being rude, disrespectful, or condescending.

4.) Are You Equally Yoked?

When making our final decision on whether or not an individual is a good fit as a business partner, one aspect cannot be overlooked. Will our relationship be one that is equally yoked? Scripture warns us against being unequally yoked by being formally allied with those that do not share our beliefs and values. Clearly it would be inappropriate for us to be business partners with those who are aligned with idols or other gods (Numbers 25:3-5; Psalm 106:28) or unbelievers (2 Corinthians 6:14). As an example, we are cautioned against "...plowing with an ox and

> a donkey yoked together" (Deuteronomy 22:10). We need a partner that can work side by side with us, each doing our own part.

> > In a business partnership,

being unequally voked might be when one person has most of the control, the majority of the equity, and all the final authority, while the other partner has minimal financial investment but no say in how money is spent, people are managed, customer satisfaction or the quality and types of products. Though this is a situation that may occur when a young person is getting started in a business and just beginning to invest, it is not a good situation for two people of similar age, ability, experiences, and background. There are times when we know we are unequally yoked and agree to that arrangement, but in this situation, we need to have clear written agreements as to how the relationship builds over time to

Our potential business partner also deserves someone that is a good fit for them. If you do your analysis and realize that you are the one that is not a good fit for them, it's best for both of you to continue your search for a better arrangement. Also, if you are a person being asked to be someone else's business partner, you owe it to both of you to do this analysis to ensure they are being well-served in their selection.

Your Best Strategy

the advantage of both individuals.

Take a very strategic approach to this potential business arrangement. Start with the basic analysis mentioned above. Have the prospective partner rate themselves on the skills assessment and what they feel the company needs for its future based on your initial plans for moving forward.

Have a series of meetings focused on the results of your analysis. Use your different ratings and other information as an outline for your discussions. The initial discussion should focus on getting to know each other, discussing your core values, longterm goals, business philosophies, and strategies. Review each of your historical successes and challenges, and the core lessons you believe you have learned in your years as a business owner.

During each meeting, discuss your plan in progressively greater and greater detail. Get specific on your needs, what each of you brings to the business, and what may still be lacking if they become a partner. Talk openly about any areas where you may be unequally yoked, address how you will work through those areas and work through those situations when they occur.

There is one topic that is always difficult to raise in these discussions. It is the need to write the "divorce" as a part of the operating agreement. The process for ending the business relationship is crucial to have in writing. These agreements

Best Business Partner for You - Continued on Page 64

Best Business Partner for You - Continued from Page 63

are not only needed when things don't work out as planned. Sometimes, and quite often, a business is a good investment for a partner and yet after a few years they choose to take some, or all of, their earnings and invest them in another business. You need to know how that process will occur before anyone invests any money. Taking money out of a business, and having a key person leave, has the potential to be very disruptive to staff, customers, vendors, lending agreements and anyone else involved in the business. Have a plan for that possibility.

Also have a plan for a major life event occurs with one of the partners such as their untimely death, disability, divorce, major

When two people always agree on everything, one of them is not necessary. ~Henry Ford

illness, or significant issue in their family causing them to take an extended leave of absence.

Other Considerations

There are situations where we know the person we want to join our business to create a long-term relationship may not have any capital to bring into the business, nor many skills or experiences. In this case, we need to go into the relationship with patience and

We can start slowly by hiring them as an employee for a year or so to teach them the business, work in every area of the operations to learn how each job is performed, and determine if they like the company and we feel they could be a good fit. This trial period allows us to confirm whether or not they have the core values,

beliefs, work ethic, devotion, loyalty, character, people skills, ability to learn, etc. that we know are essential.

After these are confirmed, we structure a methodical plan to slowly bring them in as a partner. It may be a multi-year plan where they make regular investments into the company, continue to build their skills, we invest in their training and development, and they reinvest all their earnings back into additional ownership.

Another consideration is to have a facilitator help with the process to ensure your discussions, strategies and final agreements meet everyone's needs and best interests. A third party can provide key insights throughout the development of your agreements and ensure that no key issue or detail was overlooked. Some facilitators use assessment tools like DISC to help everyone understand each other's strengths, motivators, and skills to their fullest.

If you would like a sample skill rating sheet, a checklist of items to consider in this process, or discuss how a facilitator can help with this process, just give me a call or send me an e-mail and I'll forward those samples to you.

Don Tyler is Founder of Tyler & Associates Executive and Management Coaching. Don grew up on a family farm, has managed businesses for 16 years and has been a private coach for the last 26 years with clients across the country in all types of businesses. For more information about this topic or other areas of employee management, business development, family business management, or to be a speaker for your business or organization, he can be reached at 765-490-0353, through e-mail at don@ dontyler.com, or his website at www.dontyler.com



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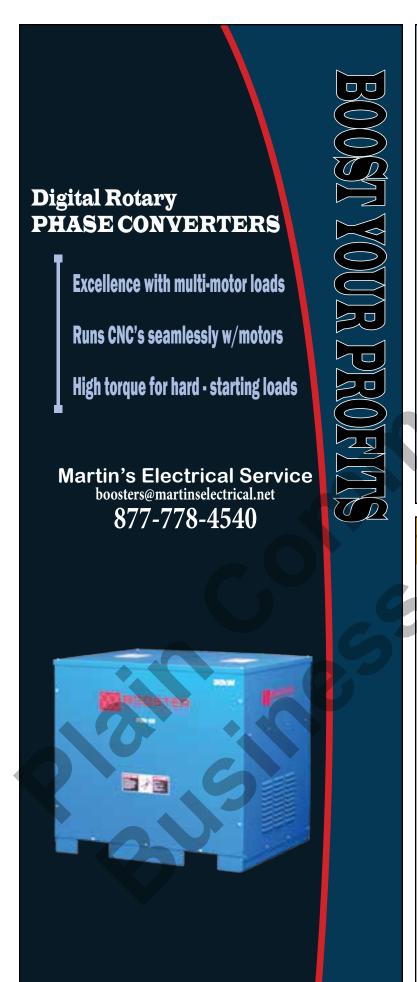
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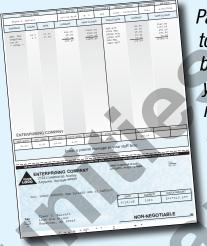
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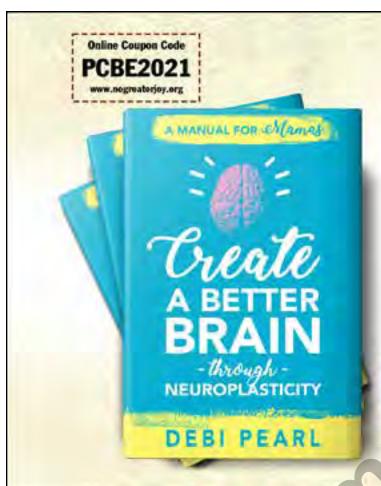


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Recently we had the opportunity to try out this new buggy wash and harness cleaner. Mix about 20 ounces of concentrate to one gallon of water. Stronger solutions are recommended if the surfaces are really dirty. We found it works best if you apply it to the surface of your carriage with a fertilizer sprayer. After a short 5-minute wait, take your garden hose and rinse off the application. The results were astounding! No scrubbing and scratching your paint anymore! This product is ideal if you frequently wash your carriage. Waiting until it is exceedingly dirty will probably not get the results you desire. This is a good solution for the cold winter months because you can cut down the time spent out in the cold. Works great for vehicles and interior walls too!

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I recently installed one of these in my carriage and would highly recommend them. Instead of having a clock, digital battery meter, and small speedometer filling up my dash, I now have all that and more in one small package. This speedometer comes practically maintenance free. Everything is hardwired right to the components; therefore it takes no charging. Another thing that I really like is the low battery indicator mounted in the speedometer. All in all, this is a great little piece. "Daniel King / PCBE"

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The first step towards getting somewhere is to decide you're not going to stay where you are.

~J.P. Morgan





The Federal Express/FedEx. Story

Part 2: How an Iconic Corporation Achieved and Sustains Business Success

Candace Brown

Then a startup company called Federal Express officially launched its delivery service operations in 1973, even its founder, the current Chairman and Chief Executive Officer Frederick "Fred" Smith, might not have imagined what a difference a decade would make. In fiscal year 1983, revenues reached \$1 billion. No other business in American history had done so well in its first decade without a single acquisition or merger, (although those were certainly coming in the future). Now, as the FedEx Corporation, its annual revenue is about \$71 billion.

Not everyone envisions success on such a grand scale or would want it, but for even those owners who choose to keep their enterprise small and personal, the same fundamental business principles apply. They are based on respect, integrity, and the right priorities, innovation and flexibility, perseverance, and hard work. Thankfully, for most, the hard work does not involve years of dealing with large government agencies. By the time of that tenth anniversary, in 1983, Federal Express had already done much to permanently change the air cargo industry, including a successful push to get rid of severely restrictive regulations.

The young company grew rapidly, even during the economic recession and other challenges of the 1980s. Its achievements included several "firsts." Federal Express became the first business of its type to employ computer software to track packages



and documents. In 1980, a time when scheduling pickups from customers still involved pieces of paper, Federal Express introduced its Digitally Assisted Dispatch System (DADS), which no one else had. In 1981, Federal Express offered the first specifically designed "overnight letter" envelope packaging. Another industry first, coming in 1982, was the company's promise to deliver before 10:30 a.m. The business was going so well by 1984, having expanded to Europe and Asia, that the original Hub was replaced with a new, global "Super Hub" located at the Memphis International Airport. A handheld SuperTracker scanner, introduced in 1986, is now used in conjunction with DADS to monitor the progress of deliveries. Both are part of an information system called Customers, Operations, and Services Master Online System (COSMOS for short.)

An environment where employees felt valued and their creative approaches to problem solving were given attention and respect helped to make these and other innovations possible. When team members are empowered, the result is total engagement, dedication, and loyalty. In the company's corporate philosophy of "People, Service, Profit," people come first. CEO Fred Smith has been quoted as saying, "If you're going to run a high service organization, you have to get the commitment of the people working for that organization right at the start. If you don't, you'll never be able to deliver at the levels of expectations of the customers."

Smith knew then, and still knows, that not every business endeavor will succeed. An example was the company's 1984 launch of a faxing service called ZapMail. This occurred before the time when sending documents by FAX (short for facsimile) through phone lines (and later, electronically) was a common practice. Instead of a document taking days to reach its destination, it was guaranteed to arrive in under two hours, but for a hefty fee. The customer paid \$35 for the delivery of up to five pages. Unfortunately for FedEx, before long, fax machines became widespread, much more convenient, and affordable. Many people bought their own for business or home use. Early on, ZapMail had also been hampered by technical issues. The service was discontinued before its second anniversary, resulting in the loss of more than \$300 million.

Mistakes will be made, but from them lessons can be learned. One of the lessons the ZapMail experiment taught was the danger of making presumptions. The company presumed it would be the only place for customers to access fax services, a costly belief. Yet Smith, as always, remained forward looking.

"Fear of failure must never be a reason not to try something," he said. He is also known for the following quote: "The riskiest strategy is to try to avoid risk altogether."

By the end of the 1980s, Federal Express had 54,000 employees and a smooth running, cohesive network to serve its customers at home and in approximately 90 other countries. However, increasing competition and a price war hurt profits. In February of 1989, the acquisition of the Flying Tiger Airline, which specialized in cargo and military charter flights, boosted a growing international presence. For this new asset Federal Express paid more than \$800 million but acquired with it the airline's fleet of Boeing model 747 and 727 planes, bases from which to work, and routes

to 21 nations, as well as the vast experience of its pilots. This move gave Federal Express world dominance in the area of all-cargo airline service. It also created more debt and produced an awkward assimilation and temporary decrease in Tiger's on-time deliveries. However, by early 1990, the on-time record rose to 96%. By the mid-1990s, the company had increased international service to more than 200 countries, which amounted to 12% of its business.

In 1994, Federal Express reached two important milestones. It began to officially use its long-time nickname of "FedEx" as a brand name in its marketing. It also offered the transportation industry another "first" by launching its www.fedex.com website. Instead of filling out paperwork, customers could do their business online, including tracking packages.

In October 1997, FedEx bought Caliber System, Inc., a large trucking company with several subsidiaries, including Roadway Package System Inc. (RPS). By the following January, the new holding company resulting from this merger was named the FDX Corporation, but would not use that name for long. It was changed to FedEx Corporation in January 2000. RPS became FedEx Ground, one of six subsidiaries in what the company calls its "portfolio of solutions." Currently, the others are FedEx Express, FedEx Services. FedEx Freight, FedEx Office, and FedEx Logistics.

During the next two decades, FedEx continued to expand worldwide, acquired many more companies, and established many more hubs. One of the most significant acquisitions was TNT, a Netherlands-based competitor in the delivery business, serving Europe, the Middle East,. Africa, and other countries. United Parcel Service (UPS) had been the first to want to purchase TNT but backed out of the deal, giving FedEx the opportunity to greatly increase its international presence. The company announced the \$4.8 billion purchase in 2016, but the complicated and expensive process of integrating it into FedEx, costing \$1.5 billion, was still not completed by the end of 2020. A serious cyber attack against TNT, in 2017, slowed progress significantly and cost FedEx \$400 billion in lost business and efforts to repair the damage.

The FedEx Story - Continued on Page 76



FECE Home Delivery

The FedEx Story - Continued from Page 75

Unexpected misfortunes can be devastating, especially to small business owners. The huge numbers we see when it happens to corporations seem mind-numbing to most of us, yet FedEx endures, always believing in itself, always looking ahead. The company has never had an easy time in this tough and constantly changing business. Like its competition, it has weathered many storms. Economic downturns, global trade tensions, the cost of capital investment, disruptive weather, and more, including the 2020 Covid-19 pandemic, have severely impacted FedEx. This is nothing new. Although problems have occurred throughout its existence, they also presented opportunities and inspired innovation. A lesson other businesses can learn from FedEx is that *your customers' problems also present opportunities*. If your creative solutions save the day, you will have a loyal customer for life.

Strong leadership and the company culture, which recognizes the essential value of employees and compensates them well, help sustain FedEx. During hard times, this corporation has provided financial security to team members by having a "no layoffs" policy. No business can absolutely guarantee that no layoffs will ever occur. Too many factors are beyond control (like the pandemic) and the company must be able to do what is required to survive. But FedEx found effective ways to avoid layoffs. For example, it gives employees training for multiple types of jobs. Management can be better prepared for changes in the volume of work of different kinds, and employees feel more secure against the loss of a specific job, because they have additional skills. This goes along with the philosophy of having everyone pitch in, doing whatever needs to be done. Both the company and the employee benefit. If demand for a product or service goes down, management can preserve work for more people by "redistributing" it. For example, if some employees are so busy that they need to work overtime, the company can cut back in those areas and give the extra hours to other employees. Rather than hiring a lot of new people for the busiest season and then laying them off later, management can choose to have more parttime workers they can keep employed.

FedEx cares about workers' families and allows flexibility in hours. If an emergency occurs, team members can get a leave of absence or go onto "permanent part-time" status. The company also provides ongoing training. FedEx conducts surveys of its team

members on a regular basis in order to understand their concerns and needs and has protocols in place to respond to whatever the surveys reveal. Employees also have the opportunity to express their feelings and observations concerning the performance of their managers. Because jobs vary so much (some being regimented and some looser and more creative), employees have some say in how tasks are prioritized or how new challenges can be addressed, based on their personal ideas and observations.

Smith has said, "A manager is not a person who can do the work better than his men; he is a person who can get his men to do the work better than he can." Another quote from him is: "You can't make people do what's right. You can lead them, and you can empower them to make the right decision, but if you don't produce a culture that allows them to do that, then all the rest is just bumping your gums as one of my old business partners used to say."

In his book, *The World on Time*®, James C. Wetherbe looked at the management principles that have made FedEx so successful. The basis of the company culture is simple—outstanding customer service through the promise of consistently reliable on-time deliveries. Wetherbe wrote, "A vigorous culture is well-aligned with the business' goals, motivates employees, and provides an empowering structure that lessens the need for bureaucratic checks and measures."

FedEx builds morale and loyalty and encourages exceptional performance by rewarding its team members in various ways beyond their normal compensation. Some are strictly monetary, such as commissions and bonuses. Others are prizes. Rewards can also be in the form of special recognition from peers or the company.

In a June 2017 interview with Bill Haslam, who was then the governor of Tennessee where FedEx is based, CEO Fred Smith offered several pieces of advice to benefit other business owners. One of them was to identify and build upon **your unique competitive advantage**. What attributes does your company have that set you apart from others in terms of meeting the needs of your customers? Can you offer goods or services with a higher quality, lower price, speedier delivery, a better guarantee? Have you clearly identified both your target market and your competitors? Your particular competitive advantage must be something durable and sustainable, not easily duplicated by competing companies. Businesses must examine their infrastructure, such as technology

2

The famous purple and orange FedEx logo, officially used in company marketing since 1994, is known around the world. This sign outside a facility in Cambridge, Ontario, Canada, displays it boldly.

Image Credit: JHVEPhoto/Shutterstock.com





With a fleet of nearly 700 aircraft at 650 airports, FedEx is the largest cargo airline in the world and one of the largest airlines of any kind. These planes are a symbol of success for a service that began humbly with a few small jets.

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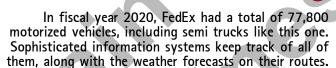


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and shipping options. Build the value of your brand through advertising and testimonials from happy customers. Strong leadership and an efficient network for distribution are the types of competitive advantages that will increase profit margins.

The success of FedEx also proves the value of constantly reexamining your company's approaches to business, keeping an eye on the competition, and remaining flexible in order to adapt to change, including the changing tastes, wants, and needs of your customers. Get feedback from them. Be consistent in the quality of whatever it is you provide. Perhaps the most important lesson FedEx offers is that business owners must maintain their high standards, priorities, and personal values throughout all the hustle and bustle and the unexpected challenges.

FedEx is doing well now, in spite of the global impacts of the pandemic and other concerns. With Fred Smith at the helm, it will no doubt continue to amaze. No matter how huge this corporation may become, however, at its most fundamental level, it is still about people working together as a team to reach a common goal. Smith, after all his success and the vast amounts of money he has made, keeps things in perspective. During his interview with Haslam, he reminded the audience of his priorities. Concerning FedEx, he said, "It's nothing like the *important* parts of life, like faith and family."

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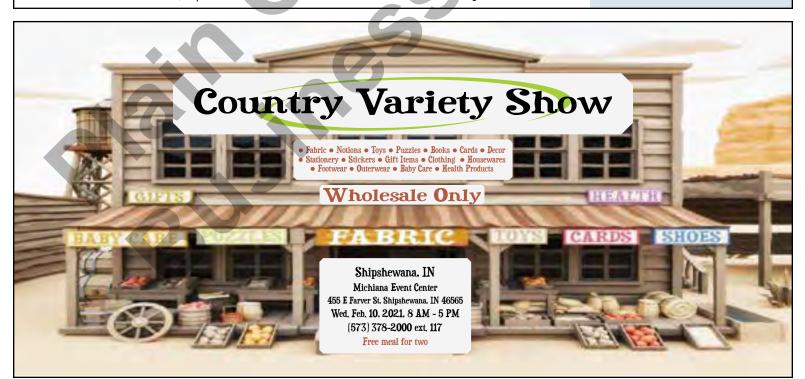
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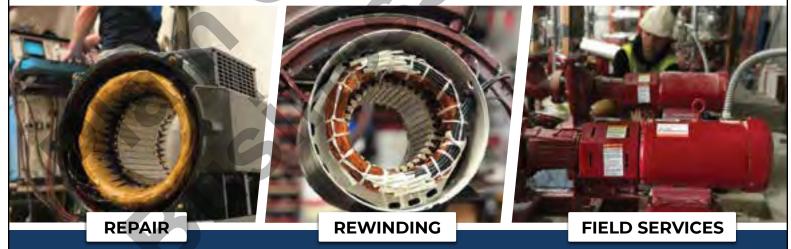
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An Educational Look at... Lithium Batteries MillerEth

Lester Miller, Millertech Energy Solutions LLC

Ithium batteries have existed in various forms since the 1970's and innovations in the 80's and 90's have led to the familiar lithium battery cells that we know today. Current research on lithium batteries has produced battery cells capable of extreme performance; for example, 100% recharging in just a few seconds. However, these current advances are strictly experimental and won't see commercialization for many years, potentially decades. The information in this article covers the types of lithium batteries that are commercially available today and will likely remain available well into the future.

I was introduced to Lithium batteries during my time spent working at Countryside Lumber Company, where we had a unique application for batteries. At the time we were using ATV winches on our horse-drawn logging carts. The winches were capable of drawing 400 amps for up to 60 seconds. This type of draw, and a 12v lead acid group 31 battery were just not getting it done! At that time (2014), Lithium Life PO4 12v batteries were only available from one or two vendors in the USA, and none of them had anything capable of powering such a large load. So the search began... It was approximately 3 years later until I was able to build a custom lithium battery for this application that worked and is still being used daily today! I had no previous electronic experience so there were many hours spent reading and experimenting before I found out what it would take for this application. (Maybe a whole other story?) Hence, I am inspired to write this article in hopes it could help someone learn the basics of lithium batteries in a faster and safer way than I did!

Uses for Lithium Batteries

Today, lithium batteries are used for a seemingly endless number of applications. They can be found everywhere from electric vehicles to NASA's spacesuits. Due to their lightweight and energy dense properties, lithium batteries are perfect for an incredibly wide range of applications. In the past, lithium batteries were mostly used by original equipment manufacturers (OEMs) for use in consumer products. These big manufacturers built lithium batteries suited to their needs for specific products or large clients. If a homeowner wanted a battery size or shape that didn't exist, he or she was out of luck. However, today there are many lithium batteries and cells that are readily available for use in, well, whatever we want!

Even though electric cars are becoming increasingly available in the consumer market, it can still be cheaper (and more fun) to build your own. Many people convert all kinds of vehicles into electric vehicles and they need batteries to do it. Unless you want to buy an expensive, purpose built electric car battery, you'll need to know how to assemble your own large battery pack from lithium battery cells.

Just like electric vehicles, home batteries are also becoming increasingly popular. A lithium battery in the back of your closet or hidden in your garage can power a house for days in the event of a power outage. They are also great for storing energy that has been generated on site, such as from solar panels or wind turbines. Lucky for you, today most solar installers in the US and Canada have a variety of lithium batteries available to power your custom home battery power system!

Drones, wearables, backup batteries, toys, robotics, and countless other applications are all ripe for lithium batteries. I hope this article will help you understand the unique differences in cells, chemistries and packs used in different applications!

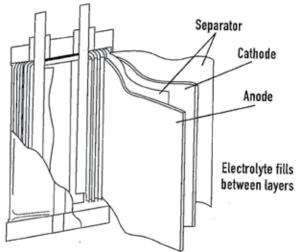
How Lithium Battery Cells Work

Despite undergoing years of research and development, the electrical and chemical processes that allow lithium battery cells to function is actually fairly simple. As lithium ion batteries are by far the most common form of lithium battery cells, we'll take a look at how a typical cell works here.

A lithium-ion cell is composed of four main parts:

- Cathode (or positive terminal)
- Anode (or negative terminal)
- Electrolyte
- Porous separator

The cathode varies between different types of cells but is always a lithium compound mixed with other materials. The anode is almost always graphite, and sometimes includes trace amounts of other elements. The electrolyte is generally an organic compound containing lithium salts to transfer lithium ions. The porous separator allows lithium ions to pass through itself while still separating the anode and cathode within the cell.

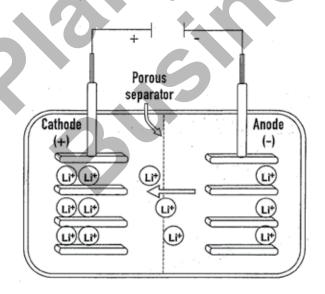


When the cell is discharged, lithium ions move from the anode to the cathode by passing through the electrolyte. This discharges electrons on the anode side, powering the circuit and ultimately any device connected to the circuit. (LED lights, inverters, etc.) This process is demonstrated in the diagram below. When the cell is recharged, this process is reversed and the lithium ions pass back from the cathode to the anode, which is opposite to the diagram below.

The actual process is quite simple. The major differences (and where things get more complicated), are in the shape of the cells and their slight chemical changes.

Form Factors of Lithium Cells

Lithium battery cells are available in a number of different form factors, yet their underlying construction is always the same. All lithium battery cells have a positive electrode (cathode), a



negative electrode (anode), an electrolyte material and some type of porous-separator in between that allows lithium ions to move between the cathode and the anode. The main difference between various shapes of lithium cells is the way they are manufactured and assembled.

Pouch Cells

Pouch cells are the simplest form of lithium battery cells. They look like a tin foil bag (or pouch, get it?) and have two terminals at an edge of the pouch. Inside the pouch is a cathode and anode on opposite sides separated by the porous separator and with the electrolyte on either side of the separator. This cathode-



electrolyte-anode sandwich is folded back and forth many times within the pouch to increase the capacity of the battery.

There are no standard sizes for pouch cells. They are produced by many different companies and are often designed to exact sizes for specific products, such as cell phones, to ensure that they take advantage of the maximum possible usable space. Production at such high volumes allows for the lack of standardization of sizes. When you can afford to have a million battery cells made, it becomes less important if a dealer has your size in stock or not.

The advantage of pouch cells is that they are lightweight and cheap to produce. The main disadvantage is that they have no exterior protection and thus can be damaged if they aren't enclosed in some form of protective case. A lack of hard exterior case means they are the lightest and most space efficient way to produce a lithium battery cell. Pouch cells are often used in consumer devices such as laptops and cell phones due to their efficient use of space. These devices also serve as protection for the fragile pouch cell inside.

Pouch cells actually perform better when they are contained in some type of rigid or semi-rigid structure that can apply a slight amount of pressure to the cells. This helps keep all the layers of the cells in close contact and prevents micro-delamination which can degrade cell performance over time.

When a pouch cell ages, it can begin to expand or "puff" as it is sometimes called in the industry. This is often due to small interior shorts that occur over time as the battery ages, creating gas that puffs up the cell. Because pouch cells are entirely sealed, the gas has nowhere to escape and thus creates the puffy, pillow-like appearance.

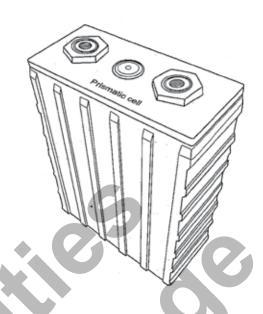
The expansion of the pouch cell results in a reduction in performance of the cell as the layers of the cell further delaminate. Some degree of gas buildup can be retained by the pouch structure but when the gas buildup becomes too great, the pouch can rupture explosively. This is a somewhat rare, yet well-documented phenomenon. The rupture releases a large amount of flammable gas – not a great situation to be in.

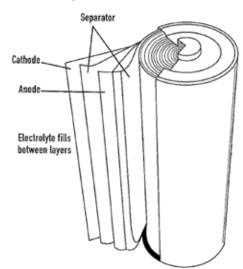
Millertech Batteries - Continued on Page 88

Prismatic Cells

Prismatic cells are quite similar to pouch cells, except that they have the addition of a rigid rectangular case outside of the cell. This gives the cell a rectangular prism (or prismatic) shape. Prismatic cells are therefore slightly less space-efficient than pouch cells, but are also more durable than pouch cells. While pouch cells must be handled carefully, prismatic cells can withstand more jarring, though they can still be fragile.

Unlike pouch cells that have thin tab terminals, prismatic cells often have threaded terminals that allow a nut or bolt to be used for connections. This makes it easier to join prismatic cells into larger battery modules. Large prismatic cells of 20AH to 100AH or more are often used in very large energy storage devices such as home batteries or DIY electric vehicles. There aren't standard dimensions for prismatic cells, but they often come in various capacities with 5 – 100AH increments. Larger capacity prismatic cells 20AH or more can have quite a large variation in internal resistance from one cell to the next, potentially causing performance problems when connected in series. Unless matched with the correct balancing circuitry this can sometimes be a problem and a deciding factor when considering different cell form factors for your application.





Cylindrical Cells

Cylindrical cells are the AA-style batteries that we are all familiar with from remote controls, flashlights and other consumer electronics. They come in a variety of sizes (most are larger than standard AA batteries) but all share the same cylindrical shape and rigid metal case.

Cylindrical cells are produced by rolling up that amounts to the same contents of a pouch cell, then placing it inside of a metallic cylinder with a positive and negative terminal at either end of the cylinder. These cells are not as space-efficient due to the rolling of the inner layers and the addition of the cylinder wall and end caps. However, cylindrical cells are the most robust type of lithium battery cell and don't require any external frame or support.

Cylindrical Cell Safety

The cylindrical cell continues to be one of the most widely used packaging styles for primary and secondary batteries. The advantages are ease of manufacturing and good mechanical stability. The tubular cylinder can withstand high internal pressures without deforming (unlike pouch and prismatic cells).

Many lithium and nickel-based cylindrical cells include a positive thermal coefficient (PTC) switch. When exposed to excessive current, the normally conductive polymer heats up and becomes resistive, stopping current flow and acting as short circuit protection. Once the short is removed, the PTC cools down and returns to the conductive state.

Most cylindrical cells also feature a pressure relief mechanism, and the simplest design utilizes a membrane seal that ruptures under high pressure. Leakage and dry-out may occur after the membrane breaks. Resealable vents with a spring-loaded valve are the preferred design. Some consumer Li-ion cells include the Charge Interrupt Device (CID) that physically and irreversibly disconnects the cell when activated to an unsafe pressure builds up. Figure 1 shows a cross section of a cylindrical cell.

Unlike pouch cells and prismatic cells, cylindrical cells are produced in standard sizes. The most common lithium battery cylindrical cell is the 18650 cell, named for its 18mm diameter and 65mm length. The 18650 is the cylindrical cell most commonly used in laptops, power tools, flashlights and other devices that require cylindrical lithium cells. Two other common sizes of cylindrical cells are the 32650 which is 32mm in diameter and 65mm in length, as well as the 26650 which is 26mm in diameter and 65mm in length. The 18650, which falls right in the middle of the three most common cylindrical standard sizes, has seen the most widespread use and is available from the highest number of manufacturers.

In 2017, Tesla began producing the new 21700 cell format that they co-developed with Panasonic. The 21700 is a slightly larger cell than the 18650 and comes with almost 50% more capacity compared to current 18650s. The cell was designed specifically for Tesla's vehicles and so it will likely take quite a few years until it becomes available to the public.

There are also a series of LifePO4 cylindrical cells made by the company Headway that are available in the 38120 40152 sizes, which are 38mm in diameter, 120mm in length and 40mm in diameter, 152mm in length, respectively. These are obviously much bigger cylindrical cells and have much higher capacities than 18650 cells. These cells have bolted terminals for easy connections. Most other cylindrical cells must be spot welded to connect them together.

Cell Format Summary

Cylindrical cell has high specific energy, good mechanical stability and lends itself to automated manufacturing, leading to better quality control and less cell failure. Cylindrical cell design allows for added safety features that are not possible with other formats, it cycles extremely well, offers a long calendar life and is low cost, but it has less than ideal packaging density. The cylindrical cell is commonly used for portable applications and drop-in replacements for lead acid car batteries!

Prismatic cell are encased in aluminum or steel for stability. Jelly-rolled or stacked, the cell is space efficient but can be costlier

to manufacture than the cylindrical cell. Modern prismatic cells are used in the electric power train and energy storage systems.

Pouch cell uses laminated architecture in a bag. It is light and cost effective but exposure to humidity and high temperature can shorten life and cause bulging, sometimes being dangerous! Adding a light stack pressure prolongs longevity by preventing delamination. Swelling of 8 -10 percent over 500 cycles must be considered with some cell designs. Large cells work best with light loading and moderate charge times. The pouch cell serves in similar applications to the prismatic.

Types of Lithium Cells

All lithium battery cells aren't created equally. There are a few different chemistries of lithium batteries that have very different properties and specifications. They all have their own unique advantages and disadvantages, so let's compare them here:

Lithium ion (Li-ion)

Li-ion is the most common type of lithium battery used in consumer electronics like cellphones, laptops, power tools, (Dewalt, Milwaukee and Makita), flashlights, headlamps, (MillerTech), etc. They have the highest energy to weight ratio and are also some of the most energy dense cells, meaning you can pack a lot of energy into a small volume.

Depending on the exact type, li-ion cells are relatively safe cells, at least as far as lithium batteries go. Most li-ion cells won't burst into fire if they are punctured or the cell is otherwise heavily damaged, though this can happen with some types of li-ion and has been observed many times. The chance of fire is always present in lithium batteries, but is usually caused by negligence or abuse of a lithium cell or battery. Short-circuiting a battery is one common example of such negligence.

Li-ion cells also have relatively long cycle lives. The shortest are rated for around 300 cycles until they reach 70-80% of their initial charge capacity, while the longest can last for over 1000 cycles. There are of course ways to stretch the number of cycles that you can get out of a lithium cell even further. Just based on manufacturer's ratings though, li-ion cells are middle of the road for cycle life, as compared to the other two major chemistries that we'll talk about next.

Cost is always an important factor when choosing components for any project. Li-ion cells fall in the middle range of lithium cell prices (you might be noticing that li-ion is something of the "Goldilocks" chemistry – it's right in the middle on many of these specifications). There are cheaper chemistries (RC lipo) and more expensive chemistries (lithium iron phosphate), which leaves standard li-ion somewhere in the middle in terms of price.

Where li-ion shines is in availability. Because this is the most

widely used lithium battery chemistry, it's also the most widely available in different sizes, shapes, capacities and slight chemical variations that have different effects on the performance.

One of the most common and easiest to work with formats of li-ion cells is the 18650 cylindrical cell that we talked about previously. There are dozens and dozens of great quality, top brand 18650 li-ion cells, plus hundreds of other off brand and generic 18650 li-ion cells as well. Because 18650s are so commonly used in OEM products including everything from electric vehicles to power tools, they have been developed with a wide range of specifications. You can find cheap, low power 18650 li-ion cells like Samsung ICR18650-26F cells that are perfect for simple, low power projects, or you can find insanely powerful Sony US18650VTC5, which have the same approximate capacity, size and weight but can provide over 600% more power!

Anyone who makes use of high power 18650 cells owes a big debt of gratitude to the electric power tool industry, by the way. They were some of the first to demand higher power cylindrical li-ion cells which spurred the battery industry to respond and meet that demand with new and even higher power cells. Thanks to power drills, you can now find li-ion cells that contain a massive amount of power in something the size of your thumb.

It's difficult to say which projects are best suited for li-ion use, mostly because different li-ion cells span such a large range of specifications and properties. However, if your project has space and weight limitations as well as moderate to high power needs, li-ion is likely a good option for you.

Most li-ion cells have a nominal voltage of between 3.6v to 3.7v and are usually rated for a discharge-charge voltage range of 2.5v – 4.2v. Li-ion cells are usually rated for maximum capacity at this voltage range (i.e. charging to 4.2v, and then discharging down to 2.5v) but it is recommended to avoid draining li-ion cells all the way down to 2.5v very often. They can handle it, but it reduces their expected lifetime. Most battery management systems (BMSs) for li-ion batteries cut off discharge at around 2.7v – 2.9v per cell. Discharging below 2.5v will cause irreparable damage to the cell, resulting in the cell not holding its rated capacity or sustaining its rated discharge current.

There are a number of unique li-ion chemistries, we will review these differences in part 2 of this article arriving in the next PCBE issue, where we will also discuss more including general lithium battery charging and discharging protocols. Please stay tuned!

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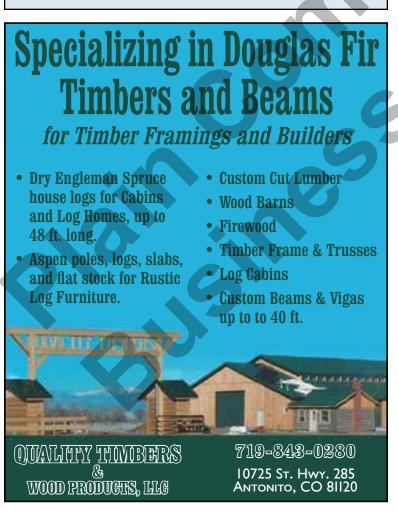




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HUMBLE, HUNGRY, SMART

THREE QUALITIES OF A TEAM PLAYER



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mployment ads sometimes include a line like this: "Looking for a team player." What does it mean to be a team player? How would you or I know whether we are team players?

In his book *The Ideal Team Player*, Patrick Lencioni says that an ideal team player is 1) humble, 2) hungry, and 3) smart. What do these terms mean?

The virtue of being humble.

A team, by definition, is made up of more than one person, which means that to be successful, team members need to be able to work well together. Humility is one of the keys to good relationships on a team. If one person on a team has a big ego, is easily offended, or wants to receive all the credit, teamwork is going to suffer.

Another aspect of humility is being teachable. It is humbling to admit that you don't know something and that you need someone to show you. But how else will we learn?

Humility also comes into play during teamwork when we submit our ideas to the team or the team leader. We probably all know how it feels to have our idea shot down. That experience is just part of teamwork, because while we may have plenty of good ideas, we won't always have the best idea.

In 1951 President Truman caused an uproar when he fired the top general in the Korean War, General Douglas MacArthur. MacArthur, a popular five-star general who seemed to let his success get to his head, didn't agree with Truman's plan for the war, and he wouldn't give up his own ideas.

We don't work in the military with its strict chain of command, but as employees, we each have a superior we need to obey. Following instructions is a basic part of being a team player, and it can take humility to simply do what we are told. A team needs to work for a common goal, rather than each team member working toward their own separate goals.

The virtue of being hungry.

What does being hungry have to do with being a team player? In *The Ideal Team Player*, Lencioni describes a hungry person this way: "Hungry people are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity."

Lencioni is painting a picture of someone who is passionate about his or her work. Lots of people in this world are hungry—but hungry for the wrong things. They are hungry for to be famous, richest, and best. Think of how fiercely politicians fight to win a political race—they are hungry to win.

On the other hand, a hungry team player wants to contribute to the success of the team. You can see how this type of person also needs humility—without humility a hungry person could begin to trample on others and run the show rather than being part of a team.

Part of being hungry is taking responsibility for yourself. The boss doesn't constantly have to keep

an eye on you or keep prodding you. He can trust you to keep learning, to keep working, and to keep yourself motivated.

The virtue of being smart.

I recently read a book about the Apollo program that landed men on the moon in 1969. There were thousands of smart people working in the Apollo program, trying to do something that had never been done before.

In fact, when President Kennedy announced in 1962 that the United States would try to go to the moon by the end of the decade, no one knew how to do what the president was asking. The author of *One Giant Leap* wrote, "They didn't know what kind of spaceship to take to the moon, what course to fly through space to get it there, how to land that ship on the moon, or how to take off again and head safely for home."

As we know from history, the smart people in the Apollo program solved all of those tough questions and many more. As a result, two astronauts touched down on the moon in a cloud of dust in 1969

But if being an ideal team player means being smart enough to get to the moon, I don't qualify! Being humble and hungry seems like things we can learn, but being smart feels like something we can't really change about ourselves. What does Lencioni have in mind when he says that an ideal team player is smart?

Lencioni writes, "It is not about intellectual capacity. In the context of a team, *smart* simply refers to a person's common sense about people. It has everything to do with the ability to be interpersonally appropriate and aware. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way."

By using the term *smart*, Lencioni means being *people smart*, or understanding how to work well with people. This is similar to having soft skills, which can be defined as "personal attributes

that enable someone to interact effectively and harmoniously with other people."

When we think about how teamwork works, it's obvious that people skills are important. A team is made up of people working for a common goal. If the team can't understand and accept each other, the bond of teamwork is weakened. In the Bible, the team building the Tower of Babel made progress, until their ability to understand each other was broken. Then their team was broken too. And when their team broke apart, their ability to achieve their goal was also lost.

Conclusion

While our culture celebrates heroes and celebrities, your boss doesn't need a hero or a celebrity. Rather, he needs a team player. How do you measure up?

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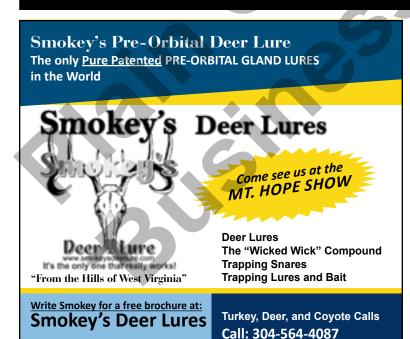
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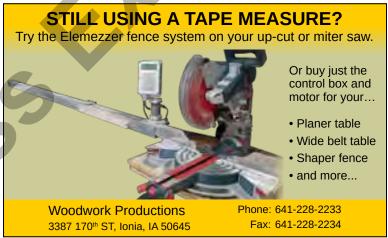
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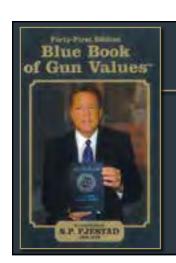














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A colorful array of scooters at Esh Hardware.

Image Credit: Leroy Martin



The hardware store also carries Kamado Joe grills.

Image Credit: Leroy Martin

here are many hardware stores to choose from in Lancaster County when shopping for tools or other outdoor items. John and Raymond Esh, a father and son duo, are aware that folks have many options as to where they spend their money for their outdoor needs.

"We have placed priority on customer service," Raymond explained to me shortly after he and I sat in his office for a few minutes. Indeed, I didn't find it difficult to believe. I had taken the opportunity of browsing about the store immediately upon my arrival, rather than walking up to the counter to introduce myself first. I had only walked down one of the aisles at their store, when a store associate approached me and inquired in a friendly voice if I needed help with finding a product.

"It is something we want to continue to prioritize," Raymond continued, as his additional remarks conveyed that he understood the value of great customer service. "We want to help our customers shop."

Good customer service is important, to be sure. I assume there are probably more customers like myself; if I don't receive assistance in a timely manner when I express the need for it while patronizing a store or business, I tend to wonder if I should perhaps settle on making my purchases somewhere else.

Raymond, who came on board in January of 2019, explained that he hopes his vision for the family-owned hardware store would be a sustainable one. "I want this to eventually be a fourthgeneration business. I want to get my boys involved," he said.

His grandfather, John Sr., had started the business in 1990. Raymond's father, John Jr., managed the hardware store for many years after John Sr. no longer wished to be involved, due to his advancing age.

"My father John Sr. had the business for about ten years," John explained. "I came on board in 1992. And then in 2000, my wife and I bought the business from dad. My wife and I managed the business for about twenty years, until our son Raymond got involved in January of 2019."

Back in 1990, the hardware store was much smaller than it is currently. "My dad started this on the home farm," John remarked. "At that time, it was six-thousand square feet total. That included the retail store and the warehouse space. An opportunity had

Esh Hardware - Continued on Page 112

Esh Hardware - Continued from Page 111

come the way for Dad, and he decided to build a hardware store."

Recently, in 2019, the hardware store had undergone an extensive remodeling and expansion project. "We doubled the size of our space. The project was done in phases, we remained open for business except for three weeks. During those three weeks, we had to close," John added.

"The project was started on June $1^{\rm st}(2019)$ and it was completed in mid-October," he said. "We now have a big basement underneath the retail store, and altogether, we have twenty-thousand square feet." This space includes the expanded retail area, basement, and storage room.

Esh Hardware offers an extensive line of cordless tools. "We offer tool repair, and do a lot of repairs for air tools," John explained. "We also replace some cordless stuff, as well as sharpen a lot of chain saws, scissors and knives, etc. Additionally, we also provide small engine repairs, too. Husqvarna is our main power tool, but we also have a large selection on Milwaukee and DeWalt."

Their primary customer base is walk-ins, although Esh Hardware does offer the opportunity of having items shipped via mail order. "We do get a surprising amount of phone calls from Dauphin County and Perry County. We ship those orders out," John continued. "A lot of packages are shipped via *UPS* and *9 to5*."

"When Dad started this is in the 1990's, we were a lot more farm-oriented, but now we are much more construction-oriented," he explained. "We need farmers, but it seems there are not as many farmers in this area as there used to be."

Even so, Esh Hardware keeps a selection of farming-related tools and supplies available for their neighboring agriculture-minded customers. Treated fence posts and rolls of wire are popular items among the farming clientele.

"Back in 1990, we sold approximately three tractor trailer loads of baler twine per season. And now we sell a total of a couple skids of twine in a season. That is how much it changed, that is the difference," John concluded.

He wasn't sure exactly when the change really began decreasing exponentially, regarding the sales of baler twine. "I would say it happened gradually, you know, started dwindling year by year," John said. He explained that they would have delivered the twine (in the past) to farmers within a twenty-mile radius.

Esh Hardware sells some hardware items wholesale, according to John's son Raymond. "Volleyball sets is something we sell wholesale," he began.

A lot of pipe gets sold here at Esh Hardware, too. "We sell a lot of excavator pipe fittings, for storm drains, schedule forty. At some point we might need to expand that area," Raymond remarked. He added that this selection of pipes includes items used for drainage fields and sewage systems. "We carry from four-inch all the way up to thirty-six-inch pipe, in the corrugated line."

"Also, quite a bit of mulch is sold, too. We have more and more requests for small amounts of stone and sand. We only have bags at the moment, but maybe we will offer a larger selection in the future. We just don't know yet which way it is going to go."

Esh Hardware has been expanding their inventory each year, so that they can provide a larger selection of products for their customers. "We are trying to keep things at a neat, healthy environment for our customers," Raymond remarked. He also alluded that here might be quite a few changes taking place within the next few years.



Milwaukee tools are also a strong seller here.

Image Credit: Leroy Martin



The brand photographed remains a popular choice among Eshs' clientele. Image Credit: Leroy Martin

Esh Hardware and Farm Supply is located at: 64 Clearview Drive, Ronks, PA 17572. Hours of operation are Monday through Thursday 6 AM to 6 PM. Friday 6 to 8, and Saturday 6 to 2. To place a mail order, you may reach either John or Raymond at the following phone number: 717.768.8497.

Researched, written, and edited by *Leroy Martin* for the exclusive use of the *Plain Communities Business Exchange, LLC*.



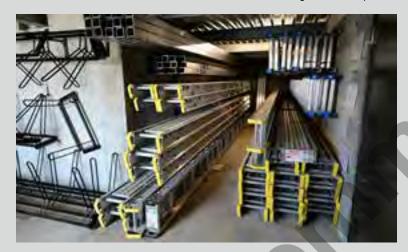
Ladders are stacked in a corner in the basement.

Image Credit: Leroy Martin



Bundles of pipe set in the lot at Eshs'.

Image Credit: Leroy Martin

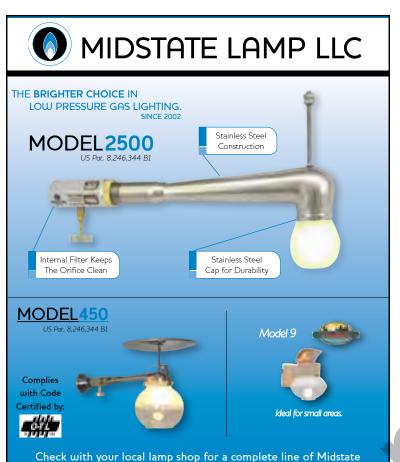


Construction supplies are a strong seller and account for a large percentage of the sales. Image Credit: Leroy Martin

The interior of the store is spacious and well organized.

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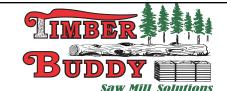


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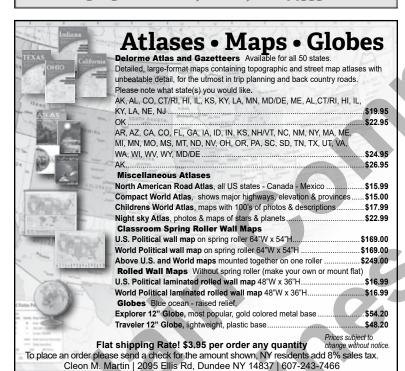
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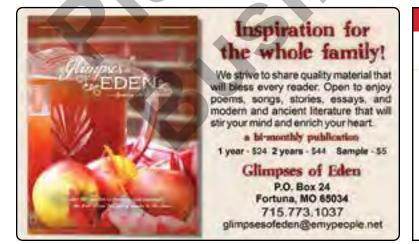
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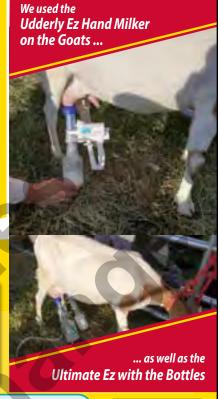




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MIND YOUR BUSINESS By: Kristen Fisher

✓ HIRING - WHAT SHOULD I ASK?

ast we left Fred he was filling in on the shop floor for one of the employees that was out sick. It had already been exceptionally busy for Fred's business and he was feeling pressed for time. Now that he was going to have to fill in on the shop floor, he knew that it was going to be a long week. As he was leaving the office that Monday morning, he imagined having to dig through the mountain of papers from his fax machine to find his desk.

By Thursday evening Fred was exhausted. The kids were all in bed, and he was sitting at the kitchen table with Sarah having dinner. "Thank you for keeping dinner warm for me, Sarah," he said.

She smiled, "Meatloaf is one of your favorites. I figured you'd enjoy it more if it was hot. You worked another long day today, huh?"

Fred felt like he could fall asleep in the pile of mashed potatoes on his plate. "Yeah. I've been trying to get to the office a few hours earlier than usual to try to make a dent in my task list, and then I stay a few hours after to get through some of the voicemails and faxes that pile up during the day." He put a big fork-full of meatloaf and mashed potatoes in his mouth. "I can't remember the last time I was this hungry and tired at the same time. Honestly, if I wasn't this hungry, I'd probably be asleep at the table by now."

"When will things get back to normal at the shop?" Sarah asked.

"Well, John called today to say he should be back to work tomorrow. So, now it's just a matter of getting caught up in the office." He shoveled another mound of food into his mouth. "That should take about six months," he smirked.

"I'm glad you still have a sense of humor," Sarah laughed, "You should go to bed soon so you can get to the office early and start chipping away at that six-month long task list."

"You're right. I can barely keep my eyes open the way it is." He looked down at his plate that was nearly empty aside from the pile of peas that he was purposely avoiding. "I'll just have one more helping of meatloaf and potatoes first.'

Sarah smirked, "Well, I'd say your exhaustion still isn't quite as strong as your appetite, but those peas are looking pretty lonely."

Fred chuckled with her as she stood to get him another serving.

The next morning Fred sat at his desk telling himself to ignore the feeling of overload that he kept getting and to L just pick something and do it. But what to pick? "I know where I'll start," he thought. He grabbed his notebook and wrote Task List at the top with today's date. "Writing everything down always helps me think clearer." As he started listing all the tasks that he knew needed attention, he could feel himself relax a bit. After he had written down everything that he could think of, he sat back and looked over the list. It was pretty lengthy. "Well, at least I'm not trying to remember it all," he thought to himself.

Friday seemed to be going by faster than most days. Fred was steadily working through his back log of faxes and it seemed every time he glanced at the clock another hour had passed. He was just finishing up a quote when he heard a loud crash in the breakroom. Jumping up he ran towards the noise to find Elam picking up the metal folding chairs that were scattered on the break room floor. It instantly reminded him of the scene beneath his fax machine that morning. "Everything okay?" Fred asked.

Elam glanced over at Fred sheepishly. "Yes, sorry for the commotion! I don't even know how it happened. I was going to make a pot of coffee and somehow bumped into the stack of chairs." He righted the last chair and stepped away from the stack gingerly so as not to disturb it again.

"It's okay Elam. I only came in because it was so loud I couldn't even guess what happened."

'It does seem like you have been avoiding the break room lately, Elam remarked. "You haven't eaten lunch with us all week, now that I think of it. I was starting to wonder if your wife has you on a diet or something."

Fred laughed, "No, no. Nothing like that. I've been working through lunch trying to get caught up in the office. I should be able to take a break for lunch today and eat with you men."

Elam gave Fred a puzzled look and pointed to the clock on the break room wall. "Well, that's going to be difficult to do, lunch was over an hour ago."

Fred was dumbfounded. "I just looked at the clock and it was about 10:45," he replied, sounding almost confused.

"Well good thing it's Friday! Before you know it, it'll be the weekend," Elam grinned.

"That's true," Fred smiled.

Elam tilted his head to the side as if he were listening. "I think I hear your phone ringing," he said.

"What else is new?" Fred laughed. Then it hit him... "Oh, it's Friday! I have a call scheduled for today!" He took off jogging towards his office and slid through the doorway just in time to grab the phone off the hook before the voicemail picked up. He answered and tried his best to sound as if he didn't just run to the phone. "Good afternoon Coach!"

"Good afternoon Fred," Coach returned. "How has your week been?"

Fred sat down at his desk and was trying to quickly move the different stacks of faxes that he had been sorting and working through all day to make room for his notebook and homework. "It's been busy. Actually, busy would be an understatement. I have been in production pretty much full time this week, as well as coming in early and staying late to try to get some work done in the office as well."

"That sounds tiring."

"It is. I think I ate half of my dinner with my eyes closed last night."

"Oh wow. Do you have any relief in sight?" Coach Lynn asked.

"Yes, actually. John is back to work today so I'm just working on getting caught up." He glanced at the stacks of faxes that he had sorted through so far and sighed, "It's going to take a while."

"That's understandable."

"Surprisingly though, I did get my homework done. I finished a few minutes before I realized that my week was about to be completely turned on its head."

"That's impressive Fred! Did you find the *Application Workbook* helpful?"

"I did. I'm really starting to see how much easier it is to complete a project when it's broken down into small steps. It makes bigger projects seem less daunting, and it's much easier to focus when I'm not overwhelmed. I also like how we're asking specific questions related to my business in the application. This will give me solid information to use when deciding between possible new hires."

"Exactly! I've worked with many businesses who have hired employees in the past using those generic applications that you can get at an office store. It's not a terrible way to go through the hiring process, but oftentimes you end up hiring someone based on generic attributes, the positive comments you got from the people they listed as references, or subjective things like how you perceived their attitude, or their demeanor when they came by to drop the application off. While those can be important factors, they don't quite tell you if this person will fit in with what you need in your business. Wouldn't you rather know if the new assistant you want to hire can use Quickbooks? Or if the new material handler can actually drive a forklift?"

"Oh definitely! I think that most places just use the generic form because they don't know any other way." Fred grimaced a bit knowing that he was one of those businesses up until now.

"Agreed. That, and most businesses don't plan ahead for this type of thing. They just realize they need help and hire the first person they can find. Then a month or two down the road they can't figure out why the new employee isn't really working out like they hoped he would."

"I think almost every business owner has been there," Fred

added. "Myself included. But now I have a whole process for hiring. And I can definitely say that I feel I have a clearer idea of what I need and how to go about finding it."

"That's great to hear Fred! I do have one more step for you though, so don't close your homework notebook just yet."

"I had a feeling you were going to say that," Fred chuckled. "I know better than to think I'll be off the hook without any homework."

Lynn laughed. "It's not a lot. I promise. I'm going to send you my big list of *Interview Questions so you will be ready with some good questions for when you have your first interview. For homework just pick your top 10 and jot them down in your notebook."

"I think I can handle that." He let out a small sigh of relief that it would be a fairly simple homework since he still had to catch up on a big chunk of office work over the next few weeks.

"Great. Have you had any interest in the open position yet?"

"I haven't," Fred thought for a moment. "To tell you the truth, I haven't gotten through all my voicemails or faxes from this week, so maybe someone is interested, and I just don't know it yet."

"Well I better let you go so you can get back to it." Coach Lynn said. "Let me know if you need anything else."

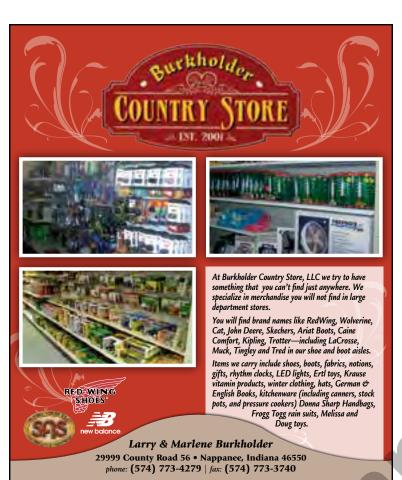
"Will do Coach. Thank you." Fred sat back and thought about this hiring process. He was glad to have really thought through all aspects of the position and duties for the new hire, now he just needed a few interested candidates to apply. He felt like he could finally see the light at the end of the hiring tunnel, but upon further inspection he realized it was his voicemail light blinking. He grimaced. "Well, I better get to it," he thought and picked up the receiver.

Hiring, like many other business practices, will go much smoother with a plan. *Interested in the **Interview Questions** mentioned in this article? Call Kristen at 570-704-5358 and request a copy.

Note that the 2020 Wage Survey is completed! Anyone who didn't participate can request a copy of the results for \$29.









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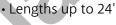
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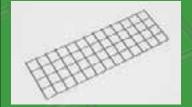
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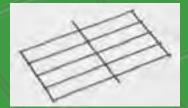
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HARTLAND ENTERPRISING

Producing Insulated Trailers for Various Social Functions

LERDY MARTIN



An insulated trailer is parked at the Schmucker property.

Image Source: Leroy Martin

Traveling to Wisconsin is usually a treat for me, and this past summer was no different. During my time there, I met Milo Schmucker, an Amish man who resides in Bonduel and who has been manufacturing insulated trailers.

"We started this (Hartland Enterprises) six years ago, when we had a spray foam business," Schmucker remarked. "My son Nelson sprayed (foam) for three years, and now he has different interests. Plus, he also got married and is moving to Michigan. Now Lonnie is spraying foam for me, and he is doing more and more of that. Me, I have come to a point where I don't want to go to work every day, so I decided to build these trailers, since

I wanted to do something that is in line with the spray foam industry," he added.

Milo explained that after a bit of contemplation, he had decided that he would like to try his hand at producing insulated trailers. "I figured that it would give me a little something to do around the shop here, while I am taking care of calls and doing estimates for Lonnie."

It appears as if the multi-tasking Mr. Schmucker has found his niche. When I arrived at his property, he had a newly designed trailer ready and waiting for me to examine. Although I wasn't a prospective buyer, neither was I in need of an insulated trailer at

the moment, I could still tell that Schmucker had constructed the trailer quite well.

"These trailers have a cooling unit which can heat to fifty degrees, and cool to zero degrees. The unit is self-defrosting. These trailers can be used by florists, produce growers, caterers, and I guess, wherever else that you need a cooler. For example, in the winter, if you are hauling produce and you don't want it frozen, these units can heat. It is a very universal unit, and was built in Germany," Schmucker explained.

Most units only do one thing, Schmucker remarked. "They either cool or they heat." His units can do both. He concluded that butcher shops might also be interested in these trailers. "Right now, I am building a unit for a butcher shop. The person wants to use it for venison."

Obviously, the units which Mr. Schmucker builds can be used for many different things in many different industries. "Our units are a fridge, freezer, and a heater," he added.

"We built the first one in 2019, for a wedding. We took it to our son's wedding. We wanted to test it there. It worked great," he remarked.

"At the wedding, we had desserts on the shelves and ice cream in the deep freezer. The units can be powered by a generator, and they run off a fifteen-amp circuit. I went with a 7,000-watt generator at the wedding, but there is something like an easy start system in the cooler, and I could have probably powered the unit with a 2,000-watt generator," he said. "I didn't try it yet, but I am playing with it. I would suggest using a 4,000-watt to 7,000-watt generator, I believe."

The units are energy efficient and do not draw a lot of current, according to Schmucker's specs. "They are very energy efficient. For example, most of the *Thermo King* units use 220, but these units are just 110."

The display model which I saw while visiting Hartland Enterprises had a floor which had been sprayed with grey *Linex*, while the walls were lined with dura-panel. "Linex is the stuff that they spray on pickup boxes. This makes our trailers really easy to clean," he explained.

"Another thing that we did was, the freezer door in the back, it has a heater in. So, if someone turns it down to freeze something, the gasket doesn't stick in the door and tear loose. When the temperature goes down to thirty degrees, the thermostat in the door kicks in, therefore, we don't tear the gasket off the door when we open it. There are cheaper doors out there, but I didn't want to have someone call me and tell me that the gasket is frozen onto the frame of the door."

The trailer bodies which Hartland Enterprises uses are constructed entirely of aluminum. "The reason that we chose the aluminum is that when you are heating a trailer, there is condensation involved. I didn't want a steel trailer, because those would start rusting. So, it had to be aluminum."

"We spray the floor of the trailers with four inches of foam," he continued. "And on the walls and the ceilings, we apply three inches of foam." The spray foam which Hartland uses works out great for these projects, according to Schmucker.

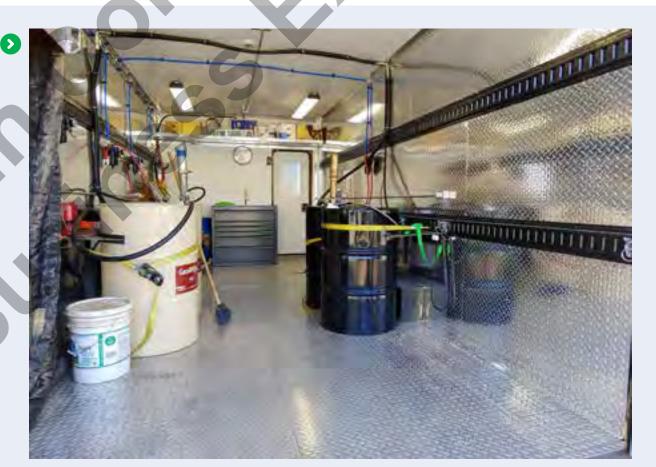
Each of these trailers are custom built to suit a client's desired specifications. "I basically set this up because our community was in need of a trailer," he remarked. "We will keep one here and use it whenever there is a funeral, wedding, or other event where we need a refrigerated trailer."

The sizes of the trailers that he can insulate in this manner, vary, Schmucker remarked. "We can do several different lengths of trailers. Anywhere from ten feet in length to eighteen feet.

Producing Insulated Trailers - Continued on Page 132

Inside the insulated trailer which the folks at Heartland designed.

Image Source: Leroy Martin



Producing Insulated Trailers - Continued from Page 131

The entryway of an insulated trailer manufactured by Hartland.

Now, an eighteen-foot insulated (cooled) trailer is a pretty big trailer," he concluded.

The eighteen-foot version which was on display while I visited Hartland's headquarters is very close to being the size that most working, cooled, trailers are, he mentioned.

"Customers can have racking placed in the trailers if they want, it is up to them. For example, if someone wants their trailer outfitted with racking, I can install that. Some folks might not want any racking, but instead, just want brackets to hang meat." In either situation, Schmucker makes sure his clients receive the type of trailers that they ordered.

"Our trailers have LED lighting inside. Anytime the unit is in operation, (plugged in), those lights are on," he explained. There is another source of lighting, too. "That is just a light source that is operated by a *Milwaukee* battery pack. They call it a Battery Buddy, I guess. So, that lighting can be used whenever you go into the trailer when it is not plugged in."

Mr. Schmucker resides in an Amish community which consists of approximately eighty families. "The first (Amish) people came here to Bonduel from Rexford, Montana in 1987," Schmucker explained.

The state of Wisconsin is flush with various Amish communities; each time I visit, I discover more and more communities. The Dalton (Kingston) community, founded in 1977, is also located within the state and consists of more than a dozen church communities (districts). Cashton is also not very far away from Bonduel. That community was reportedly founded in the late 1960's.

There is also a vast Native American Indian reservation located just outside the city limits of Bonduel, in proximity to where Schmucker and his church brothers and sisters reside. The sprawling farms with rolling meadows are typically dotted with dairy cows, the oft-seen red barns standing in stark contrast to the deep blue skies which are often present above the farms in the dairy-rich state of Wisconsin.

Hartland Enterprises is owned and operated by Milo Schmucker. For additional information regarding his insulated trailers and cooling units, you may call him at:920.493.2501. The mailing address for Hartland Enterprises is: N4877 Broadway Road Bonduel WI 54107.

Researched, written, and edited by *Leroy Martin* for the exclusive use of the *Plain Communities Business Exchange*, *LLC*.



A generator sits inside one of the partitioned areas of the insulated trailer.

Image Source: Leroy Martin



Spacious shelving provides an adequate amount of storage for various items.

Image Source: Leroy Martin

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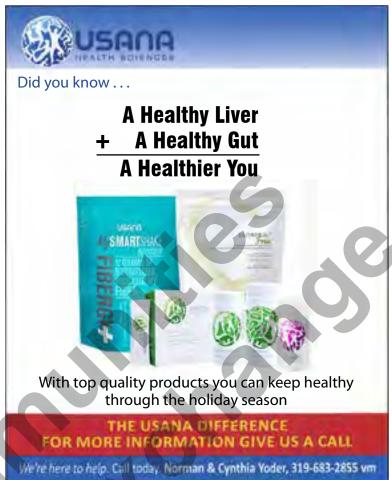




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FINANCIAL Scoresheets



DENNIS HERSHBERGER

A ccountant Dave looked up from his desk. "Well, hello, Sam! How's it going? Your shop staying busy?"

Sam plunked himself into the chair across the desk from Dave. "Definitely so! We're busier than a bunch of cats landing on a steep metal roof!"

Not one to monkey around with small talk, he continued, "We need some help on finding out exactly where we're at, financially. Cash flow is a struggle for us every year in our seasonal business, even though we're turning a decent profit. We have some equipment upgrades we'll need to be looking at very shortly, and it will be a bit more borrowing than I like."

"I know how much is in the checking account. But it's much harder to find my true water level on this wild torrent of my cash flow river," Sam muttered, as his forehead wrinkled into a Himalayan mountain range. "Every year we go through this. We now have money to pay the bills and pay off the credit line. But we were sure tight last year with paying the guys the short-term overtime and buying inventory needed for the busy season. How much money should I keep in checking? I don't want to leave my canoe high and dry again like we did last year."

Dave smiled, with a knowing twinkle in his eye, "Let me guess. Back when you were a one-man shop, you knew what to expect. You had two to three jobs in process, and you knew how much was coming in the next month, and what your bills were going to be. But in the last few years, that little cash flow stream has become a great big roaring river, and you don't know if you're a-coming or a-going. Making decisions just on what your checking account balance is, is like jumping into a river with your eyes closed."

Sam snorted, "If that ain't just it".

Dave continued, "The first question is, "What's your *Liquidity Balance, Current Ratio, Working Capital*, and *Net Equity* doing?"

"Um." Sam stalled, with a mischievous glint in his eyes. "I've got a fairly small cranium. Suppose you translate those foreign phrases into English?"

Dave grinned sheepishly. "Sorry, let's do some explaining first. Let's look at your Net Worth Statement. Assets are listed first, and are what you have in your possession. Let's break Assets into two categories, <u>current</u> and <u>long-term</u>. Examples of Current Assets categories that are considered "liquid" are Cash on Hand, Checking Accounts, Savings, and Accounts Receivables. These will generate cash very shortly. Inventory is a Current Asset too, but is not 'liquid' yet."

"Your debts or Liabilities are what you owe to others. Current Liabilities are Accounts Payables, Down Payments Received,

Taxes Payable, Credit Line Balances, Loan Principal Payments due in next 12 months, etc ..."

"The next question is, 'Do you have a good way to measure that throughout the year, and compare them, especially in your seasonal business?' I recommend you use something like our Financial Scoresheet. This is a Net Worth Statement, just laid out in a different manner to measure your financial barometers. Unless you measure it, you don't know it, and you cannot compare with it in the future."

"Tell you what." Sam was busting with enthusiasm now. "I brought along all our Net Worth Statements for each month of the past year. Let's fill out your Financial Scoresheet right now! Here's the last Net Worth Statement I have."

Sam's Widgets LLC Net Worth Statement as of 12/31/2020

Assets

Checking	\$5,100
Accounts Receivable	\$13,000
Inventory	\$37,000
Equipment&Buildings	\$210,500
Acumulated Deprec	(-\$35,100)
TOTAL ASSETS	\$230,500

Liabilities

Accounts Payables	\$9000
Down Pays Received	\$5000
Credit Line	\$600
Long term debt due in the next 12 months	\$2400
Long-term loans	\$122,600
TOTAL LIABILITIES	\$139,600
NET EQUITY	\$90,900

Dave knew to strike when Sam's iron was hot. "Net Worth Statements give you totals for ASSETS, LIABILITIES, and EQUITY. The \$139,600 LIABILITIES divided by your \$230,500 TOTAL ASSETS tell me your assets are 61% financed and 39% owned by you. Your proposed \$25,000 equipment purchase doesn't look risky for now, but let's use the Financial Scoresheet to compare some other numbers."

Date	+ Bank Balance C-ASSET	+ Acc. Rec. C-ASSET	– Acc. Pay. C-LIAB.	- Prepay Rec'vd C-LIAB.	- Current Loans C-LIAB.	= LIQUIDITY BALANCE	+ Inventory C-ASSET	= WORKING CAPITAL	+ Equip. & Building LT-ASSET	- Accum. Deprec. (LT-ASSET)	- Long Term Loans LT-LIAB.	= NET EQUITY	CURRENT RATIO C-ASS/ C-LIAB
1/1/20	2800	14000	10800	5000	3000	-2000	34000	32000	200500	25500	125000	82000	2.7/1
2/1/20	12000	12000	9800	5000	3000	+6200	30000	36200	200500	26300	124800	85600	3.0/1
3/1/20	3800	12000	8800	6000	2400	-1400	38000	36600	200500	27100	124600	85400	3.1/1
4/1/20	5000	18000	12000	12000	4000	-5000	44000	39000	200500	27900	124400	87200	2.4/1
5/1/20	5000	21000	16000	15000	10000	-15000	50000	35000	200500	28700	124200	82600	1.9/1
6/1/20	3700	23000	19000	20000	12000	-24300	55500	31200	200500	29500	124000	78200	1.6/1
7/1/20	1150	32350	20000	17000	15000	-18500	53000	34500	206500	30300	123800	86900	1.7/1
8/1/20	700	33900	20000	14000	15000	-14400	46000	31600	206500	31100	123600	83400	1.6/1
9/1/20	1400	32100	14000	12000	15000	-7500	41000	33500	210500	31900	123400	88700	1.8/1
10/1/20	5700	21000	11500	8000	12000	-4800	40000	35200	210500	32700	123200	89800	2.1/1
11/1/20	4500	16000	9500	6000	8000	-3000	38000	35000	210500	33500	123000	89000	2.3/1
12/1/20	5400	14000	9500	5000	5000	-100	37000	36900	210500	34300	122800	90300	2.5/1
1/1/21	5100	13000	9000	5000	3000	+1100	37000	38100	210500	35100	122600	90900	3.3/1
									7				
	Current Asset	Current Asset	Current Liability	Current Liability	Current Liability	Goal? Positive	Current Asset	Goal? Varies	Long Term Asset	Long Term Asset	Long Term Liability	Goal? Varies	Goal? 2/1

To find Current Ratio, divide total of Current Assets by total of Current Liabilities. 2/1 or higher of Current Assets to Current Liabilities is desired. Current loans are credit lines and portion of long term loans due in the next 12 months.

"Hmmm." Sam wasn't sure about all this archaeology on his financial numbers, but he did want a better idea of his position. What exactly is that *Liquidity Balance*?"

Glad to have an attentive audience, Dave waxed a little eloquent. "Your *Liquidity Balance* shows you how much cash you'd have available if your shop would shut down tomorrow. Your receivables would assumably keep coming in, and your payables & prepays would still have to be paid".

"OK, so why was my *Liquidity Balance* so far below zero in June? Our tight financial squeeze wasn't until August."

"Because your customer prepays were financing you until then. There's nothing wrong with prepays. Just don't think of them as <u>your</u> cash yet. If you decide not to do that job after all, guess who gets it."

"Definitely the customer," Sam spoke up subduedly. "I guess that explains why my high inventory levels in June don't always generate the additional amount of cash I was thinking of. I used to think, 'Here goes that \$20,000 job', and it was, but some of that cash was here already. OK, so what is the *Working Capital*?"

"The *Liquid Balance* plus your inventory. It tells you theoretically what your cash position would be if you would use up your inventory and then shut down your shop. *Working Capital* is an important number to know, because if you're stocking up for the busy season, that number can tell you if you have sufficient short term assets & inventory to avoid the busy season cash outlay stresses."

"I see my *Working Capital* dropped during the summer months, even when my receivables were the highest. How could that happen?" Sam was puzzled.

"Do you adequately include your work in process in your inventory number? Or would you have had jobs done but not invoiced the customer yet?" Dave knew of Sam's tendency to be too busy at times to get the office work caught up.

"That could be the case." Sam acquiesced, "In those months I got a little too far behind on some of the invoicing several times.

Financial Scoresheets - Continued on Page 142



Financial Scoresheets - Continued from Page 141

Would that do that?"

"Absolutely", Dave was on a roll now. "It will also affect your Profit & Loss statement and the *Net Equity* values. Financial statements are no more accurate than the least accurate number fed into it. If you don't have time to get an exact inventory count for these statements, try at least to get a very reasonably close estimate."

"Net Equity changes when you make a profit or loss, or contribute money or draw money out of the business," continued Dave. "A customer depositing money as a prepayment does not change the Equity. It merely increases the cash asset, and increases the Prepay liability. The change to the Liquidity Balance and Working Capital is zero. If you take that cash and purchase inventory with it, the Working Capital doesn't change, but there is a loss of cash. Therefore your Liquidity Balance drops."

"So how should I figure Accumulated Depreciation? That looks complicated. I don't own a business just so I can do complicated office work!" Sam grunted.

"Well, I put Accumulated Depreciation in there to show you how. However, keep it simple and streamlined. It's better to fill out Financial Scoresheets without Accumulated Depreciation, than pulling hair and not getting it done."

"One more thing", Sam queried. "I see the Equity rose only \$8900. Our profit was \$58,900. How does that match up?"

"Hey, congratulations, you're actually studying this thing," Dave was tickled pink. "How much did you draw from the business?"

"Fifty-thousand dollars", Sam replied. "Oh, you know what. If I had left that in there, the Equity would have risen the exact fifty-eight thousand, nine hundred. I get it."

"I think we can handle that equipment purchase with a loan. If I try to use some of my current assets to pay for that, I will run short next July and August again."

He looked at the clock. "Hey, thanks for these worksheets. My family's ice cream supper is tonight. I'd better be going, or we'll only be getting the leftover soft ice cream $\Box shomm\Box$."

Author's note: Financial Scoresheets can track patterns and compare your financial history. However, don't use it to focus on your Net Worth. Thus did the rich man in Luke 12, calculating to eat, drink, and be merry, but lost his own soul. What is your vision?

Some thoughts to ponder... Does God have a Scoresheet of my life? How is my 'Faith' category? How is my 'Time Spent Serving God' column? What about my 'Fervent Prayers' column? Is there even a 'Time for Others' slot? How is my Scoresheet looking?

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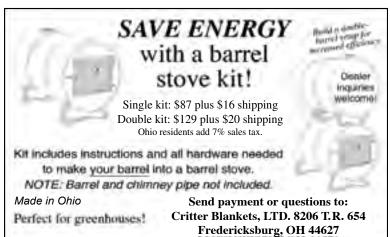
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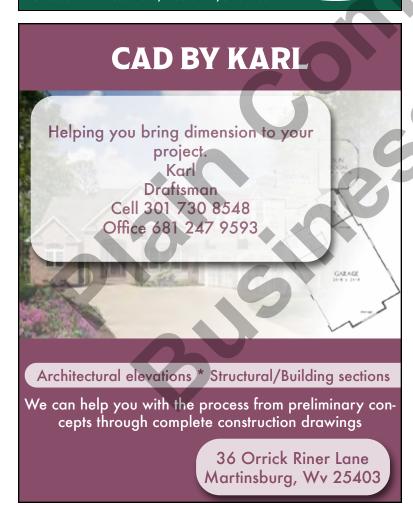
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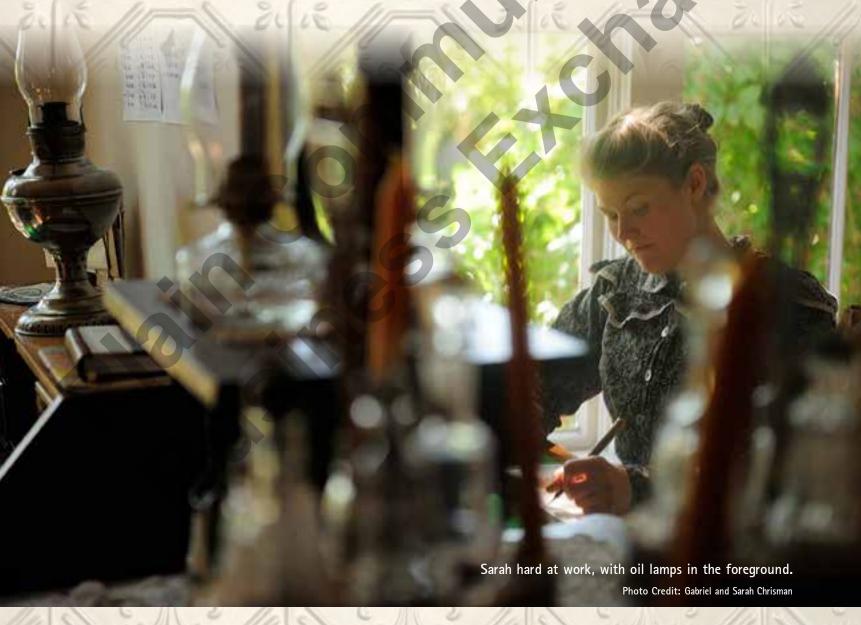








Gabriel and Sarah Chrisman: An American Couple Living a Victorian Lifestyle





BY CHRISTOPHER PETROVICH

Queen Victoria and "the Victorian Era" (1837-1901)

In the United Kingdom, the period when Queen Victoria reigned is known as the Victorian era. This era is distinguishable because of unique events and trends that unfolded, particularly those pertaining to politics and diplomacy, religion, culture, education, entertainment, mathematics and science, architecture, and dress. For the people, it was a time like none other, and is still a topic of considerable interest.

Victoria was the daughter of Prince Edward (Duke of Kent and Strathearn) and Princess Victoria (of Saxe-Coburg-Saalfeld). Although royal families were fabulously rich, Victoria described her childhood as melancholy. She spent most of her time studying with private tutors on a prescribed timetable and expended her playtime with her dolls and the family's small spaniel dog named Dash. The tutoring included lessons in French, German, Italian, and Latin.

The previous monarch (King William IV) died on June 20, 1837. Since her father's three elder brothers had died without legitimate children, and Victoria had turned eighteen years the previous month, she immediately inherited the throne. But since hundreds of thousands of people would come to London for the extravagant celebration, the coronation at Westminster Abbey didn't happen until the following summer, on the 28th of June.

Being the queen of England, it was Victoria who proposed to her first cousin Prince Albert of Saxe-Coburg and Gotha. They married on February 10, 1840. Victoria bore him nine children.

Victoria was not particularly popular during the first half of her reign, and political opponents seized on her absence from public view when she mourned the death of her husband in 1861. But she became very popular during the second half of her reign because the British Empire reached its zenith during her tenure and the common citizen came to see her as epitomizing the empire as a benevolent matriarchal figure. Biographers describe her as obstinate but honest, and emotional but straight-talking. She became an icon for strict standards of personal morality.

The Victorian Era is known for extravagant architectural styles, progress in mathematics and science, and distinguishable trends in politics and diplomacy, religion, culture, education, entertainment, and dress. Although Gabriel and Sarah Chrisman wish to emulate nearly every aspect of the Victorian era, some aspects cannot be repeated, politics and diplomacy being the most obvious examples. Nevertheless, this American couple from Washington state has incorporated a tremendous number of details from the lifestyle of a middle-class couple in England in the 1880s and 1890s into their daily routine, including forms of entertainment, architecture, dress, and technology.

Living a Victorian Lifestyle - Continued on Page 152

Meeting Gabriel and Sarah Chrisman

Gabriel and Sarah Chrisman are a married couple from Port Townsend, Washington. Their unique path emerged from Sarah's historical interest in the Victorian era, and Gabriel's training as an archivist and librarian. They are not actors dressing up to portray great men or women of the past; they are simply ordinary people who are trying to incorporate as many elements of a past era into their present life as they can. For example, their house was built during the Victorian era (in 1888/9), they wear Victorian-style clothing every day, they heat and bake with a wood-burning stove, and they store perishable food in an antique ice box.

Sarah composes books about the Victorian era. She has written an internationally acclaimed historical fiction series named *Tales*

of Chetzemoka. Series titles include First Wheel in Town, Love Will Find A Wheel, A Rapping At the Door, Delivery Delayed, and A Trip and a Tumble. Historical fiction is a genre that takes notable historical events and fills them with fictional characters and details to tell the story with the vibrancy that the past deserves. Although the details are likely inaccurate, they nevertheless fit within, and bring out, the vividness of the story without misshaping the broader narrative that the author is retelling.

Tales of Chetzemoka is named after the chief of the S'Klallam Indian tribe. He was forty years old when white settlers arrived in Port Townsend. His name was shortened to Chetzemoka because the settlers couldn't pronounce his full name. Because of his leadership position and love of many things Victorian, locals ceremoniously gave him the "royal" nickname Duke of York (a title of nobility in the United Kingdom, usually reserved for the





Emptying the water tray from the bottom of the ice box.

Photo Credit: Gabriel and Sarah Chrisman

Gabriel at their wood stove in the kitchen.

Photo Credit: Gabriel and Sarah Chrisman

second son of English monarchs).

A Trip and a Tumble—published in May 2018—is inspired by Sarah's reading of a passage in an 1891 travelogue of an Englishman's journey through Canada, namely the traveler's surprise that many Native Americans behave as Englishmen, revealing similar interests and values across cultural groups. This book is an example of how Sarah discovers interesting happenings in historical documents and brings those obscure events to life through fictional characters.

Sarah's non-fiction books include anthologies of remarks, poetry, and short stories. Her True Ladies and Proper Gentlemen: Victorian Etiquette for Modern-Day Mothers and Fathers. Husbands and Wives, Boys and Girls, Teachers and Students, and More introduces readers to the etiquette of the Victorian times. And Quotations of Quality: A Commonplace Book of Victorian Advice, Wit, and Observations on Life brings readers directly into

the middle of the Victorian era through comments that might seem dated for some modern readers but draw in the wisdom and insight of that era.

Gabriel's entry into a (mostly) nineteenthcentury lifestyle came about gradually. It began with doubts about the goodness of a highlycomputerized lifestyle. When he started college in the 1990s, his focus was almost completely on digital technology. He gained entry to the computer science department at the University of Washington, and worked on a program that integrated computers and internet-based programs for classroom instruction. While he studied, he never lost his love for bicycles, nurtured since he was a youth. As time went on, he saw his computer work pulling him further and further away from reality. Feeling trapped in a computer lab one evening, and noticing that everyone else around him was enclosed on all four sides in tiny cubicles, the next morning he cycled right past the university. When he returned a few days later,

he withdrew from the computer science program.

After a period of reflection, Gabriel chose to return to university. But he turned away from the technology industry to complete degrees in history and library information science. In both programs he was searching for a way to apply technology so that it would bring people together, rather than pushing them into high-tech, insular spaces. As a librarian, he works with people. And his historical studies brought him back to the love of his youth, the bicycle. He puts his love of the Victorian era into action as a small-scale craftsman of nineteenth-century English bicycles.

Aptly named Victorian Cycles, Gabriel makes bicycles from the First Golden Age of Cycling available to the modern consumer. His 1890s-style bicycles are available in three different models: roadster, semi-racer, and racer. The frame, fork, and

Living a Victorian Lifestyle - Continued on Page 154



Gabriel en route to work riding his own Victorian-era bicycle.

Photo Credit: Gabriel and Sarah Chrisman



Living a Victorian Lifestyle - Continued from Page 65

handlebars are constructed from different alloys of steel and are custom cut and bent to fit the customer. Gearing options are fixed gear, coaster brake, and internally geared hubs. All units come with wood clincher or tubular rims that accept modern tires. They are either one-piece steam-bent rims custom made in an Amish shop or a laminated rim that is sourced from an Italian manufacturer. Special features from the Victorian era that are optional on these bicycles include plunger brakes, wooden fenders, coasting pegs, mounting pegs, adjustable stems, and oiling ports. Production time is typically 3-4 months. The base price of a men's bicycle is \$2600, and \$3000 for a women's bicycle.

Customers can order late-nineteenth-century cycling apparel when they order a bicycle; or without a bicycle being involved. Options include "racing" caps, short sporting ties, and above-the-knee wool knicker socks. They're completely different than anything a modern cycler wears. Modesty and propriety are key words.

When Gabriel and Sarah are not researching, writing, or building bicycles, they are traveling the continent (and further abroad), giving lectures about the Victorian era.



The room that typifies Victorian architecture

The Chrisman's Victorian-era home in Port Townsend consists of four primary living spaces: a bedroom, a kitchen / dining room, a parlor, and Sarah's writing den. The den is illustrative of the home, and typifies their unique path in life.

Sarah's writing den was probably Tillie's room when the original family lived there in the 1890s because it is nearest the kitchen, where the lady of the house would have prepared meals for the family. The first change that Gabriel and Sarah made to the bare white walls was the addition of pressed-tin wainscotting, popularized by the Hygenic Movement—the people who promoted white bathrooms and pressed-tin wainscotting for sanitary reasons. Finding the appearance appealing, Gabriel ordered a roll of pressed-tin wainscotting, cut it to size, and nailed it by hand. Sarah sanded, primed, and painted it silver. The next step was finding traditional wallpaper. Sarah chose a green wallpaper pattern from 1893, known as "Imperial Artichoke" and applied it to the walls.

The most important piece of furniture in a writer's den is the desk. Sarah received hers as an heirloom from Gabriel's grandmother. The British would call it a bureau. The bottom

section has three wide drawers like a dresser, and these support the slanted top that tilts down to provide desktop space for the writer. Behind the writing space are seven smaller drawers where the writer stores his tools and supplies. When she drafts manuscripts or writes in her journal at the desk, she gets out the most important tool—her mother of pearl fountain pen. There are many different types of fountain pens. Hers is a particularly early type that



Sarah's mother of pearl fountain pen.

Photo Credit: Gabriel and Sarah Chrisman

Sarah at her desk; what British call a bureau.

Photo Credit: Gabriel and Sarah Chrisman

is filled with an eye dropper rather than a cartridge. She used a portion of the advance payment on her first book to purchase this historic pen. It seemed the right time for that purchase because it marked a significant milestone in her life—becoming a writer.

No writing den is complete without a rocking chair. Sarah found an Eastlake-style glider rocker (circa 1890) at a neighbor's yard sale on a cloudy October day. For lighting, they mounted a sconce to the wall to hold a small oil lamp from the nineteenth-century. They also have an Aladdin lamp as an alternative source of illumination.

Writing (rather than typing) is an important exercise for the mind. Although Gabriel and Sarah have a computer in their home, they only use it to type book manuscripts (because no editor in the world would accept a handwritten manuscript these days). They remind young people of the value of handwriting, and the drawbacks associated with typing and computer usage, namely the shortening of immediate recall (memory) because of long-term reliance on the "undo" option on word processing programs, the ways that computer-based writing restructures the way that we think and put our thoughts into written form, and how typing skills alter the pause-execution cycles of written composition.

Perhaps the most remarkable point they cite is drawn from *Scientific American*, titled "A Learning Secret: Don't Take Notes with a Laptop" (June 3, 2014). Handwritten notes are much more meaningful, and therefore significantly easier to recall. And the person who takes notes by hand goes away with a much deeper understanding of the material than the person who types their

notes on a laptop computer. In short, modern devices aren't simply tools that make tasks easier. They restructure human being in the process. Certain prophets of the modern era have put it this way: modern technology tends to make people dumb.

Final thoughts

If nothing else, Gabriel and Sarah lead an extraordinarily interesting life. But their adventure is much more than simply restoring artifacts of the Victorian era. Along the way, they have gained insight about some of the changes that have disrupted human life in our electronic age. They present a unique alternative to the rushed pace of modern society while restoring the beauty of a bygone era—the old-fashioned woodburning stove and antique ice box being emblematic of an age that valued beauty as much as utility. We might not interpret beauty in quite the same sense because Victorian-era people tended to take their cues from the royal palace (and Paris). Nevertheless, we all cherish the beauty of handcrafted products and esteem the manual labor and skill that the task requires.

[For more details about their Victorian lifestyle, Sarah has written *This Victorian Life: Modern Adventures in Nineteenth-Century Culture, Cooking, Fashion, and Technology.*]

END

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DISCIPLINED MARCHING

Jacob M. Dietz

Imagine that there are two hikers traveling on foot from California on the west coast to Maine on the east coast. The long trek involves desert, nearly endless plains, and many, many miles. Hiker 1 consistently treks 20 miles per day in good weather and bad weather. He does not exhaust himself when traveling is easy by pushing too hard, but he also does not relax too much when traveling is difficult but keeps marching. He marches with discipline.

The second hiker, however, travels with less discipline. When it is easy, he hikes many miles, risking exhaustion from too much exertion. When it is hard, he stays in his tent, delaying the reaching of the goal.

Is there anything we can learn from these hikers that helps in our vocations? This hiking example is adapted from the book *Great by Choice* authored by Jim Collins and Morten Hansen. The authors teach us about business discipline. In their research, they explain principles and benefits of 20-mile marching discipline for business.

Disciplined Widget Production Plan

How could 20-mile marching apply in a business? The specifics of a 20-mile march would vary from one company to another. Let us look at a hypothetical manufacturing company, ABC Manufacturing, LLC.

ABC Manufacturing, LLC manufactures widgets that it sells to homeowners. ABC's 20-mile march is to increase annual production of widgets by at least 10% every year, but not more than 15%. Their 20-mile march goal, in this hypothetical example, was set by the company after careful consideration.

The company wants to grow, but not too fast. They realize that at least 10% growth in the production of widgets is necessary to keep the business growing fast enough for the business to reach

its goals. If the company does not consistently reach 10% growth, then the goals of the company are not accomplished.

Although the goals of a company will vary from one company to another company, the goals of ABC Manufacturing involve funding a certain percentage of an orphanage in another country. Another goal is for the founding owner, Abel, to be able to phase out of the business by a set age and turn it over to 5 of his children. The company must be profitable enough to support them and their families while continuing to fund part of the orphanage. After doing the math on how to reach these goals, and some other goals, Abel clearly sees that the company should strive for no less than 10% production increases each year.

Furthermore, Abel realizes that too much growth would be counterproductive. Abel abhors excessive debt loads. He calculates that he could not sustain more than 15% production increases without pulling his equity-to-asset ratio too low. The lower the equity to asset ratio, the higher the liability load.

Abel also strives to slowly teach his children how to lead the business. He realizes that if the business consistently grows production by more than 15%, then he will thrust his children into too much responsibility too soon. Although Abel deeply desires to see his children eventually reach those heights of responsibility, he wants to prepare them thoroughly for it.

Discipline to Make Difficult Decisions

ABC Manufacturing, LLC did not realize how challenging their march would be when they set out to annually increase widget production by 10%-15%.

In year 2, reaching 10% seemed very difficult. In April, the flu kept 2 of the most productive workers off the shop floor for 1 week each. Furthermore, one of the machines caught fire. Fortunately, the local fire department put the fire out with minimal damage to



the shop, but the machine was nonfunctional for two weeks.

Abel's stress level was high at the end of April. He was not only missing the 10% production growth goal; he was slightly behind the previous year's production. So, what did Abel do?

He took a pen and a notebook and went to a park. Abel did not want to languish in mediocrity. He knew if his competitors saw him, they would probably laugh and think he was wasting his time at the park. But Able took this clarity break because he knew he needed new ideas if he wanted to reach his 10% production growth goal. He thought and prayed and doodled all morning.

Fortunately, one of his doodles was a new way to organize one of the machine workstations. When he went back to the shop and tried the new layout, the employees were delighted. The new layout allowed them to produce widgets faster.

Later in the year, Abel hired a new employee to assist with manufacturing widgets. The new employee and the new design helped ABC hit 11% growth that year. Abel could not control the flu or the fire. Abel worked on what he could control, hiring a new employee and redesigning the layout.

The next year, no one got sick and no fires damaged the shop. Furthermore, a dealer from a nearby state called and told Abel that he found a new customer for ABC. The new customer, however, would only switch to ABC's widgets if ABC were able to supply all their widget needs. Abel realized that he could not supply enough widgets unless he doubled production.

Abel groaned inwardly at the decision. He did want to eventually grow the business. If he doubled production, he might even be able to fund the orphanage completely, instead of just a portion of it.

Abel declined to double production. Although no external economic force prevented him from growing, Abel resolutely stuck to his goals because he knew they were good goals established for good reasons. He knew that if he would double production that year, then he would need to reach a debt level at which he was uncomfortable. He also knew that he would need to place his son Seth in a management position before Abel felt Seth had enough experience to manage.

The Fruit of Discipline

Eventually, ABC's disciplined growth strategy, not too slow and not too fast, paid off for the hypothetical Abel. He was able to turn the business over to his children, who were all capable leaders with years of experience leading in the company. The company had grown sufficiently to be able to easily support them, as well as fund a greater portion of the orphanage.

Lacking Discipline

We looked at a hypothetical company that exercised discipline in their business. Now, let us look at a hypothetical company that failed to march properly.

XYZ Manufacturing, LLC builds homes. XYZ's 20-mile march is to increase annual home sales by at least 20% every year, but not more than 25%.

In year 2, sales were difficult to close. Although on paper the goal was to increase sales by at least 20%, the founder, Cain, did not bother comparing sales until after the year was over. After the year was over, he realized that he only increased sales by 5%. Cain was very frustrated at the lack of growth.

The next year, the economic winds changed, and home sales soared. Still stinging from not reaching his goal the year before, Cain pushed hard to close sales. He realized that his employees

were working as hard as they could, so he hired two new crews. He did not have the working capital to outfit the new crews with equipment, so he went to the bank for a loan. After securing the loan with his personal home, he outfitted the crews with new equipment.

Later, some empty lots came up for sale in an area near where he had built some homes. Although Cain had never purchased lots before, he decided to purchase 5 lots to increase his profits as he tried to catch in his sails the economic winds that were soaring sales in his region.

At the end of the year, when Cain asked his accountant how sales compared to last year, Cain was stunned to learn he had increased sales by 95%. At first, he felt a little bad about zooming past his 25% maximum goal. Then he remembered that he had failed to reach his minimum goal the year before. He decided more of a good thing must be a good thing, so he disregarded the 25% maximum and pushed for rapid growth again the next year. He purchased 5 more empty lots for development, and he started yet another crew.

Halfway through the year, through no fault of Cain's, the economic winds changed. He could not find enough work for his crews. He started subcontracting two of his crews to a general contractor at a rate that was not enough to cover all the overhead. He decided to sell the empty lots to generate cash flow. Unfortunately, the lots only sold for about 70% of the price for which he had purchased them. The amount earned from selling them barely covered the loans he had on them.

What happened? Cain lacked discipline. When things were difficult, he failed to measure his progress and take steps to increase sales. He had a poor year.

He also lacked the discipline to hold back when things were going well. Again, he failed to measure his progress during the year to see how things were going. At the end of the year, when he finally realized he had overstepped the maximum goal, he just continued to overstep it instead of pulling back. The extreme growth left him highly leveraged and exposed to economic risks.

Exercise Discipline in Business

Although your company is probably not literally marching, it may benefit from setting a figurative 20-mile march and sticking to it. The march that your company goes on may look very different from the marches of these imaginary companies.

Are you on a march? If you are not, considering grabbing a pen and a notebook and going to a park. What should you measure, and what should the minimum and maximum be? If you pick a great march, then it may motivate you to focus on what you can control and change that. It may leave you less exposed to economic changes. It may move you steadily towards your long-term goals instead of languishing in mediocrity. Happy marching!

This article is general in nature, and it does not contain legal advice. Contact your advisors to discuss your specific situation.

Jake Dietz is a CPA, Business Consultant, with Sauder & Stoltzfus, LLC, a certified public accounting firm, in Ephrata, PA, specializing in entrepreneurial business accounting and tax services, business valuation, and peripheral CPA services. Jake can be contacted at 717-961-9811, or jdietz@saudercpa.com.



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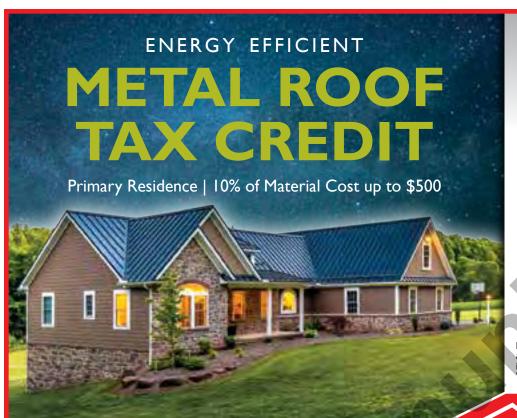
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What a wonderful thought it is that some of the best days of our lives haven't

even happened yet.

~Anne Frank







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Verson	14 ft.	150 ton mechanical, flush mount, air clutch
Wysong	14 ft.	140 ton hydraulic, 2-axis one control
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Cincinnati	12 ft.	135 ton mechanical, standard clutch
Cincinnati	10 ft.	135 ton mechanical, standard clutch
Tru-fab	12 ft.	110 ton hydraulic, backgauge
Chicago	12 ft	90 ton mechanical, 2-speed air clutch, 1990
Wysong	10 ft	90 ton mechanical, foot treadle, 1979
Chicago	6 ft.	75 ton mechanical, man. backgauge
Diacro	8 ft	55 ton hydra-mechanical, 2-speed cnc backgauge
Chicago	6 ft.	45 ton mechanical, foot treadle
Adira	5 ft.	33 ton hydraulic, man. back gauge, upacting
Allsteel	4 ft.	33 ton hydraulic
Diacro	4 ft.	17 ton hydraulic, backgauge, 4ft. x 14 ga.
Diacro	4 ft.	12 ton hydraulic, backgauge, 4 ft. x 18 ga. cap.
SHEAR	s	
Adira	3	½" x 13 ft., hydraulic, 39" backgauge, 1998
Cincinnati	3	½" x 12 ft. mechanical, flush mount, 48" back gauge
Accurshear	7	2" x 10 ft., hydraulic, 48" power backgauge, 1998
Accurshear	3	6" x 10 ft. hydraulic, 36"power backgauge, 2000
Cincinnati	3	6" x 10 ft. mechanical, 36" manual backgauge
Cincinnati	3	's" x 6 ft. mechanical, 36" back gauge
Accurshear		4" x 10 ft. hydraulic, 36" backgauge, 1996
Cincinnati		" v 10 ft mechanical 26" nower backgauge

%" x10 ft., inclination, 39" backgauge, 201

3/16" x 12 ft. mechanical, 36" back gauge

3/16" x 10 ft. mechanical, power back gauge

3/16" x 6 ft. mechanical, 24" back gauge

7,6 x 0 ft. mechanical, 24 back, gauge 10 ga. x 14 ft. mechanical, power back gauge 10 ga. x 16 ft. mechanical, 24" back gauge 10 ga. x 4 ft. mechanical, 24" backgauge 10 ga. x 4 ft. mechanical, 24" backgauge 12 ga x 12 ft. mechanical, 24" backgauge

12 ga, x10 ft, mechanical, 24" manual back gauge

12 ga. x 4 ft. mechanical, man. back gauge

Haco-Atlantic Cincinnati Cincinnati

Wysong

Niagara

Wysong

1	Pexto	16 ga.x 4 ft. hydraulic, man. back gauge
	Wysong	18 ga.x 14 ft. air op., man. back gauge
ĸ.	Wysong	16 ga x 4 ft. air op., man. back gauge
	Niagara	10 ft. 18 ga. jump shear, 18" back gauge
	Pexto	52 in. 16 ga. jump shear, back gauge
7	Tennsmith	52 in. 16 ga. jump shear, back gauge, NEW, IN STOCK
	Pexto	36 in. 16 ga. jump shear, back gauge
		PUNCHES & NOTCHERS
	Pedrick	A7 pipe bender, 2" #80 pipe, tooling
	Transfluid	pipe bender, 1-7/8" cap., mandrel extractor, tooling
	Diacro	#6 & #8 benders, tooled for tube & bar
		30 ton punch, mechanical, 24" throat
	Linders	pipe notcher, sanding type
	Diacro	15 ton, turret punch, 18 st. turret, gauging table
	Euromac	hydraulic notcher, 8"x 8"x1/4" cap., var. angle
	Amada	hyd. notcher, 8.6" x 8.6" x 1/4" cap.
	Profab	corner radius notcher, 1/8" - 1"rad., 1/4" cap., air op.
	ROLLS	
	Niagara	3/6" x 10 ft. init. pinch, power roll adj., air drop end
	Webb	%" x 8 ft. init. pinch
	Webb	3/4" x 8 ft., init. pinch, v.s. drive
	Webb	5/4" x 6 ft. initial pinch, air drop end
	Lown	3/4" x 4 ft., initial pinch, man. drop end
	Webb	10 ga. x 8 ft., init. pinch, air drop end
	WDM	16 ga. x 6 ft. init. pinch, hyd. drive
	Lown	12 ga. x 4 ft., initial pinch, man. drop end
	Diacro	3/36" x 18" urethane forming roll, true circle
-	Roundo	4" x 4" x ½" angle roll
ĸ.	Buffalo	2" x 2" x ¼" angle roll
	SAWS	
	Hydmech	V18, 18"x 32", vertical head, 2000
	Hyd-mech	M-20A, 20"x 30" hor., bundling, 10 ft. feed, 2008
	Hydmech	S-20A, 13"x 18" hor., 1" blade, auto. feed mitering head, 1996
	Kalamazoo	9" x 16" hor., 1" blade
	Powermatic	20" contour saw, blade welder
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	Geka	165 ton hydraulic, single end punch, tooling
	Geka	110 ton hydraulic, 20" shear, 2-speed
	Peddinghaus	105 ton mechanical, angle & bar shears, notcher
	Piranha	90 ton hydraulic, brake attachment, notcher
	Scotchman	65 ton hydraulic, 24" bar shear, angle shear
	Geka	60 ton hydraulic, auto. back gauge, tooling, 2008

50 ton hydraulic, notcher, 1 phase, NEW, IN STOCK 50 ton mechanical, coping notcher, tooling 21 ton mechanical, punch, 5" bar shear

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Ikeda	radial arm drill, 13" column, 55" arm
Alzmetal	geared head drill press, 26" swing, tapping, power feed
Clausing	20" drill press, v.s.
Rockwell	15" drill press, step pulley
WELDERS	
Miller	Deltaweld 302 amp., 3 phase, Late
Miller	Millermatic 250, 200 amp., 1 phase
Miller	Synchrowave 250, 250 amp,1 phase, tig welder
Alphil	40 kva spot welder, water cooled
Sterling	20 kva spot welder, water cooled
PRESSES	
Chicago	125 ton mechanical, air clutch, 36" x 72" bed
Niagara	75 ton mechanical, mech. clutch,
Komatsu	60 ton mechanical, air clutch, o.b.i., 4.7" stroke
Niagara	56 ton mechanical, mech. Clutch, o.b.i.
Rouselle	25 ton mechanical, mech. clutch
	ETAL MACHINES
CNC FOL	
	12 ft. x 16 ga., Kombi-beam, New CS101 control, 1999
RAS	10 ft. x 12ga. cnc folder, 3000 control, 60" backgauge
HAND BR	AKES
Tennsmith	12 ft. 4", foot clamping, one man operation, backgauge
Tennsmith	10 ft. 4", foot clamping, one man operation, backgauge
Chicago	14 ft. x 22 ga. straight
Tennsmith	12 ft x 18 ga. Straight, NEW, IN STOCK
Roper Whitney	10 ft. 12 ga. straight
National	10 ft. 16 ga. Box & pan, 6" finger
Chicago	10 ft. 14 ga. straight
Tennsmith	10 ft. 16 ga. straight, backgauge, NEW, IN STOCK
Tennsmith	10 ft. 18 ga. straight
National	8 ft. 14 ga. finger, 6" finger
CI :	an in the state of

6 ft. 12 ga. straight

offi. 12 ga. finger, 8" finger 4 ft. 12 ga. Box & pan, 4" finger, NEW, IN STOCK 4 ft. 12 ga. Box & pan 6" finger 4 ft. 14 ga. finger. 6" finger, Reconditioned

Chicago	4 ft. 14 ga. straight
Tennsmith	4 ft. 16 ga. box & pan, NEW, IN STOCK
Tennsmith	4 ft. 22 ga. box & pan, NEW, IN STOCK
Roper-Whitney	4 ft. 20 ga box & pan
LOCKFOR	MERS
Flagler	16 ga. pittsburg & pipe, 2008
Lockformer	rollformer, tooled for tear drop hem
Lockformer	Reeves lock rollformer
Lockformer	Triplex 20 ga. snaplock, slip & drive
Flagler	20 ga. Snaplock, 1997
Lockformer	20 ga. pittsburg & pipe lock
SHEARS	
Di-Acro	24 in. 16 ga. man. shear
Di-Acro	12 in. 16 ga. man. shear, back gauge
Beverly	B2 man. shear
Maytool	52 in x 10 ga. power ring and circle shear
ROLLS	
Milton	5 ft. 18 ga. man. roll, 3" roll
Pexto	4 ft. 16 ga. man. roll, 3 roll drive, 3" roll
WDM	4 ft. 20 ga. man., 3 roll drive, 2 1/2" roll dia., NEW, IN STOC
Pexto	3 ft. 14 ga. man. 3 roll drive, 3" roll
Pexto	3 ft. 16 ga. man., 2 ½" roll dia.
Pexto	3 ft. 22 ga. man., 2 " roll dia.
Di-Acro	24 in. 20 ga. man., 2" roll dia.
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Maplewood	elbow machine with jigs
Niagara	180 power rotary beader, 12 ga cap.,
Pexto	3617 power rotary beader, 18 ga. cap.
Tennsmith	6"x6"x16 ga. notcher
Roper Whitney	
Niagara	36 in. bar folder
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Rotex	manual turret punch, 2" dia. cap., 18 stations
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Chicago



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From L-Fab Enterprises

LERDY MARTIN

The post pounder units from L-Fab Enterprises had caught my attention for a few months now, ever since I had seen them displayed at trade shows and featured in advertisements. It was time to pay Ivan Fisher, the owner of L-Fab, a visit. I surmised that upon visiting with him and taking a close-up look at the machines which he and his team build, that I might gain a better understanding regarding their products and overall business model.

Upon my arrival at the production facility in Kirkwood, Pennsylvania, I began digging away with a host of questions, which Ivan patiently answered.

"I had been working for Lancaster Tractor, when we saw a need for a unit like this," Ivan explained. "An individual there assisted me, and helped get me started. He was in partnership for one year," he added, explaining how his business, L-Fab, came to be.

"That is how I got started," Ivan added. "We got started on a trailer unit. One morning, the idea had come to my head. I guess it is three years ago already. Our first machine came out in May of 2017."

Currently, Ivan and his crew can handle the workload at L-Fab. Despite having had a busy summer (2020) the two brothers are looking for more dealerships. "We are looking for more dealers, primarily in the western states, beyond the Midwest."

So far, they have sold about a dozen units. According to Ivan, he has been receiving positive feedback from his customers. "Fencing contractors really like them," he remarked.

When I asked Ivan what specifically sets his post pounders apart from his competitors' units, he responded with the following. "At the time when we started this, we were doing trailer units. There were no trailer units on the market (at that time) with a vibratory head. We came up with a real good design then, the trailer unit market has changed since then. People aren't as interested in them anymore, at least not like they used to be."

"The markets have changed. It is very easy for a farmer to come out and rent and use a skid-loader mount post driver. Now, we are more looking into the fencing contractor markets. But some contractors don't like that they can't operate other units from



the outside. And that is kind of what we started out to do," he said. By adding accessibility for outside operations, L-Fab post pounders quickly rose in popularity. "A lot of them went out west, partly because of restrictions here (trailer weight restrictions on highways). Here, people wanted a lighter pounder, so we came up with a straight boom." The straight boom is the new addition to their units.

"We make four different models in the skid-steers," Ivan explained. (Two different models which are equipped with two different head sizes). "And we make one trailer unit. We can also do custom jobs, and have done a few, such as custom track machines," he added.

The IronForce MS3000 post driver (skid-loader unit) from L-Fab has an energy class of 1,000-foot pounds. The cup diameter measures eight (or) nine inches. The weight is 1,800-pounds. This unit features a tilt boom, vibratory head, and Auto-Force—better post pounding control with continuously consistent down pressure on the post.

Also available is the IronForce MS2750 model post driver. This is also a skid-loader unit. It has an energy class of 750-foot pounds. The cup diameters also measure eight (or) nine inches. The weight of this unit is 1,650-pounds. Standard features also include the tilt boom, vibratory head, as well as AutoForce. (The 750-foot pound energy class is great for soft soil action).

The MS4750 model skid-loader unit has an energy class of 750-foot pounds. Once again, diameter cup sizes measure eight (or) nine inches. The weight of this unit is much heavier—2,250-pounds.

The MS5000 unit has an energy class of 1000-foot pounds, cup diameter sizes are nine (or) ten inches. This unit weighs in at 2,370-pounds. (The 1,000-foot pound energy class units excel in persistently hard soil conditions).

Lastly, the IronForce TS1750 post driver unit has an energy class of 750-foot pounds. Cup diameters are eight (or) nine inches. Blow rates (per minute) are between 500-900. These models can be powered by gas or diesel. Ground speed maximum of three milesper-hour.

The TS1750 is a trailer mounted unit. It features a vibrating action akin to that of a jackhammer. This reduces the chances of flying posts. Heavy duty tires and axles on the units provide reliable towing experiences. The entire post driving module moves in a 360-degree range, as well as in and out, and up and down.

According to the brochure that L-Fab Enterprises provided me, these units do reduce labor costs. A one-year manufacturer warranty accompanies each unit.

"Most of our side mount units (MS4750 and MS5000) are going to persons who get the *Bobcats* with remotes—or we also have people with *Kubotas* who have joysticks on the outside, hardwired, from the skid-loader. We had to convert that skid-loader, and then he can drive it from the outside, and control when it starts and stops from the outside. Which makes it real nice, because one person can drive the posts alone," Ivan explained. (These side mount units are great for remote control operators).

"Another thing the customers like about our side mount units is

Efficiency in Fencing - Continued on Page 172

that when the ground is soft and wet, the ground doesn't get ripped up as much, they can just drive along the fencerow. Then when they get into a tight spot, because all fencers do get into some crazy spots sometimes, like driving up steep banks to get to a corner post, they can actually pound out the front with our units," Ivan explained. He continued, explaining that it is key that these units have such capabilities. "With most conventional units, fencers are only able to pound out the side of the units, and not the front. We can now do both the side and front with one model."

These units can easily drive twelve-foot posts for deer fences. Some users have also utilized these machines to install posts around a solar field. The pounders which L-Fab Enterprises manufactures are constructed of a higher-grade steel then majority of the competition's machines are. This permits the pounders to be of a lighter weight, yet still strong and durable.

"The hydraulic controls on these machines are very smooth," Ivan ensured. "We do precise engineering. Another example is, we use bigger hoses on our machines than the competition does."

"The way these pounders work is, we have a twelve-volt switch on the hydraulic joystick. It is a hands-free operation. We had to put a special valve in; it will not pick up the skid-loader. The pounder will just follow the post, it will keep constant pressure on it."

Even though L-Fab has been doing well with their products, they are constantly trying to improvement the post pounders which they produce. "The interesting thing about this business is, we had rented a unit to someone, and he called back and said that he wants to buy it," Ivan concluded with a smile. It is that type of feedback that keeps them hard at work in their shop.

Ivan Fisher owns and manages L-Fab Enterprises, They are located at;836 Pumping Station Road Kirkwood, PA 17536. For additional information or price quotes, you may call Ivan at: 717.529.3957.

Researched, written, and edited by Leroy Martin for the exclusive use of the Plain Communities Business Exchange, LLC.









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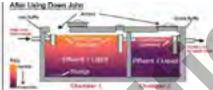
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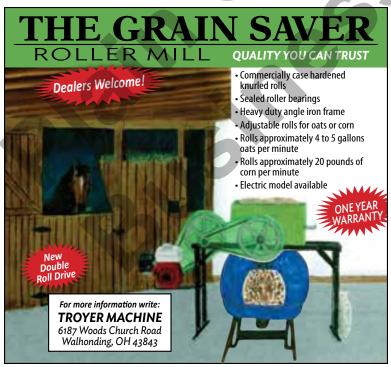
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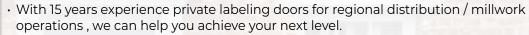
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The Seagoing Cowboys

Mennonites, Amish, and Brethren Go to Sea

(Part 2 of 2)

JOE MILLER

Heartbreakingly death is always a part of warfare. In wars we know soldiers and civilians are killed. Less well remembered, warfare kills livestock, farm buildings are destroyed, and fields suffer horribly. In the aftermath of World War II, the destruction of human life was incomprehensible. But farms were also laid in waste. The historian Lizzie Collingham has documented how cutting off food supplies to the enemy has been a central strategy in most wars.

During the Civil War in the United States, Mennonite farmers in the Shenandoah Valley witnessed their horses confiscated by the Confederate army and soldiers stole food and farm supplies. The final and most devastating, to Mennonite farms, took place when northern General Sheridan's raid through the Shenandoah Valley willfully burned down more than 2,000 barns, more than 70 mills, and devastated food supplies.

Amish, Mennonite, and Brethren people had refused to participate in the Second World War. Anabaptists' "no" to war was often met with anger by others. But when it came time for rebuilding, healing, and restoring broken people and broken farmland there was a heartfelt "yes" from Amish, Mennonite, and Brethren people!

Rebuilding after war is deep within Anabaptists' DNA. It was after the 30 Years War (1618-1648) in Germany that the persecuted Anabaptists in Switzerland were invited by the nobleman Karl I Ludwig to move to the Palatinate in Germany. The Anabaptists were granted religious tolerance if they would rebuild the farms and the broken fields of the Palatinate!

Anabaptists Help Rebuild European Food Production

Part one (PCBE December 2020) of the story of *The Seagoing Cowboys* told about the thousands of farm animals that were shipped from the United States to Europe during the 1950s. These horses, heifers, hogs, and other animals were sent to Europe to replenish the farm animals killed during World War II. There was the additional commitment by Mennonite Central Committee

(MCC) to go beyond just delivering farm animals to a devastated Europe. MCC launched a Pax program, made up of mostly young men from farming backgrounds, in Europe to help struggling farmers rebuild.

The MCC program was called Pax, Latin for peace. The Pax program was a two or three-year voluntary assignment that was a way for conscientious objectors to serve their alternative service. MCC wanted Pax service to be more than just a way for young men to fulfill their alternative service. MCC worked to have Pax service be rooted in a deep sense of calling by God to be joyful and "second-miler" kinds of Christian service.

One country where MCC Pax program has had a significant impact is Greece. Pax men started arriving in Greece in 1952. In an exploration visit in late 1951, C. L. Graber of MCC, explored the idea of setting up a Pax unit in the country. It was by divine appointment that amazing connections were made during that visit. Penn State professor Harold F. Alderfer, a Mennonite and specialist in small state government, was living in Greece and serving as a resource for the Greek government as it reworked its village laws. Professor Alderfer made invaluable connections for C. L. Graber and MCC throughout the Greek government, church, and agricultural systems.

Within several weeks Graber was encouraged by Greek authorities to set up the Pax unit in the village of Panayitsa! The Pax objectives were to assist in bringing the land back into production through an extension program and the establishment of a dairy cooperative. By 1954 the project was expanded to the neighboring village of Tsakones. In 1956 MCC had 13 Pax men in Greece at three project sites.

The young Anabaptist men were counseled by MCC to go to Greece with a humble spirit and demeaner. As guests of the Greek government, church, and local communities, MCCers were taught to show respect for the older and ancient ways of farming and culture.

MCC in consultation with the Greek department of agriculture agreed to ship a tractor to Greece for the purposes of plowing ground that had not been farmed for a number of years because of



armed conflict. MCC director for Greece, Ivan Holdeman, writing from the Panayitsa reported receiving a Ferguson pony tractor that had been shipped.

Holdeman writes in a report that the Pax men will seek to help Greek farmers by creating several demonstration plots of land where the Pax men would use modern farming practices.

We seek to accomplish this as far as agriculture is concerned through a system of demonstrations that will prove to the observing villagers the value of actual results. A person who lives in this harsh survival condition cannot be expected to try something new unless he is sure of success, for, you see, failure may mean [lack of] next winter's bread.

The local Greek Orthodox Church owned land outside of the village and agreed to allow the Pax men to use several of the church's fields for demonstration. The Pax fields were planted with hybrid seed corn and the use of fertilizer. MCC's Pax men were committed to being fully a part of the community by working in both the demonstration plots and alongside villagers in their fields. There was a commitment by the MCC Pax men to not appear above or separate from the village farmers.

Ivan Holdeman reports with satisfaction that there was a wonderful mutual cooperation between MCC Pax men and the local community. (Nov 3, 1952, Report) MCC's goals were to encourage village farmers to catch a vision for providing enough food for the village. Then over time, they could raise enough extra food for marketing their farm products across Greece.

MCC Pax men also began to demonstrate how to preserve fruits and vegetables through canning. This would provide food for the winter months. Again, the plan was for the community to eventually have enough extra canned food to sell across Greece. Today, the region where MCC Pax men were volunteering is a significant supplier of food all across Greece!

It was in Panayitsa that two Amish Pax men drowned in 1952 while swimming in a nearby lake. Simon D. Miller, from Kalona,

Pax man Robert Stauffer (right) with a fellow Pax worker (name unknown) attend to cattle on the wharf in this 1960s photo.

Credit: Mennonite Central Committee

Iowa, and a member of the Middle West Sharon Old Order Amish church was one of the Pax men who died. The other was Eli M. Miller, Mt Eaton, Ohio, a member of the Maysville Conservative Amish Mennonite Church. The Panayitsa villagers were deeply saddened by what had happened and experienced the loss on a personal level. It was remembered that the young men were highly respected by the community they were working with. Their names and service have not been forgotten by fellow Pax men or the Greek community.

Pax goals for 1953 are a testimony to the commitment to increasing food production through four main areas.

- 1. A continuing demonstration of new seeds, crops, and different methods of cultivation.
- 2. Demonstrations of dry lot feeding of livestock with herd improvement.
- 3. Demonstration and use of submarginal lands as it ties in with the above program.
- 4. An old spring was found on a nearby mountain and Pax men and villagers would explore restoring the spring for irrigation for the fields below.

The Seagoing Cowboys - Continued on Page 182



CMCC







The Seagoing Cowboys - Continued from Page 181

Lamar Stauffer, who grew-up on a Lancaster County chicken farm, served as a Pax man in Greece. There he began to demonstrate modern chicken farming practices. It didn't take long for farmers to adopt Stauffer's methods. Today, the area where Pax men served, is a producer of poultry products in Greece.

Operation Dairy Project

One of the most significant farming projects by MCC Pax men was called "Operation Dairy Project" and grew directly out of the seagoing cowboys' work of providing heifers to Europe. What made "Operation Dairy Project" unique was that Anabaptist Pax men would be central to helping the heifers from the United States to mature into a first-class dairy herd.

The plan was to purchase twenty Brown Swiss heifers in Wisconsin, transport the heifers to Lancaster County, haul them from Lancaster County to the ports in New York City, ship the heifers to Panayitsa, build a cow barn in the village, and over time demonstrate modern dairy practices for Greek farmers..

Amos K. Mellinger, a Lancaster County businessman, was a key member of "Operation Dairy Project." Mellinger himself became a sea going cowboy when he traveled with the heifers on the voyage from New York to Greece. Amos Mellinger begins his account on board ship by expressing thanks to God.

First of all we want to give thanks to our Heavenly Father who we feel lead us in this work from the beginning. May he receive all glory.

The heifers were delivered to the 17th Street Pier in Brooklyn. They were loaded onto the Greek ship, *Hellenic Wave*. Also loaded on to the ship for feeding the heifers: 3 1/2 tons of hay, 2 1/2 tons of straw, and 1 1/2 tons fitting ration, buckets for feeding and rope were also loaded onto the ship for care of the heifers during the voyage. The hay, straw, and fitting ration were all paid for by MCC and delivered from Lancaster County to the New York harbor.

Top Image: Pax man John Wenger of Wayland, Iowa, takes a look at the chicks in the MCC incubator.

Credit: Mennonite Central Committee

Middle Image: Pax man J Lester Yoder, of Belleville, Pennsylvania, is showing a hog to a Greek farmer (name unknown) in 1962.

Credit: : MCC photo/Vernon Cross

Bottom Image: Seagoing cowboy Wilbur Stump waters one his Heifer Project charges on the S. S. Zona Gale on the way to France, April 1946.

Peggy Reiff Miller Collection, courtesy of Wilbur Stump.

Mellinger continues his journal.

The journey begins! The heifers were placed in two cattle sheds built on the main deck of the ship, one on each side with their backs to the ocean, these were partitioned off so that there were three heifers in each pen...We give our family and neighbors and friends goodbye with well wishes and God bless you's, and pause to thank our heavenly father for his protection and guidance in the project thus far. And commit the future voyage into His hands.

For fourteen days we see nothing but water all around us, several days we didn't even see a ship. The ocean was real rough for 2 days south of the Azores islands, at night you just kept sliding from one side of the bed to the other ... The eats on the Greek ship are usually prepared by Greek cooks. Cooking just a little different from what we were used to. The food was very substantial. Just had to get used to it. For instance the 1st morning we had bacon and eggs fried in plenty of olive oil. I settled for cooked oatmeal the remainder of the voyage... The next four days we sailed close to the African coast, which is very rugged mountain range that rises right up from the water several thousand feet....

The ship made several stops before arriving at their final destination. Mellinger had the opportunity to do some sightseeing.

....The next several days were spent in sightseeing, something I didn't expect to do when I left the states. On Friday we visited Corinth, we saw the old Corinth and new Corinth, the ruins of the temple here we realized we were tramping on practically the same ground the Apostle Paul trod...The next day Saturday we visited the Acropolis in Athens where we saw many of the old temples the Parthenon and also Mars Hill where the Apostle Paul stood when he preached that wonderful sermon to the people of Athens

The Seagoing Cowboys - Continued on Page 183

MCC's chicks project helped farmers who wanted to raise poultry and provided instructions on flock care.

Credit: Mennonite Central Committee



recorded in the 17th chapter of Acts....

The official delivery of the heifers.

....At the official presentation of the heifers the local Greek Orthodox Bishop spoke a few words of appreciation for what the Pax boys are doing for his country and pronounced a blessing on the project. After this we proceeded to have the 20 villagers, whom the Pax boys and the officials picked out as those who should receive the heifers, to draw for their heifers (these were selected from a group of about 52) on the basis of being able to feed, willing to cooperate with the [Pax] boys in the program, and their past reliability. A small boy and girl stood on the table, each to draw from separate boxes. The boy would draw the name of the villager, from one box, the girl would draw the name of the heifer from the other.

The Pax boys here are definitely leaving a witness for their Lord. It's one thing to read about the Pax units as they labor in the name of Christ. But to see them at work gave me a greater appreciation for Pax services. Their work among the villagers receives the highest praises from the officials of the land, from the poorest villagers to the Kings and Queens of Greece....

American Heifers Become Greek Heifers

Donald Schierling, a Pax man in Greece, gives a follow-up report to Amos Mellinger in a July 3, 1956 letter.

Now it is two months since the heifers arrived here at Panyitsa [Greece]. At the present two of the heifers have freshened and we expect five or six to freshen in two or three weeks. One was a Brown Swiss bull calf, and the other a white-faced Hereford heifer. The heifer at the moment is three weeks old and so we will be keeping it for another five weeks before we give it to another villager.

Dean Zehr of Rantoul, Illinois, plows idle land in 1954 in Panayitsa, Greece, where Pax participants first began laying the groundwork for a long-term village rehabilitation program in northern Greece in 1952.

Credit: Mennonite Central Committee



CMCC



The Seagoing Cowboys - Continued from Page 183

After his return home, Amos Mellinger had a number of speaking engagements in churches across the Lancaster Mennonite Conference and he offers high praise for MCC.

I have a very warm spot for MCC and the work they are doing throughout the world 'In the Name of Christ.' I've been part of it in this heifer project and I observe an even greater part in my travels so much that I would encourage all of you to give liberally to our relief offerings I don't know of any other organization that we can give to where our dollars go further to helping the needy in the world today.

Greek farmers are pictured with cattle shipped by MCC to Greece in 1956.

Credit: Mennonite Central Committee



Loading a shipment of 20 Brown Swiss heifers on their way to Greece in April 1956. Amos K. Mellinger (pictured) of Lancaster County, Pennsylvania, accompanied the cattle to Greece.

Credit: Mennonite Central Committee

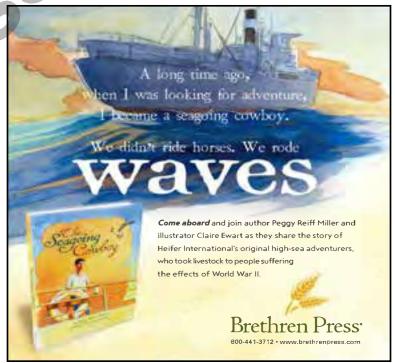
Conclusion

Sixty-four years after *Operation Dairy Project*, the bloodlines of those twenty Brown Swiss heifers are widespread across Greece. Farming practices in Greece have also been significantly influenced by the MCC Pax men who served as partners with Greek farmers in improving food production.

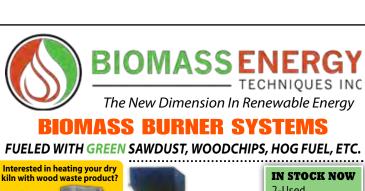
MCC's last service workers departed from Greece in 1977. An MCC sponsored agriculture school was still operating ten years later under Greek direction. Greek studies have shown that in 1977 the Agricultural Development Center begun by MCC had an impact on 90 percent of the local farmers across Greece. The government implemented significant portions of the agricultural school's methods throughout Greece.

A children's book on the Seagoing Cowboys can be purchased through Brethren Press at 800-441-3712. **See ad below.**

Joe Miller works for Mennonite Central Committee in its ministry partnerships with the Plain Community across the United States. He also serves as a bishop in LMC (Lancaster Mennonite Conference).









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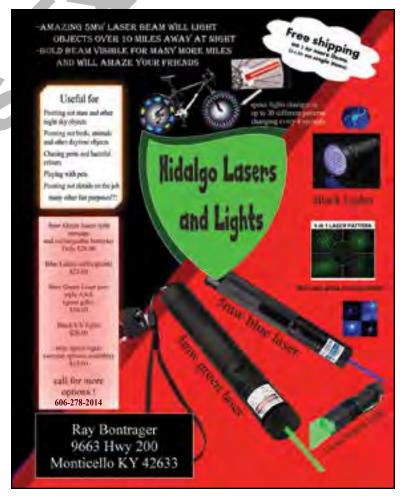
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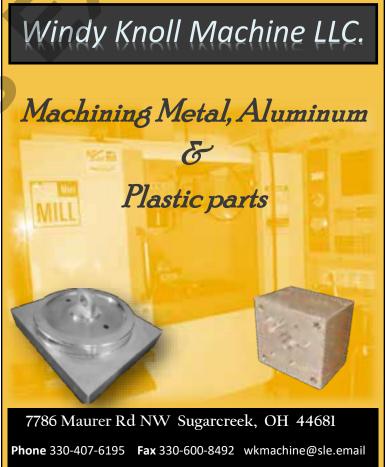
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It was a really raw, windy day when I was scheduled to meet with the Burkholder boys. While I was grateful and appreciative of the opportunity to interview them, I confess on this particular day I was wishing I could just stay home by the fire and cook a big pot of chili. I even considered asking to do a phone interview, but I knew I would learn more by seeing. It wasn't long before I was engrossed in the many things happening on the Harlan and Elaine Burkholder farm in Kutztown, PA.

Eli,14, and Andrew, 12, had lots of things to show us, and I followed them eagerly around the property. Our first stop was the Andrew's duck pasture.

"The darker ducks are Mallards, and the others are Khakis." Andrew explained. "I built this pasture for them because I had too many to keep in the barn with the chickens. I bought my first two ducklings from a farm in California through mail order. I don't use an incubator; I let the ducks hatch naturally. Some of them are good mothers, and others are less dedicated about sitting on their nests."

"This small duck," he pointed to one of the Khaki females, "lays the smallest eggs and has the smallest ducklings. I do have some trouble with the farm cats killing my ducklings and I'm really ready to get rid of the cat that just killed two whole nests full of babies. When ducklings begin to hatch, they stay in the nest for an hour or so till all the eggs are hatched, and then they start walking around. They're still pretty unsteady on their feet at

that point, but they can swim well right after they are born. I made this pond by using the Track hoe to dig...."

"Wait." I interrupted. "You did?"

He grinned. "Yes."

"Okay, go on."

"I dug the pond and lined it with this old Ag bag from my uncle. But it must have sprung a pretty bad leak; I just filled this up with water last night and it's practically empty now. I have to do something about that. I do the duck chores every morning. I give them fresh water to drink- they could drink the pond water, but ducks are messy creatures and get water very dirty. Even their drinking water is the color of mud by the end of the day. To feed them, I made this duck feeder."

I followed him to the barn where he showed me a nifty invention that saves carrying bags of heavy feed around the outside of the building. I noticed that he doesn't bother closing the gate to the duck pasture.

"No," he said. "If they have enough space, they're happy in here. I would feel perfectly safe leaving the gate open for as long as an hour at a time. The fence doesn't have to be high either; they won't fly over it unless they are heavily pressured, for example, if they were chased."

"What do you feed the ducks?" I wondered, supposing the homemade pond does not come stocked with small fish.

"I just give them regular chicken feed." he shrugged. "That





seems to work. The most ducks I had at one time was 54. I sold twelve of them to customers right off the farm, and a lot at a consignment sale. I recently sold some for \$10 each to Muslims for one of their religious holidays."

"Do you sell duck eggs?" I asked.

"Maybe once in a while." he said. "We do eat them sometimes. The eggs are larger than chicken eggs and have a darker yolk. But I like to keep the eggs to hatch more ducklings."

"Are they pets?"

"Well, they don't have names, and we ate one of them and it was very good." Andrew smiled. "But I like to watch them. There's one of them that is so funny in the water - he does complete somersaults. I do enjoy my ducks."

"And where are your rabbits?" I asked Eli.

He took me to a small shed. "I'm in the process of switching to New Zealand Whites because they are a better meat rabbit, are a bit bigger, and so are worth a little bit more. So I'm kind of starting over and don't have a lot of rabbits at the moment, but I can show you what I have here. This is one of my old females and these two are my males. As you can see, this is a young New Zealand White, and I just haven't gotten rid of these two dark rabbits yet. I keep the males separate from the females this time of the year because I don't want winter babies; I don't have indoor

Boys In Business - Continued on Page 192



Photo Credit: Lucinda Brubaker

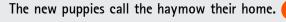


Photo Credit: Lucinda Brubaker



Boys In Business - Continued from Page 191

hutches. Dietrich's Meats was giving me \$2.25 a pound. Rabbit meat is best when it still has that young flavor, and the meat market won't accept anything over a year old, so I like sell them around five months old."

"I haven't actually sold any to Dietrich's for a while. I have a customer from a nearby farmers' market that buys up everything I have." He leads the way to a fenced hillside.

"This is where I keep the rest. I planted crimson clover, tillage radishes, and rye grass in here. It was amazing how fast a couple of rabbits got that six-inch cover mowed down. I also feed them a mixture of rabbit pellets, cracked corn, and molasses. This is just easier on my budget that plain pellets. I have full responsibility for the rabbits; I buy them myself, buy their feed and take care of them, but then I also get all the profits."





The duck pond that was dug out by the young excavator.

Photo Credit: Lucinda Brubaker

Andrew's ducks seem to thrive in his large pasture.

Photo Credit: Lucinda Brubaker

I noticed the beginnings of a few tunnels. "Don't they dig their way under the fence?"

"No, but you see they have a pretty good trail all around the edge. They do start to dig tunnels here and there. Over here one of them dug so deep before I discovered it that when I reached in the tunnel to pull it out, I could just barely reach it." Eli uses cement blocks, stones, and his shovel to wreck the furry animals' escape plans before they get too far.

"These used to be really tame." he told me, catching a rabbit and handing it to his little brother Waylon to hold. "The people I got them from even let them run around in their house sometimes." He picked up a smaller rabbit and held it beside another one. "You see this one has unusual, nearly curly fur, almost like hair." He is hopeful that this unique animal's offspring will be worth more to customers who purchase rabbits for pets or breeding.

Then we all trooped up to the haymow to see the family's new puppies. It felt wonderful to get out of the wind. "They're a Blue Heeler/Border Collie mix." the boys told me. "We do plan to sell them, but they won't be ready till after January 1st." The cozy pile of puppies were just beginning to open their eyes and looked healthy and cute.

Across the lane, Eli showed me the corner of the shop that his dad lets him use. "I'm interested in small engines." he told me. "Someone gave us a cheap garden tractor and I tried to fix that up. I think it lasted about one circle around the yard. I worked at it some more but never did get it running well. I put a new engine in this lawn & garden shredder, and I'm overhauling the engine on this walk-behind Gravely tractor for my uncle."

"That's not a rototiller?"

"No, but you could put a rototiller attachment on." Eli said kindly.

"I don't have any fancy tools." he admitted, opening a drawer to show me." What I have is things like incomplete socket sets and weird wrenches."

"I see you have nice guns." I mentioned, looking at the firearms on the wall.

He told me that he is still looking forward to shooting his first deer. "I'm allowed to hunt on our property. We have over a hundred acres with a creek and fourteen acres of swampland, so hopefully I can get one soon."

In the other end of the shop is a small lathe that belongs to Andrew. "I got it from my great-uncle." the younger brother said. "I mostly experiment with it, but I do make pens that I would be willing to sell." Andrew has an assortment of turnings and pens on display. "No two are alike." We admired the patterns and the different wood species. "This is cedar... this is ash...walnut...and Spanish cedar." he explained, picking up different kinds to show

As I sat down to write what he was telling me, an unusually light-colored turning caught my eye. "What kind of wood is that one?"

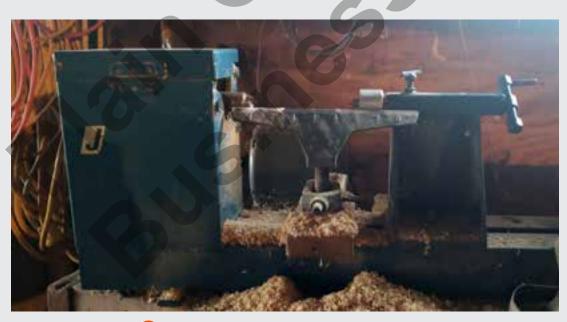
Andrew was polite enough not to laugh at my ignorance. "That's plastic."

"Oh."

Plainly there were many things I could learn from these ambitious brothers. Andrew was shouting instructions in my ear over the noise of the lathe as I happily attempted to carve a rounded edge into a rapidly spinning block of hardwood. It was almost suppertime and the wind was picking up, and I didn't even notice.

To reach out to the Burkholders, write to 35 Koffee Lane, Kutztown PA 19530 or call 610-683-1124.

Annetta Nolt, freelance writer and adoptive parent of Demetrius, (10-26-09) Malachi, (2-7-12) and Haven, (9-23-16) lives in rural Pennsylvania, but finds her stories anywhere. To contact her, call 484-641-5211, or write to 313 Moselem Church Road, Kutztown PA 19530. If you are a young businessman and are interested in being featured in this column, reach out to her at above phone number or address to discuss scheduling your free interview.





The lathe that produced the wooden pens.

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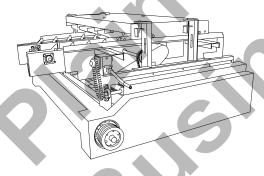
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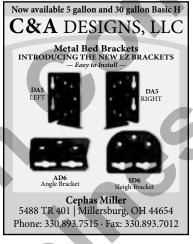


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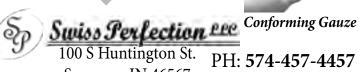
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THREE YEARS ON THE ROAD:
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THE SERBIAN COUNTRYSIDE

Christopher Petrovich

Serbs love to talk with me about famous places in Serbia. For example, Kalemegdan Fortress in Belgrade, the Turkish hamam in the spa town of Soko Banja, or the unusual rock formations in Đavolja Varoš Nature Preserve—earthen towers with andesite caps, to be exact. I can carry informed discussions about all these locations. But villages are my passion: Čuklenik, Gadzin Han, Bancarevo, Gornji Matejevac, Sićevo, Ostrovica, Crni Vrh, Prekopčelica, Seljačka, Glogovac, Kosmovac, Veta, Mali Izvor, Borovac, and Donji Dušnik, to name a few.

I have been to so many Serbian villages that I can't possibly recount all the visits here. So, I'll focus on three daytrips I took. I daydreamed in Kosmovac about living completely disconnected from the world; chatted with an elderly couple about the astonishing beauty of the limestone cliffs on the eastern side of Suva Planina in Veta; and toured the remains of the ancient Roman city known as Justiniana Prima in Prekopčelica (if you can pronounce that).

Kosmovac is a sleepy village located in the next municipality, about 24 miles southeast of Niška Banja. According to the 2002 census, the population was 110 persons. But considering aging and the pace of outmigration, the population was probably closer to sixty souls when I visited. Why did Kosmovac attract my attention? Because it rests in the shadow of Suva Planina Mountain Range.

Suva Planina starts in Niška Banja, and heads southeast. At the end of Kosmovac, it abruptly turns northeast. As a result, Kosmovac is huddled in the bend of the range, practically underneath the huge limestone massif referred to as Trem—literally "porch" (elevation 5938 feet above sea level). I spent the late afternoon exploring Kosmovac. I had presumed that logging would be the primary occupation of locals. This presumption was verified when I encountered logging trucks that looked like they could run over a tank without damaging a shock absorber. Only a few spaces stood out to me as suitable for farming. But even those spaces were marginal for agricultural purposes.

Logging is an occupation I wouldn't mind. But Kosmovac is located too far from town and is too hilly to be appealing as a place to establish a Christian community. Even with the newly paved road, the elevation changes and curves would preclude regular trips to the city when the snow falls. I like Kosmovac because it's the type of place where you daydream about living in blissful isolation. But reality came home quickly. The rough manners of the locals popped my idealistic bubble an hour into the visit.



On the monastery grounds in Veta, looking up at Suva Planina's limestone massif.

Christopher Petrovich

Veta is another mountain village in the municipality of Bela Palanka. The village encompasses 11.47 square miles (7341 acres), most of which is forested. The village reached its peak in 1953, when the population was 988 souls. As of 2002, the population was only 134 (13.5% of what it was a half-century earlier) and has certainly continued its rapid decline down to the present day because in 2002 the average age of males was 58.9 years and females 63.7 years. Even if there are still 100 persons living in the village that means their share could be more than 73 acres per person. But the forestry department owns 748 acres at the top of the mountain, a portion of the village was taken by the government to build the new highway to Bulgaria, and the right to the largest percentage falls to the descendants of persons who died (or moved out of) the village since the 1950s. Therefore, in practice the village is populated by elderly people who only own a small share of the land.

It was a brisk morning when I caught the 5am bus to Ostrovica, a rock-studded village in the Sićevačka Klišura Park. From the village store in Ostrovica, I walked across abandoned fields until I reached the highway that was under construction near Kunovica and followed it until Ravni Do, a distance of about 4 miles. This was no ordinary walk as the construction site was partially fenced off, and where it wasn't fenced off it was guarded by German shepherd dogs. From Ravni Do, I continued in the direction of Veta which landed me on the other side of Bancarevo, an additional three miles away. But this wasn't an easy jaunt either because they were blasting a tunnel and this forced me to make a sizable loop around the worksite. This detour didn't turn out so bad because it took me through a pleasant grove of evergreen trees, and featured a lovely view of Suva Planina in the distance.

When I reached where a car would turn to ascend the hill toward Veta, I stopped at the first house on the right side to check that I was on the correct road. The elderly couple not only confirmed the path, they also invited me to be their guest. I sat down on a wooden bench outside their modest house. It was a very strange situation because here I was an odd American from an Anabaptist community sitting down with an elderly couple in a remote Serbian village. What could we possibly have in common? The simple answer is our humanity. Why did they invite me to be their guest? I can't say for sure. Perhaps it was the novelty of our paths crossing; perhaps it was out of tender-hearted generosity. Their calloused hands and wrinkled faces spoke of many years of hard labor. I sat to listen and observe.

Family and friends have asked if I am witnessing to people in Serbia. I grew up in a Baptist church, and attended theology lectures in a building named after the most well-known American evangelist (Billy Graham), so I know exactly what they are asking.



Looking across the countryside from Justiniana Prima.

Christopher Petrovich

Letters from Abroad - Continued from Page 202

Witness is a biblical term. For example, "ye shall be witnesses unto me both in Jerusalem, and in all Judaea, and in Samaria, and unto the uttermost part of the earth." (Acts 1:8) Witnessing was a crucial aspect of the life of the early church. Having considered their Lord more valuable than their earthly condition, by the middle of the fourth century untold numbers had become witnesses with their lives. Although we might not agree with how the term "witness" is used in popular American parlance, I don't think we should toss it either. It's a great, and very biblical, word. I think we should redeem it.

Witnessing is telling others of blessed things that we have seen. Reminding this elderly couple of the beauty of the mountain and the way it testifies to the wisdom and strength of the Lord seems like a natural starting point. But it isn't limited to words. And I think we shortchange the term if we consider witnessing something we organize or plan. Christian witness is something that flows as naturally from our lips as a cool mountain stream from its sources in the hills. If people are receptive to the testimony of Jesus Christ, they will seek us out. If they seek us out, then it is our solemn duty to teach them.

After thanking the elderly couple for their hospitality, I headed up the hill and through the decaying village whose only continuing grace seems to be the nature that adorns it. On the right-hand side of the road, I spotted a long-abandoned homestead that was constructed in the medieval order with a spacious circular courtyard, a hand-dug well positioned in the center of it, and the house and farm buildings completely enclosing the courtyard. I like the design very much. Too bad the family abandoned it.

Veta is known for its monastery. Yes, I peeked inside the monastery. But Christ is risen, so there is nothing special to see in that building. From the monastery, there is a lovely view of the limestone cliffs of Suva Planina. I hiked across the mountain until I reached Gorna Studena, and took the bus back to Niš. It was a long but very pleasant day on my feet.

Prekopčelica is difficult to pronounce, even for me. And hardly anyone beyond Leskovac—the nearest south Serbian.

town—has heard of the village. But Prekopčelica is a noteworthy place because it is the site of Justiniana Prima (known in Serbian as Saričin Grad), a Roman town built at the behest of Emperor Justinian I (482-565).

Throughout his lengthy reign (527-565), Justinian's primary goal was the renovation of the Roman Empire, in Latin renovatio imperii. Justiniana Prima is an example of this ambition. The city combined classical Greek and Roman elements with Christian components: thermae, a forum, streets with colonnades, and numerous churches. The city was built on an entirely new foundation, featured many



Corn sprouting in a garden plot in Kosmovac.

Christopher Petrovich



fountains and shops and marketplaces, and was blessed with an aqueduct that supplied the city with running water. Justinian lavished the project with immense grandeur because he considered it an appropriate way to honor his nearby birthplace.

Justiniana Prima is remarkable because it was fabulously built by the Romans in 535 but destroyed by raiding Avars by 615 and abandoned by the people. This unbelievable turn of events reminds me of one of Jeremiah's prophecies to Judah and Jerusalem: "Your towns will

lie in ruins without inhabitant." (4:7)

Justiniana Prima made an indelible mark on my imagination because, as the late afternoon sun shone across the land, I was astonished that civilizations rub shoulders but fail to learn from each other. Standing inside the massive walls of Justiniana Prima, we see the remains of an extravagant earthly kingdom that achieved stunning economic and architectural success for their time. The fields which lie just beyond the ancient walls are chopped into a plethora of uneven pieces with many patches having been abandoned to grow up in thorns and briers. This is a clear reproach to the Slavic government which ruled the land and the socialist system which drained the countryside of the creativity of locals, pushed the young people with their youthful zeal into static industrial jobs in bland factories, and tried to squeeze as many people as possible inside dull apartment buildings parked in highly urbanized spaces with preplanned sources of "relaxation" and "entertainment." And yet, when we look across the countryside, the beauty of God's creation shines through. Serbia is far from a boring place.

END



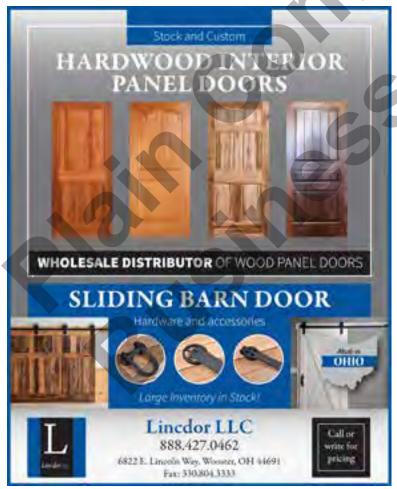












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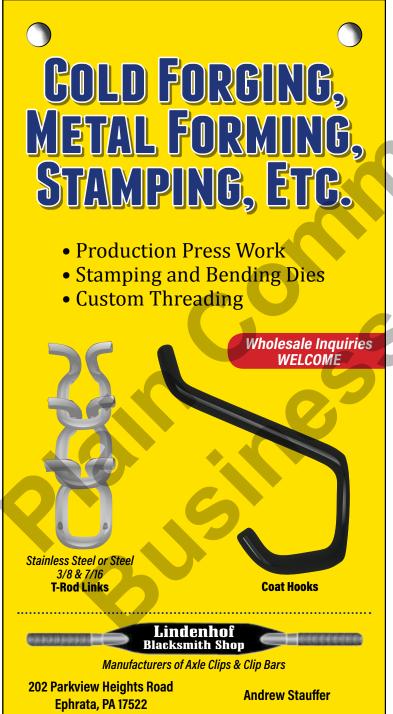
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WHAT IS OPPORTUNITY? - Edward Martin

Have you ever seen a photo of a healthy young man from Haiti or Africa sitting in front of his house? It is the middle of a sunny day, yet he seems to be carelessly sitting there watching the world go by. He appears to be completely unmotivated and uninspired.

If you are like me, you grew up in a home where a healthy work ethic was taught from a young age. Seeing such a photo causes indignation to rise from within. You will likely be asking, "Why is a healthy young man sitting around doing nothing in the middle of the day?" Or maybe your thoughts are a bit more blunt, like mine used to be. "If these healthy men would get to work and provide for their families, we wouldn't need all these missions to send endless support overseas." Do you identify with these thoughts? If so, I would like to take you on a journey I have taken.

In the past years I started asking myself several questions. "What is opportunity? How does it look? How do I know when a good opportunity is coming my way?"

Or going a bit deeper, "Why do I do the things I am doing? Why as a young man did I buy my own business? Why did you and I decide to become Christians? What motivates us to take over the home farm? Why do we decide to find a wife and raise a godly family?"

We do many of the things we do because we are following the footsteps of those gone before us. Most of the people we know expect to succeed. We live in a society where financial success abounds. Our parents, grandparents, aunts, and uncles also set out to succeed spiritually. They intended to grow into mature Christians. Our worldview is shaped by what we observe in the lives of those around us. We have learned from others to identify and take opportunity as it comes along.

But what if you never saw anyone succeed? What if your grandfather was as poor as on the day he started out? What if every

grandfather you've ever known did not have the opportunity to succeed? What if a vibrant Christian life was unheard of in your worldview? If we realized that many people around us would end up in moral decay, we would not be inspired to live pure lives. If most farming ventures around us would end in perpetual failure, we would not be thrilled to start farming on our own.

This brings us back to the young man casually sitting under the shade tree by his hut. He has no hope to move beyond his current state. He has likely never seen real success. It is not that he doesn't desire success, but he simply doesn't know what opportunity is. His worldview is limited to what he has observed in the lives of those around him.

The purpose of the SALT program is to offer hope and opportunity to those in impoverished communities whose lives seem hopeless. SALT savings groups meet weekly, with each member bringing their savings to store safely in a lockbox. Many members are astonished as their savings corporately accumulate over time. Where did all their money come from? They had no idea what they could save over time. For the first time ever they see hope, hope for a better future on their own.

SALT Agri-Plus works with farmers in developing countries, teaching them how to improve their farming practices. It is not unusual for farmers to ask, "What are you going to give us?" at the initial introduction meeting. After we have walked alongside them for several years, they now ask us, "What else can you teach us?" They are starting to see what opportunity looks like.

Thank you for joining us in walking with SALT members and farmers to provide them with the gift of hope and opportunity. As they learn to follow Jesus in everyday life and better provide for their own, they have a reason to get up from their resting places by the door of their houses.

GOD IS IN THE DETAILS

My name is Madame Pason Jean-Baptiste, and I live in Cap Rouge, Haiti. I am married and have 13 children: six girls and seven boys.

I tried many things to help provide for our needs, but nothing seemed to pay off. I worked hard doing a lot of little things and stooping to the most menial things. I could never establish a successful business. My businesses always lost money.

Then I learned about the SALT savings group in my area. At

the SALT savings group meetings, I got good advice on how to prepare a business and how to save money.

I really like the lesson in the SALT manual about how Marie started her business with just a little bread and later had quite a large business. This story motivated me. It also shows us that if God is in something, He helps us in every little detail. This led me to take a loan out of the group savings to start a small store next to my house.



Question:

Jesus told the woman at the well, "God is a Spirit: and they that worship him must worship him in spirit and in truth." What does it mean to worship God in spirit and in truth?

Answer:

The woman at the well had asked Jesus about the correct place to worship, and He responded by telling her that location was no longer a primary issue. True worshipers worship God "in spirit and in truth" (John 4:24). Jesus was implying that in the kingdom He was setting up, location would no longer be a focus. The Holy Spirit would be with all believers, no matter where they were.

Humans are incurably religious and wired to worship. Every human on the globe is worshiping something. It is imperative that we frequently analyze both what and how we worship. The word worship is derived from the old English word weorbscipe, or worth-ship. This word means to venerate or give worth to something. So before proceeding further it is only fair to ask several questions. What do you really value? What would your neighbors say your life gives worth to? Worship isn't just an activity like praying or singing. Worship encompasses every part of our lives. It includes times when we focus on God and attempt to reverence Him but is not limited to those. So let's go back to the words of Jesus.

Worshiping in spirit

It is easy for times we call "worship" to become mechanical. While form is essential, it is not the essence of worship. And while liturgy can enhance our worship experience, true worship of God must come from within. It must flow from a heart that is motivated, inspired, and internally connected with God. Our times of collective worship should never be just an outward show, but must come from an inner desire to thank and praise the One who has given us all things. It must be driven by a genuine love for God and gratitude for who He is and all He has done.

Worshiping in truth

If worship is to be accepted by God, it must be based in reality. There seem to be few things God hates like hypocrisy. Jesus' harshest words while He was here were reserved for those whose outward lives didn't correspond with their daily lives. I am capable of bowing my knees in prayer while simultaneously

harboring evil thoughts toward my brother. I can outwardly show love for God while internally valuing wealth, position, and status within my community. But if I am going to worship God in truth, my outward display of spiritual piety must agree with my inward thoughts, motives, and values. Today, God still seeks genuine followers willing to worship Him in spirit and in truth.

We would like to know your questions for future issues. To submit a question, write to: Gary Miller % PCBE PO Box 520, Millersburg, PA 17061, fax (717) 427-1600 or email editor@ plaincommunities.com. We reserve the right to use or omit any submitted question in future columns. Answers given in this column do not necessarily reflect CAM's position on the topic.

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Madame Pason Jean-Baptiste

















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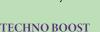
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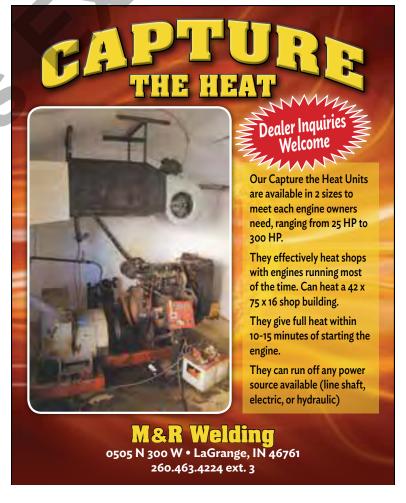
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CUTTING CREATIVELY Weighing Patience While Designing A Miniature Working Sawmill

LERDY MARTIN

There was an unusual sight at the 2020 Air Works event which many of you may have taken notice of. A miniature working sawmill was on display under a tent which had been set up directly outside the main expo building. Two Amish boys, who are cousins and are both named Andy, patiently (and shyly) demonstrated how their project worked. Hundreds of spectators were entertained both days of the expo, and many eyes gazed in wonder at the small working model of a sawmill.

I, too, was intrigued by the two cousins' invention, especially when I witnessed tiny logs being moved and cut on a miniature scale. Upon watching for a while—without the luxury of having a bird's eye view of the situation due to scores of people packed around the demonstration booth—I decided that I wanted to conduct a formal interview with the inventors of such a time-consuming project.

When I saw Andy Hostetler, one of the boys who had worked on designing the sawmill, I asked him if he would be willing to meet with me to further discuss their project. Mr. Hostetler, a soft-spoken young man in his teens, seemed a bit reluctant at first, but agreed to share. I was grateful for the opportunity to learn more about the project which the two Andys had worked on for the duration of two years.

"We just wanted something to do in the evenings after work," Andy Hostetler began explaining. The project of building and designing a scale version of a miniature working sawmill wasn't a random one, since he and his cousin Andy Yoder had put quite a bit of thought into it before they began the project. However, while the two cousins were a bit skeptical of their venture, at least initially, they were perhaps more confident in their project than their fathers were. "When we were starting with this, our fathers told us that they don't believe it can be done."

Before the cousins settled into their project, they hadn't been sure exactly what they wanted to make. "We were unsure for a little, but there is a sawmill close to where my cousin lives, so that is where we got the idea to make a miniature sawmill, I guess," Andy explained. (I only met with Andy Hostetler; I did not have the opportunity of speaking with Andy Yoder).

"We just started cutting out the parts, we did not have a blueprint," Andy explained. "When we were done, the sawmill looked very similar to what we had expected and hoped it would."

The boys had measured the sawmill on the neighboring property, and created and built the project following a pattern of scale—one to twelve. "Not everything is one to twelve, but most of it is," Andy added quickly.

The first piece that the boys placed together was the track. "The track was first, then the carriage, then the motor and the saw. We didn't finish the carriage completely though, until closer to the end of the project. We had a problem getting the head blocks to work properly. We made changes to them towards the end, so they worked better. It was challenging," Andy remarked.

I expected that such a meticulous project would require much effort and discipline. "How long did this project take you, until it was completed?" I asked him.

Andy replied. "Oh, we should have kept track of the hours that we worked on it, but we didn't. We worked at this for two winters though, in the evenings. It was about two years from the point that we started to when we had completed it."

"I don't know how many hours on average we worked on it per week, but we probably worked on the sawmill for about an hour some evenings. A few times we worked at it for two hours during the winter evenings. Once in a while, we worked at it for an entire day. But that was most times on Easter Monday and Pentecost Monday, that is where we made the most progress, by working at it for full days. When we worked just a little bit at a time, it took a while to start up again, then," he explained.

The cousins both work on farms during the summertime, raising produce. This keeps them occupied and out of the shop during that time. "We raise produce and sell to Greenfield Farms. Our produce is certified organic," he said.

The two cousins were a good team, according to Andy. (Neither of them was much more motivated than the other). I had shared with him about a two-year tractor restoration project which a friend and I had worked on and explained that my friend had been consistently more motivated and diligent than I had been throughout those two years. I had expected that it was a possibility that Andy and his cousin might have experienced a similar situation, but they had not.

"We used maple wood and scraps of steel to make the sawmill," Andy offered. "Then we used straight pins for some parts, too. One of the motors was new, but the one that powered the saw was not new. That motor was a battery weed-eater motor. The other motor (a toy motor and some gears) were just some that we had bought in the store somewhere," Andy explained.

Neither of the boys had heard of anyone (at least not Amish folks) who had made a working miniature sawmill before. "I should also mention that the drive behind our project was since both of our dads had told us what we are thinking of doing is impossible," Andy said with a chuckle. "Then we decided that we really need to see if we can."

When I asked Andy if he and his cousin are planning to create something else; another replica of something, he replied. "Well, we were thinking of maybe making a larger version of our sawmill—all mechanical. But I don't know if it will ever happen.," he added. That version—if they were to start on it and complete it—would be on a one to six scale, instead of a one to twelve scale.

Additionally, I was curious why and how the boys had decided to bring their sawmill to the Air Works 2020 event. "I had been at Air Works already," Andy remarked. "And I thought about all the toys that are usually there, and I wondered if our sawmill would sell. We just wondered how it would do there."

It was pretty good timing, since Andy and his cousin had only completed their sawmill project approximately one week before the annual event which is held in Mount Hope, Ohio, took place. The Auction grounds are nearly fifty-minutes of a drive by car from the Hostetler family's property.

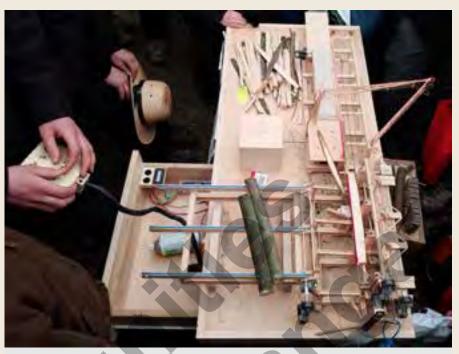
"We had been hoping to take our sawmill to Air Works the previous year, but we weren't done working on it yet. But over that time, we saw that there were several things that we wanted to improve upon anyway. We improved the head blocks."

The end result of their two-year project was a miniature working sawmill featuring an unvarnished, smooth maple composition. The sawmill was put on the auction block and fetched a decent price. "It was sold for \$2,500.00," Andy concluded.

While reaching the conclusion of the interview, Andy had this to say about the project. "I, too, thought that it might be impossible to build something this small and have it working properly. Cousin Andy's sister had leukemia and was in Memphis hospital for a time. This happened during the first year that they raised produce for Greenfield Farms. And then they wanted to also

raise produce here, and then the children usually came along to help. That summer, Cousin Andy and I became close friends, and our conversations eventually led us to discussing such a mill (mini sawmill). We decided that summer that we wanted to at least try making one. It was the first year that Andy was out of school."

Andy (Hostetler) has two years of experience as a woodworker. There is a small woodworking shop on his parent's property, where he resides. During the winter, work picks up a bit, and four people usually are found working in the shop on any given day throughout the week. During the slower summer months, two



One of the inventors mans the controls of the sawmill as an eager crowd observes.

Photo Credit: Leroy Martin



The sawmill in demonstration at Air Works 2020.

Photo Credit: Leroy Martin

people can typically manage the workload in the woodworking shop. Kitchen cabinets are primarily made here at C.A. Hostetler Furniture.

I enjoyed visiting with Andy and I walked away with the conclusion that perhaps we shouldn't consider something is impossible to achieve before we even attempt doing it. I think Andy and his cousin Andy would agree.

Researched, written, and edited by *Leroy Martin* for the exclusive use of the *Plain Communities Business Exchange, LLC*.

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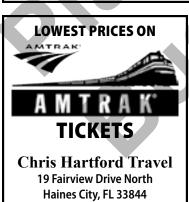
HOOVER

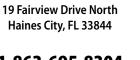
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Bandsaw 18"+A:c	MINI MAX S45	\$1,390.00			
Bandsaw 20"	DELTA/ROCKWELL 28-3X0	\$1,650.00			
Band Resaw 27"	GRIZZLY G9963	\$2,550.00			
Bandsaw 32"	CENTAURO 32"	\$2,250.00			
Drill Press 17"	DELTA	\$475.00			
Drill Press 17"	DELTA 70-6X0	\$975.00			
Drilling Machine, Horizontal	NORTHTEC CDH-7 DRILLING MACH	\$3,600.00			
Dust Collector Blower	DUSTEK 750 7.5hp	\$1,850.00			
Dust Collector Blower	PEERLESS, 5 hp,	\$480.00			
Edge Sander 6"	CROUCH 215-61 osc.	\$2,850.00			
Edge Sander 6"	CROUCH 245-50	\$1,750.00			
Edge Sander 7"	CROUCH 66-48	\$1,750.00			
Edge Sander 8	WHIRLWIND 855 Oscillating	\$3,600.00			
Edge Sander 9"	CANTEK PW-120E	\$2,950.00			
Edge Sander 10"	OAKLEY H660	\$2,950.00			
Gang Rip Saw 24"	MEREEN JOHNSON 424 DCS	\$24,900.00			
Glue Spreader	L & L conveyor type	\$2,100.00			
Horizontal Borer	NORTHWOOD NW-301	\$950.00			
Horizontal Borer	RITTER R-130, 1 spindle	\$950.00			
Horizontal Borer	RITTER R-800 4 spindle	\$1,850.00			
Line Boring Machine	Ritter 23 spindle	\$2,850.00			
Line Boring Machine	RITTER R-46 double row	\$3,900.00			
Miter Saw 12	OMGA MEC-300ST	\$975.00			
Miter Saw 14	OMGA T50 3350	\$1,250.00			
Miter Saw 20	CTD F526	\$2,880.00			
Moulder 5head	SCMI Superset 23 5 head	\$18,800.00			
Moulder 5head	CANTEK C230-5	\$14,800.00			
Moulder 5head	CKM 2 x 6	\$4,500.00			
Planer Moulder 4 Head	PINHEIRO MF4	\$12,800.00			
Pin Router, Inverted	ONSRUD 2408	\$5,900.00			
Pin Router, Inverted	ONSRUD 24210	\$6,900.00			
Pin Router, Inverted	ONSRUD 2427	\$5,900.00			
Pin Router, Inverted	ONSRUD 3025	\$5,900.00			
Pin Router, Inverted	ONSRUD 36210	\$6,900.00			
Pin Router, Inverted	ONSRUD 36210-X	\$6,900.00			
Pin Router, Inverted	ONSRUD 750SS	\$6,900.00			
Pin Router, Overarm	ONSRUD A-1124-A	\$2,850.00			
Pin Router, Overarm	ONSRUD A-1136-A	\$2,850.00			
Planer 20"	GRIZZLY G9740Z	\$4,900.00			
Planer 20"	SCMI S52	\$4,900.00			
Planer 24"	DELTA/ROCKWELL 22503	\$5,900.00			
Planer 24"	GENERAL 430	\$4,900.00			
Planer 24"	HOUFEK SP-630	\$6,900.00			
Planer 24"	POWERMATIC 225	\$5,900.00			
Planer 24"	ROCKWELL/INVICTA RC63	\$5,900.00			
Planer 25"	NORTHFIELD No. 7	\$7,900.00			
Planer 30"	NORTHFIELD No. 7 NORTHTEC NT760 C-25HCVS	\$9,900.00			
Planer So Planer Sander 37 2	AEM 604-37	\$16,800.00			
Planer Sander 43 2	DMC Chronosand CN 110/2	\$19,800.00			
Pocket Hole Machine	KREG DK1100	\$2,285.00			
Power Feeder	DELTA 3 roll, 4 am air motor	\$850.00			
Radius Feeder	STEGHERR BV	\$575.00			
Radius Feeder Radial Arm Saw	DEWALT 9"	\$450.00			
Radial Arm Saw	DEWALT 12" 16" cut	\$1,450.00			
	DeWALT 14", 32" cut	\$1,450.00			
Radial Arm Saw Radial Arm Saw	DeWalt 16", 24" cut	\$1,850.00			
Radial Arm Saw	DEWALT 16" 28" cut OMGA RN-450, 18" cut	\$1,850.00 \$1,850.00			
Radial Arm Saw		51.850.00			
Radial Arm Saw	OMGA RN-600 14" 20" cut	\$1,850.00			

Radial Arm Saw	ORIGINAL 14", 18"	\$1,450.00
Rotary Table Router	RYE Rotary Table Shaper	\$2,800.00
Shaper	Weaver system	\$8,900.00
Shaper 1 1/4"	DELTA 43-791	\$3,650.00
Shaper 1 1/4"	DELTA RS-15	\$3,600.00
Shaper 1 1/4"	INVICTA TI-14 NORTHTECH NT-101	\$3,550.00
Shaper 1 1/4" Shaper 1 1/4"	POWERMATIC 27	\$1,990.00 \$2,250.00
Shaper 1 1/4" Sliding And Tilt	NORTHTECH NT-735TS-10	\$3,780.00
Shaper 1 1/4" Sliding Attch	MINI MAX T40/N	\$2,600.00
Shaper 1 1/4" Sliding Table	BRIDGEWOOD Sliding Table	\$3,250.00
Shaper 1 1/4" Sliding Table	SCMIT130	\$4,450.00
Shaper 1 1/4" Tilting Spindle	NORTHTECH NT-625-73	\$3,250.00
Shaper 3/4"	DELTA	\$1,250.00
Shaper 3/4"	DELTA 43-459	\$1,800.00
Shaper 3/4"	MINI MAX T3	\$1,450.00
Shaper 3/4"	Rockwell	\$1,150.00
Shaper 3/4"	SCMI T110 ALTENDORF F-45	\$2,100.00 \$9,800.00
Sliding Table Saw Sliding Table Saw	ALTENDORF F-45 ALTENDORF F45	\$9,800.00
Sliding Table Saw	FELDER K700-S PRO	\$7,950.00
Sliding Table Saw	LAGUNA 12"	\$4,800.00
Slot Mortiser	BACCI Double side	\$2,850.00
Slot Mortiser	PADE SNC	\$2,800.00
Spindle Sander	STATE B4, oscilating	\$400.00
Straightline Rip Saw	DIEHL ESL20	\$13,900.00
Straightline Rip Saw	DIEHL SL52	\$17,900.00
Straightline Rip Saw	DIEHL SL52-OSHA	\$21,900.00
Straightline Rip Saw	DIEHL SL55	\$13,900.00
Straightline Rip Saw	MATTISON 404	\$12,900.00
Table Leaf Drill Table Saw	HPM 3 SPINDLE Mini Max SI-10	\$2,560.00
Table Saw	STONEWOOD ST-10 Ready	\$1,990.00 \$1,850.00
Table Saw Table Saw 10	DELTA/ROCKWELL Unisaw	\$1,830.00
Table Saw 10	GENERAL 350	\$1,490.00
Table Saw 10	POWERMATIC 66	\$1,890.00
Table Saw 12	DELTA RT31, 12"	\$1,990.00
Table Saw 12	POWERMATIC 68	\$1,990.00
Table Saw 12	SCMI SI 16	\$1,990.00
Table Saw 14	Delta/Invicta RT40	\$2,890.00
Table Saw 14	POWERMATIC 72	\$2,390.00
Tennoner	BACCI DALISTRINI 2 (TAC	\$5,500.00
Tennoner	BALISTRINI 2/TAO	\$7,800.00
Upcut Saw 14l Upcut Saw 14r	WHIRLWIND 1000L INDUSTRIAL C500R	\$2,950.00 \$2,450.00
Upcut Saw 14r	WHIRLWIND 1000R	\$2,950.00
Upcut Saw 18l	BRIDGEWOOD 18L	\$3,250.00
Upcut Saw 18I	HIGH POINT LH	\$3,250.00
Upcut Saw 18I	INDUSTRIAL W510 L	\$3,950.00
Upcut Saw 18I	POWERMATIC 18L	\$4,250.00
Upcut Saw 18I	SECO SK-18PCS	\$3,250.00
Upcut Saw 18I	WHIRLWIND 212L	\$4,250.00
Upcut Saw 18r	NORTHFIELD 410	\$3,950.00
Upcut Saw 20I	WHIRLWIND 216L	\$5,950.00
Upcut Saw Angle 18	VISTA "Angle Boss"	\$6,850.00
Upcut Saw Ángle 20	VISTA "Angle Boss"	\$6,850.00
Vertical Panel Saw Vertical Panel Saw	HOLZ HERR, 1265 Supercut SAFETY SPEED CUT H-5	\$8,650.00
Wide Belt Sander 16 1	JET JWB-1632	\$1,485.00 \$3,400.00
Wide Belt Sander 16 1 Wide Belt Sander 25 1	EXTREMA ES-125 3	\$4,900.00
Wide Belt Sander 37 1	AEM 501-37 7000	\$6,900.00
Wide Belt Sander 37 1	POWERMATIC 37"	\$8,900.00
Wide Belt Sander 37 1	SANDINGMASTER 2075C	\$6,900.00
Wide Belt Sander 37 1	TIMESAVER 137-1HD	\$6,900.00
Wide Belt Sander 37 1	TIMESAVER 137-1HP	\$7,900.00
Wide Belt Sander 37 1	TIMESAVER 137-1HP75	\$8,900.00
Wide Belt Sander 37 1	TIMESAVER 237	\$8,900.00
Wide Belt Sander 37 2	NORTHTEC 920 RC37" 2 HD	\$16,800.00
Wide Belt Sander 37 2	SCMI CL92	\$13,950.00
Wide Belt Sander 37 2 Wide Belt Sander 43 2	SECO BURLINGTON	\$12,900.00
Wide Belt Sander 43 2 Wide Belt Sander 52 2	EXTREMA XS2B52	\$11,900.00 \$19,500.00
ac Delt Jundel J2 2	LALALINA ASEBSE	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,





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Size	Model	Price
40 KW	John Deere Gen Set	\$8,500.00
125 KW	Used Detroit Gen Set	\$8,500.00
216 KW	S50 Detroit Gen Set, Enclosed	. \$22,000.00
500 KW	S60 Detroit Gen Set	\$32,500.00
90 HP	371 Detroit Power Unit	\$6,250.00
275 HP	S50 Detroit Power Unit, Rebuilt	\$25,000.00
275 HP	JD 6081T Power Unit, Rebuilt	. \$19,500.00
180 HP	JD 6466T Power Unit, Used	\$8,250.00

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Hoover Repair LLC 263 Kurtz Rd Ephrata PA 17522

ITEM	AD DETAILS	CONDITION	PRICE	CONTACT NAME	CONTACT INFORMATION
Copy Lathe	Amish version, fully hydraulic, twin tracers, follow your spindle	Excellent	Call		
Feed thru Saw	Straight line rip, glue line quality, blade below table, 24 inch to column	Excellent	\$6,900		3892 Commer Rd, Newfane, NY 14108
Gang Saw	Multi score, currently used to groove wains coating and cabinet doors,	Excellent	\$5,900	(TJ) Tierney Ritz	Phone: 716 201 2483
Planer	Planer/ jointer, various size, heavy duty, single sided or top/bottom	Excellent	Call		1 Holle. 7 10 201 2 103
Straight Line Rip Saw	Diehl SL52 straight line rip saw, rebuilt chain 3 years ago	Very Good	\$15,000		
Glue Rack	Quick 12 foot, 30 second glue rack and 12 foot applicator	Like New	Call		
Gang Saw	Extrema XG 12A gang rip	Very Good	\$15,000		
Shaving Baler	Hydraulic shaving baler with hydraulic unit	Good	\$10,000		
Wrapper	Auto pallet wrapper	Good	\$4,000		
Dust System	Sawdust bin, blower, cyclone, Dutch Boy unloader	Good	\$15,000	235 Woodworking	8728 CR 235, Fredericksburg, OH 44627
Baghouse	14 inch sawdust blower, baghouse with air lock air return, 70 fitters	Good	\$6,000	255 Woodworking	Phone: 330 946 2230, Fax: 330 778 4620
Moulder	6 head moulder, ultra model GS 623 with tooling	Excellent	\$20,000		
Up Cut Saw	18 inch Northfelt model CFS-18R, upcut chop saw	Like New	\$4,000		
Wood Grinder	Low rpm wood waste grinder, Suddreth-Fletcher model # GSH24	Very Good	\$8,500		
Air Compressor	Atlas Copco model GX7 FF screw compressor, 60 gal, tank mounted, industrial	Like New	\$6,000		
			,		
Wide Belt Sander	Time Saver 36 inch single head, digital power table, 7 years old, 480 volt, 3 phase	Very Good	\$7,000	AJ's Furniture	5355 W 400 S, Topeka, IN 46571
Clamp Table	Adjustable Clamp Table, 34 x 32 clamping capacity, air operated	Very Good	\$900	Alvin Jr Beechy	Phone: 574 642 1273 x 1, Fax: 260 593 0262,
					email: ajs@ibyfax.com
Diesel	Thermo King Isuzu diesel with stub shaft, no radiator, 40 hp	Very Good	\$1,250	Amos J Coblentz	10890 W 450 N, Shipshewana, IN 46565
Dicaci	Thermo King isuzu dieser with stub share, no rudideor, 40 mp	very dood	\$1,250	7MIO3 7 CODICITE	Phone: 574 821 4140 VM
Genset	Cat-Fabick, 3 ph, 250 kw, 3406 Cat Diesel, wiring needs work	Good	\$9,500 OBO		
Trim Saw	For post operation - hourglass rollers	Good	\$3,000 OBO	A	30600 Moundview Rd, Platteville, WI 53818
Electric Motor	2AVLB - 40 hp, 3ph, 1740 RPM	Good	\$400 OBO	Amos Lapp	No Phone
Diesel	4331 Allis Chamlers, turbo, 90 hp, clutch, radiator, complete unit	Good	\$2,500		
Direct	C+220CT	C-II	¢7 200		
Diesel	Cat 3306T power unit, 800 hours on Cat parts rebuild, clutch has outboard bearing	Call	\$7,200		07714 N WELL OF
Diesel	John Deere 4239T, fresh rebuild, new turbo with clutch, panel and skid	Call	\$6,500	A., down 0: 10	877 Mercer New Wilmington Rd,
Diesel	3 cylinder Deutz as new 2011, with clutch and panel,	Call	\$6,300	Anderson Diesel Barn	New Wilmington, PA 16142
Diesel	Isuzu 6BD1 power unit, sweet runner Other engines and horsepower available, don't see it, call me.	Call	Call		Phone: 724 748 3612, Fax: 724 748 5580
	Other engines and norsepower available, aon t see it, can me.				
Forklift	Cat model P5000 diesel forklift, 5,000 lb lift capacity, 132 inch lift, side shift, works good	Fair	\$6,000 OBO	Andrew Zimmerman	6053 Cty Rd G, Stanley, WI 54768 Phone: 715 644 2350
Post Peeler	Mechanical post peeler, self propelled head, powered by 40 h diesel	Good	\$11,500	Andy Weaver	115 Lincoln Rd, Hodgdon, ME 04730 Phone: 207 532 6178
Wide Belt Sander	Timesaver 43 inch double head, new feed conveyor or belt, electric	Good	\$990		
Band Saw	Bridgewood, 18 inch, Italian made quality, blade length 144 1/2 inches, 3 phase electric	Good	\$1,600		
Edge Sander	Crouch, 6 inch x 108 1/2 inch belt, 3 hp, 3 phase electric	Excellent	\$1,650		0401 1: 010 0145545
Miter Saw	Omga 12 inch model 1L300, 3 phase electric, new, still in box	New	\$1,600	Alvin Shirk	819 Lauschtown Rd, Denver, PA 17517
Upcut Saw	Whirlwind 212L with 8 foot roller table each side, electric	Good	\$3,200		Phone: 717-336-9034
Upcut Saw	Whirlwind 212L with 8 foot roller table each side, 20 gpm hydraulic motor	Good	\$3,200		
Shaper	Casadei, 1 1/4 inch spindle, sliding table, 20 gpm hydraulic motor	Good	\$3,775		
Drill Press	Powermatic, model 1150, 110 volt, 1phase	Very Good	\$350	Bower Woodworking Darrell Bower	223 Brunswick Forge Rd, Troutville, VA 24175 Phone: 540 520 2930
Woodworking Machinery	Selling individual pieces or whole shop, pocket hole, band saw, saw stop, etc	Good	\$20,000 for all	Brandon Fuller	1306 N. Exeter Avenue, Indianapolis, IN 46222 Phone: 317-690-7048
Trim Saw	Cabinet door Loho double trim saw/shanor mitored/straight, sand and strick	Evcallant	\$4.000		
Trim Saw Shelf Hole Borer	Cabinet door, Lobo, double trim saw/shaper, mitered/straight, cope and strick Ritter kitchen cabinet, double line borer, table rise and fall,	Excellent Excellent	\$4,900 \$2,750		5429 Comstock Rd, Lockport, NY 14094
Horizontal Belt Sander	Wysong, 10 inch belt oscillating, twin tables, heavy duty,	Very Good	\$2,750 \$3,750	Bruce Janik	Phone: 716 433 4224, 12:00 noon is best time to call
Single End Tenoner	Top/bottom trim saws, top/bottom copes, heavy duty,	Good	\$2,950		email:janik14090@aol.com
Single Life lenoner	top/bottom timi saws, top/bottom copes, neavy daty,	- G000	72,730		
Roto Finish	Vibratory burnishing machine, S/NG-1000-93-ALL, 10 cubic foot	Excellent	\$3,500	Clark Casting,LLC,	2959 TWP Rd 163, Baltic, OH 43804 Phone: 888 344 0984, Fax: 330 897 3153
Downdraft Sanding Table	4 x 8 adjustable tilt top, 4 four inch suction ports	Fair	\$200 OBO	Cornerstone Kitchens	10016 18 Mile Rd, Rodney, MI 49342
Wanted	Approximately 3 x 5 downdraft table with fan and electric motor	Call	Call	Willis Schrock	Phone: 231 924 3656, Fax: 231 924 2133
				Country Comins	
Lathe	T3 Centauro copy lathe, hydraulic powered with electric controls	Good	\$6,900 OBO	Country Carving	2437 TR 112, Millersburg, OH 44654
Lathe	TC 1200, Centauro 2 knife copy lathe, air over hydraulics, patterns, bushing set	Good	\$3,500 OBO	Supplies Andrew J Yoder	Phone: 330 674 9736 x 2
				ATTAICW 7 TOUCH	
Diesel	Perkins 4-236, complete with clutch, was running	Needs Overhaul	\$1,300		
Blower	Carolina 54 inch blower, 18 inch inlet, 18 inch outlet, with 50 hp electric motor	Good	\$2,100	Crestview Furniture	9690 Winegar Rd, Greenfield, OH 45123
Shaper	Northwood, model NW-101, 1 1/4 inch spindle, 5 hp	Good	\$500	Ervin Yoder	Phone: 740 505 2829, best time 5:00 PM
Mowers	Roseman gang mowers, set of 3, 7 foot wide, 1 mower 30 inch wide	Good	\$500		
				Custom RV LLC/ Dave	9499N 625W, Milford, IN 46542
Dust Collector	Dustkop Cyclone with 55 gallon drum collector, with manual shake baghouse	Good	\$950	Borkholder	Phone: 574 354 2905
Dovotailor	Dodds 20 spindle set up for ends	Call	¢2 000 000		16770 Purton Windsor Ed Middlafold OU 44062
Dovetailer	Dodds 20 spindle, set up for ends	Call	\$3,000 OBO	Dan W Miller	16770 Burton Windsor Ed, Middlefield, OH 44062
Dovetailer	Dodds 15 spindle, set up for sides Azeta 4 roll feeder	Call	\$3,000 OBO	Dan W Miller	Phone: 440 745 3004, leave message and
Power Feeder	אבכנם א זטוו וכלעלו	Good	\$650		phone number
Dust Collector	10 hp, 3 phase motor, stainless steel cone, 12 inch ports	Good	\$1,000	Darrel Diller	Sparta, TN 38583 Phone: 731 676 6501
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ITEM	AD DETAILS	CONDITION	PRICE	CONTACT NAME	CONTACT INFORMATION
Skidder	Pettibone M5, needs tires, torque converter, good engine and winch	Project	\$5,500	David L Yoder	14407 122 Str, Oskaloose, KS 66066 Phone: 785 817 3720, Fax: 785 766 6241
Power Unit	8.3 Cummins, 330 hp with big clutch,	Good	\$9,000	DNS Lumber Co	3621 SR 308, Emlenton, PA 16373 Phone: 814 758 9929
Surface Grinder Equipment Lift Comparator Air Tank Hydraulic Tank Skidloader	Schliff, large, heavy duty, approximaely 5 foot stroke, 14 inch x 35 electro magnet Auto Grip, 8 foot x 11 foot platform, 20,000 lbs Optical Comparator with DRO 10,000 gallon 200 gallon, on legs Wheel drive and track motors, all brands, 1 year warranty,	Good Good Good Good Good Rebuilt	\$3,800 Call \$375 Call \$275 \$2,000 to \$3,000	Donegal Hydraulics	102 Haiti Rd, Quarryville, PA 17566 Phone: 717 786 7001
Shear	Cincinnati 1810, 1/4 x 10 foot shear, serial # 35071 with hydraulic motor and controls, completly rebuilt approximately 2018	Good	\$16,900	DS Machine, LLC John B Esh	238 B Old Leacock Rd, Gordonville, PA 17529 Phone: 717 768 3853
Kubota RTV	2013 Kubota RTV X11200, diesel, 4x4, 9,475 miles, new tires, power dump,	Very Nice	\$9,700	Duane Weaver	1944 Kramer Mill Rd, Denver, PA 17517 Phone:717 336 4626, Fax: 717 336 4627
Gang Saw	Comel, feed webs in and out, top drive rollers, adjustable sizer, many collars and blades	Excellent	\$15,000 OBO	Eagle View Machining Moses Borntrager	15080 Cty Hwy 39, Frazee, MN 56544
Bandmill	Cooks, cuts 3 - 6 inches x 26 feet, 35 hp Vanguard engine	Good	\$12,000	Edward Yoder	619 Franklin Cemetery Rd, Vinton OH 45686 No Phone
Green Giant Forklift Green Giant Forklift Green Giant Forklift Green Giant Forklift Green Giant Forklift	10,000 LB Capacity, 120" Rise, 50" stra, Honda or Brilliant Powered, Mech. Dr., w/ poly or steel wheels 3000 LB Capacity, 120" Rise, 42" stra, Honda or Brilliant Powered, Mech. Dr., w/ poly or steel wheels 3000 LB Capacity, 60" Rise, 42" stra, Honda or Brilliant Powered, Mech. Dr., w/ poly or steel wheels 6000 LB Capacity, 120" Rise, 50" stra, Honda or Brilliant Powered, Mech. Dr., w/ poly or steel wheels 6000 LB Capacity, 60" Rise, 50" stra, Honda or Brilliant Powered, Mech. Dr., w/ poly or steel wheels	New New New New New	\$11,600 \$6,500 \$5,900 \$9,100 \$8,500	Eli Shrock	4250 S. Funk Road, Wooster, OH 44691 No Phone
Tennoner	Bacci, single head, double table, PLC controls	Excellent	\$5,900	Eli Weaver	1333 CR168, Dundee, OH 44624 Phone: 330 893 0017, Fax: 330 893 0027
Reervoir	350 gallon with oil, 6 suction and returns with filters, 2 pumps	Like New	Make Offer	Elmer Lantz	519 Houtztown Rd, Myerstown, PA 17067 Phone: 717 866 1481
Fork Lift Component Saw Radial Arm Saw	Komatsu, 8000 lbs capacity, 7700 hours, solid rubber tires at 80%, Front dual tires, two stage, auto fork adjust, half cab, dual fuel, ready to go ldaco, hydraulic, 4 blades, cuts 18 to 24 inches, waste conveyor, like new hydraulics Dewalt/Black & Decker, hydraulic 24 inch slide, 15 inch blade, extra blades, in operation	Good Good	\$17,000 \$80,000 \$1,500 0B0	Empire Truss Works Paul E Troyer, Jr	1673 Railroad St, Panama, NY 14767 Phone:716 355 6462, Fax: 716 355 2257
Skid Steer Skid Steer Tractor Tractor Tractor UTV Tractor Tractor Tractor Skid Loader	Bobcat 773, O ROPS, 2900 hours, hand and foot Cat 262D, E ROPS, 413 hours, loaded Kubota B26TLB tractor/loader/ backhoe, quick attach on backhoe, 2 buckets, 1882 hrs IH 234 4x4 tractor hydro, 1263 hours, turf tires Kubota BX1500 RCK48-15BX deck, 508 hours, 4wd Cub Cadet CX500 camo, 4x4 1990 MF 1020 4wd, hydro w/bh, 1846 loader Case 1175, cab 2wd, good tires, runs and works Bobcat 763, O ROPS, needs engine work	Fair Excellent Good Nice Needs Work Good Nice Good As Is	\$10,900 Call \$19,500 \$3,500 \$3,900 \$5,495 \$6,295 \$5,000 \$3,500	Erb & Henry Equipment, Inc Butch	22-26 Henry Ave, PO Box 445, New Berlinville, PA 19545 Phone: 610 367 2169, Fax: 610 367 6715
Wanted	Framing table, preferrably Kreg or Castle pneumatic framing table	Call	Call	Galen Shirk	W5580 Lovers Rd, Greenwood, WI 54437 Phone: 715 721 0315, Fax: 715 229 3557 email: countryaccents@ibyfax.com
Wide Belt	AEM- Narrobelt sander, 25 inch	Fair	\$3,500	Girod	11474 Stulltown Rd, Owingsville, KY 40360 Phone: 859 585 9498
Clutch Clutch Clutch Clutch	N 1, 14-S with drive ring N 1, 14-S, can call if you send phone number N 1, 14-S with drive ring N 1, 14-S, can call if you send phone number	New Fair New Fair	\$950 \$450 \$950 \$450	Harvey Weaver	4174 W M 18, Gladwin MI, 48624 No Phone
Surface Grinder Rotary Table Bender	Targa, 6 inch x 12 inch surface grinder 18 inch rotary table #2 Hossfield bender, lots of dies	Excellent Good Good	\$550 OBO \$500 OBO \$1,500	Hickory Lane Machine	6000 St Rte 534, Windsor, OH 44099 Phone: 440 474 9539
Press Brake Punch Press Press	400 ton Pacific, 10 foot overall 90 ton mechanical, 7 inch stroke 125 ton 4, post	Fair Needs Work Needs Work	\$30,000 \$2,500 \$5,000	Horst Road Repair Leon Fisher	135 Horst Rd, Myerstown, PA 17067 Phone: 717-949-2539
Vinyl Fence Router	Vinyl Fence Router to rout holes in vinyl profiles. Made by SSD control technology.	Good	\$4,500	James Graber	Phone: 260-466-5013
Band Saw Table Saw Miter Saw Drum Sander Planer Dust Collector	10 inch Master Force band saw with stand 10 inch Master Force contractor grade table saw 8 1/2 inch Makita miter saw with folding stand, wheels Jet 22-44 Oscillating drum sander Rockwell/Delta, 13 x 6 planer Delta dust collector with hoses	Good Fair Fair Good Needs TLC Good	\$150 \$225 \$175 \$950 \$450 \$200	James Graber	19627 Notestine Rd, Woodburn, IN 46797 Phone: 260-615-5161

ITEM	AD DETAILS	CONDITION	PRICE	CONTACT NAME	CONTACT INFORMATION
Panel Router Stroke Sander Moulder	Safety Speed SR5, no router included 2 wheels, mount on your frame, 9 1/2 inch diameter, fully adjustable for tracking W&H, mounted on mobile cart with infeed and outfeed rollers, a few knives	Good Good Good	\$2,000 \$200 Call	Jason Zimmerman	5827 VT Rt 15, Wolcott, VT 05680 Phone: 802 472 5800, Fax: 802 472 5801 email: jason@vermontwoodcraft.net
Band Saw	36 inch metal or wood band saw, 220/440, 3 ph, 5 hp, serial C-1312	Good	\$1,275 OBO	Joe A Yoder	11 Bud Taylor Rd, Ethridge, TN 38456 No Phone
Diesel	ST3 Lister, 25 hp, hand start with clutch, some other sizes available	Rebuilt	\$2,800	John Hochstetler	11880 W 450 N, Middlebury, IN 46540 Phone: 574-825-9590 x 7
Harvester Silage Blower Grain Wagon Steel Bin Diesel Power Forecart	782 New Holland with hay head, 12 volt controls, hydraulic side shift Gehl 1580 blower 2 ton grain wagon with unloading auger Steel feed bin with a 4 ton and 2 ton compartment Thermo King Yanmar, 2 cylinder L912 75 hp Deutz diesel, 4 wheel with power steering, dual hydraulics, 540 pto, see photo on page 139	Good Excellent Fair Good Good Good	\$2,950 \$2,000 \$400 \$500 \$500 \$7,000	John Lapp	242 Price Lane, Lykens, PA 17048 Phone: 717-365-3829
Standardbreds For Sale	$Three \ week \ trial, always \ a \ selection, 100\% \ satisfaction, lots \ of \ options, trucking \ available$	Call	Call	Jonathan	717-679-8946
Sawmill	Woodmizer LT30, portable with hydraulic lift arms, located in western Maryland	Good	\$5,500	Kathy Lyons	Phone: 859-312-1540 email: icethomas33@hotmail.com
Wide Belt Sander Wide Belt Sander	37 inch North State sander, 230, 3ph 37 inch North State sander, 230, 3ph	Good Good	\$3,500 \$3,500	Kauffman Woodcraft Ervin Kauffman	763 Cross Lanes Rd, Westmoreland, TN 37186 Phone: 615-607-0408 email: ervin@kwoodcraft.net
Dust Collector Dust Collector	20 hp Honeyville, 13 inch trunk line with baghouse 3 hp, 240 volt, Shop Fox	Good Excellent	\$5,000 \$700	L.A.M.B. Woodworking LLC Lavern Beechy	5510 W 200N, Shipshewana, IN 46565 Phone: 260-768-7992
Shear Brake	Cincinnati 3/8 x 10 foot shear, 36 inch, front operated, power back guage Standard 150 ton hydraulic prees brake, 10 foot long, 8 foot x 6 inch BH, runs on hydraulic, 48 inch power back guage with digital readout	Good Excellent	\$26,500 Call	Lanco Industries	2605 Prescott Rd, Lebanon, PA 17042 Phone: 717-673-6523
Dyna	SC 15 Wood Processor, 2018, 847 hours	Good	\$34,500	Machine Shop Services/ Lewis	17928 Abbey Dr, Wheeling, MO 64688 Phone: 660-659-2011
Sawmill Typewriter Evaporator Evaporator Evaporator	2007 Woodmizer LT70, 62 hp Cat, under 500 hours! Maintained, stored inside Brother DP-530 CJ, 1.4 GB permanent memory, AC/DC powered 3 x 8 Sunrise Heatwave Extreme wiith sap raider, Max Flues, capable of 230 gph 2 x 6 Sunrise Panther, capable of 35-40 gph 4 x12 Grimm	Like New Excellent New New Used	\$42,000 OBO \$500 Call Call	Maine Spring Supply Matthew Johnson	219 Timoney Lake Rd,Smyrna, ME 04780 Phone: 207-757-7978 or 207-757-7122
Screw Compressor	Ingersoll Rand 185, 2011, rebuilt motor, runs good, needs temp sensor	Good	\$4,000	Marty Weaver	21005 New Gottengen Rd, Salesville, OH 43778 Phone: 740-679-3612, Fax: 740-679 2030 email: salesvilleconstruction@gmail.com
Trash Pumps Generators Clutches Diesels Diesel Diesel Diesel Shipping	Kohler diesel, 4 inch, 476 gpm, self priming Kohler, LP/NG, 36 volt DC for battery banks WPT and NACD, wholesale and retail Cat C1.1 and Perkins 403F1.1, 3 cylinder, large quantity VM water cooled, 126 hp, power unit, could be pony start Yanmar, 3 cylinder, 36 hp, in factory crates Yanmar-Thermo King, 4 cylinder, test run Low Rates to businesses with forklift or dock and phone number	New New New New New Used Call	\$1,500 each \$1,300 each Call Call \$3,300 \$1,500 Call	Mast Engine Service	19658 Flora Avenue, Bloomfield, IA 52537 Phone: 641-722-3080
Telehandler	2011 8042 Skytrack, foam filled tires, 3800 hours, auxillary hydraulics	Good	\$33,000	Midwest Enterprise Stephen J Douglas	9289 Neff Rd, Arcanum, OH 45304 Phone: 937-448-0325 VM
Fork Lift Power Unit Power Unit Power Unit Hydraulic Unit Power Unit Power Unit Power Unit	2013 Hyundai, 6000 lbs, LP gas, sideshift, 3 stage, 7600 hours 60 series, 12.7 L Detroit, 450 hp BF6M1012 Deutz, 120 hp, 3980 hours since new 4045T Power Tech John Deere, 125 hp @ 2400 rpm 4045T Power Tech John Deere, Funk hydraulic pump drive with 2 pumps F4L912 Deutz, 65 hp, 4680 hours 6CT 8.3 Cummins, 225 hp, 4600 hours 7.8 L Ford, 170 hp, 4350 hours	Excellent Excellent Excellent Excellent 4400 hrs Good Very Good Very Good	\$11,900 \$15,000 \$7,500 \$6,500 \$11 \$4,500 \$7,000 \$6,500	Midwest Power Units	675 N 1400 St, Shobonier, IL 62885 Phone: 618-846-2011
Light Tower Chop Saw Mask Filter Pocket Hole Machine	Wacker LTC 4, 6 KW with Lombardini diesel Omga Mec 300 ST, 230/460 volt, 3 phase Bullard 41P2E Airline Filter with climate control tube and extra filter Castle Pocket Hole Machine, TSM-35, 230/480 volt, 3 phase, call for more info	Good Good Excellent Good	\$1,400 OBO \$750 OBO \$250 OBO \$4,200	Nathan Miller	1769 Harrisville Rd, Stoneboro, PA, 16153 Phone: 814-786-7136, Fax: 814-786-7310
Drying Racks Drying Racks	6 extendable drying racks with 13 - 30 inch arms, all have 5 inch castors 6 extendable drying racks with 13 - 30 inch arms, all have 5 inch castors	Like New Like New	\$400 each \$400 each	Neil Miller	18817 Grange Rd, Fredericktown, OH 43019 No Phone
Edge Bander Embosser Dust Collectors Guillotine Vacum Pressing Table Baghouse	Holz Her Sprint 1310, with corner round Renzo Borgonovo with an assortment of designs 2, 21 inch, 40 hp 90 inch veneer guillotine 48 x 96 vacum pressing table 38,000 CFM, insulated baghouse with new air lock	Good Good Good Good New Good	\$10,000 \$15,000 \$4,000 ea \$7,500 \$3,000 \$26,000	Neuenschwander Doors, LLC Jonas	62306 Needham Rd, Burr Oak, MI 49030 Phone: 866-787-0810

ITEM	AD DETAILS	CONDITION	PRICE	CONTACT NAME	CONTACT INFORMATION
Welder			,	OSCO Products	CONTACT INFORMATION
Metal Cutting Bandsaw	Lincoln CV300 with LN 742 feeder, newer Magnum Pro gun, 3 phase Do-all C-916S mitering bandsaw, air clamp and head lift, hydraulic or electric power	Good Good	\$1,750 \$5,000 OBO	David Hochstetler	4811 Graham Rd, East Jordan, MI 49727 Phone: 231-536-2709
Forklift Resaw Diesel Blower	1999 AE6122, 4x4, American Eagle, all terrain brand new wheels, only 1250 hrs Smith single head, lineshaft ready with hydraulic feed 271 Detroit 2-cycle, approx 50 hp, on skid with clutch, runs good 26" blower, on new skids with Hatz diesel and clutch	Excellent Excellent Great Like New	\$28,500 OBO \$6,500 \$3,000 \$2,200	Peach Tree Enterprises Louie Peachey	1351 Petersburg Road, Jackson, OH 45640 No Phone
Wood Lathe Generator Forklift	General 260 Wood Lathe, 1hp, 1 ph 1994 Spectrum Detyroit Generator, 230 kw, 370 hp @ 1800 rpm Hyster, 7,000 lb capacity, like new battery, comes with charger, runs great! Approx. 1998 See photos of Pine Valley Bolts listing on page 102	Good Excellent Excellent	\$1,100 \$11,000 \$7,500	Pine Valley Bolts	5195 Kinsman Rd, Middlefield, OH 44062 Phone: 440-693-4232, Fax: 440-693-4316
Vertical Milling Machine Surface Grinder Surface Plate Micrometers	10 inch x 54 inch Acra, EVS, digital readout, power feeds, power drawbar 6 inch x 14 inch Kent, Kanestu electromagnet, dust collector 4 inch x 24 inch x 36 inch, stand with castors Mitutoyo, up to 24 inch, sets	Good Good Good Good	\$5,000 OBO \$750 \$600 Call	Pine View Industries Perry Beachey	755 E Kittle Rd, Mio, MI 48647 Phone: 989-848-2194
Air Compressor	Quincy 370L, Well Maintained, runs and works like new	Excellent	\$3,650	Pioneer Cabin Furniture	7193 E 16 1/2 Rd, Manton, MI 49663 Phone: 231-824-9663 (8 AM-5 PM)
Bridge Crane	48 foot, 10 ton with Wright 3 phase electric winch, no end tracks	Good	\$5,000 OBO	R&L Truss Ryan Zimmerman	272 State Rd E, Tunas, MO 65764 Phone: 417 993 0277
Wanted	Stroke sander with 8 foot sanding capacity and adjustable table height	Call	Call	Raymond Hoover	10488 Cerulean Rd, Cerulean, KY 42215 No Phone
Punch Press	Hastings Works punch, 3 ph, easy mechanical conversion, 3 1/2 inch stroke, dies included	Good	\$500	Raymond Miller	5816 Robinson Rd, Cass City, MI 48726 Phone: 989-872-1842, 8:00 AM
Outdoor Wood Furnace	Conestoga Champion, 3 years old, 380,000 btu	Very Good	\$9,000	Reuben Stoltzfus	701 Overlys Grove Rd, New Holland, PA 17557 Phone: 717 354 5071
Panel Saw	155 Elcon 230 volt, 7 hp, 3 phase panel saw	Good	\$7,500	Saws Woodworking	72990 CR 101, Nappanee, IN 46550 Phone: 574-773-4216
Telehandler Telehandler Genset Dozer	JCB 506C, 5300 hours, 1998, new tires, 6,000 lb capacity, serviced and ready to work Ingersoll Rand VR 90B, foam filled tires, 9,000 lb capacity, 6 foot forks, ready to work Onan 55 KW, 554 hours, natural gas or propane IH TD-9, series B blade, winch	Great Great Excellent Call	\$22,500 OBO \$24,500 OBO \$3,800 OBO \$6,500 OBO	Schlabach's Mattress Outlet Eli Mast	330E CR 600N, Tuscola, IL 61953 Phone: 217-543-3493
Shaper Shaper Sander Planer Planer Sander Boring Boring Trailer Band Saw Planer wheel loader	Beach 1 inch spindle, 30 inch x 40 inch table, line shaft ready, no fence SCMI 3/4 inch spindle, 3 phase electric, 25 inch x 39 inch table, fence SECO Wide belt 36 inch wide, single head with plat, 3 phase electric Whitney 36 inch 2 head, straight knife model 97 Whitney planer/facer, model 5-600, straight knife, 24 inch electric Crouch Profile Sander, electric Root, vertical spindle boring machine, 5 spindles, electric Root, vertical spindle boring machine, 8 spindles, electric 2002 Eager Beaver, 10 ton, Pintle hitch with air brakes ORMA, 36 inch-24 inch cutting heights, roller bearing guides, electric Powermatic, 12 inch straight knife cutter head Dresser model 510, comes with bucket and pallet forks, new paint	Fair Excellent Good Good Excellent Excellent Good Fair Good Excellent Good Good Good	\$600 \$2,400 \$4,200 \$6,500 \$5,500 \$650 \$1,300 \$1,200 \$6,500 \$2,800 \$1,650 \$19,000	Sheldon Martin	470 Swope Rd, Bethel, PA 19507 Phone: 717-507-8796 email: martin-seiverllc@hotmail.com
Wide Belt Sander Planer Planer Planer Upcut Upcut JLT Shaper Shaper Down Draft Table	Jet, 37 inch x 75 inch double head, lineshaft and air power, digital read out Speed sander, 36 inch single head, 3 phase, air tracking Powermatic, 20 inch straight knife, 3 phase Woodmaster 18 inch straight knife, can also be used as a moulder Grizzly type, 15 inch straight knife, hydraulic motor Whirlwind, 1000L, 14 inch, 3 phase Whiriwind 212 L, 18 inch, hydraulic Double door clamp, #79K-7DDC Weaver, 1 inch spindle, hydraulic motor Shop Fox, 3/4 inch spindle, electric Shop built, hydraulic motor Free Shipping to most areas thru month of January, Call.	Excellent Good Excellent Very Good Good Good Good Good Very Good Good Good	\$9,500 \$6,100 \$2,500 \$975 \$1,100 \$2,200 \$2,900 \$4,000 \$1,200 \$700 \$975	Southern lowa Machinery Gideon Hochstetler	28201 Hwy 5, Cincinnati, IA 52549 Phone: 641-658-2498
Diesel Diesel Diesel Genset	Daewoo 3.3 liter, turbo, 72 hp, radiator thru clutch, 300 hours KubotaV 2203, 30 hp, radiator thru stub shaft, load tested Lister Petter LPA 3, 18 hp, 6500 hours, includes Quincy 340 air compressor Onan 30 KW, 3 phase, with Ford diesel, see photo ad on page	Very Good Good Decent Good	\$5,900 \$2,750 \$1,800 OBO Call	Spoon River Sharpening Philip Schrock	2733 N 250th Ave, Liberty, IL 62347 Phone: 217-336-4045
Compressor Drywall Finishing Sanders Pallet Jack	2011 Ingersoll Rand, 185 CFM with John Deere diesel, trailer unit, 1700 hours 1 automatic taper,2 mud pumps, 3 flat boxes, 3 angle heads, complete 2 Porter Cable drywall sanders,1 Dewalt Hepa Vac, all air powered Jet, standard size	Very Good Excellent Good Like New	\$8,500 \$3,800 \$2,000 \$300	Superior Drywall Joe Beiler	673 McCraw Rd, Herndon, KY 42236 Phone: 270-886-9621
Table Saw Scroll Saw Dust Collector Blades	2-Delta 10 inch unisaw, 5 hp, 3 phase, with dust guard 2- Delta 20 inch scroll saw on stand Powermatic, 4 bag, 3 hp, 3 phase, 2016 18-Diehl 14 inch ripsaw blades, all sharpened, very little use	Good Like New Like New Like New	\$1,200 ea 0B0 \$200 ea \$550 \$100 ea	Superior Wood Products Wilmer Sensenig	1044 Ridge Rd, Shippensburg, PA 17257 Phone: 717-423-6897, Fax: 717-423-0123

ITEM	AD DETAILS	CONDITION	PRICE	CONTACT NAME	CONTACT INFORMATION
Retail Cooler	3 door Hussman, model RMT M3, serial # MYIS L548513	Excellent	Call		
Retail Cooler	3 door Hussman, model RMT M3, serial # MY 1515 48514	Excellent	Call		Roberts, MT 59070
Retail Cooler	3 door Structural Concept model # F3, serial #0974849F4316346	Good	Call	The Chuckwagon	Phone: 406-445-9184
Deli Case	Hussman, 2-8 foot model SMG8U, 1 12foot model SMG	Excellent	Call	Paul Hertzler	email: hertzler90@ibyfax.com
Cooler Compressor	Hussman model # CRA1-0150-PFV B/M270SK	Good	Call		eman. Hertzier 20@ibyrax.com
Elbow Machine	Maplewood, comes with jigs and dies	Good	\$8,000 OBO		
Elbows- Pipe	We can make what you need, 4inch to 24 inch, stainless steel or galvanized	New	Write	The Metal Shop	185 Co-Daugh-Ri-Ty Rd,
Seam Flatener	48 inch pipe length, down to 4 inch diameter, 20 guage SS capacity	New	\$2,000	Isaac D Yoder	Amsterdam, NY 12010
Stone Cutter	We make and rebuild cutters, teeth, rollers, and more	New	Write	isaac b Toaci	No Phone
Stolle Cutter	We make and repund cutters, teeth, foners, and more	INCAA	WIIC	TI T D	ACCOMMINATOR OF THE PROPERTY O
Skidder	John Deere 440 D, rebuilt, many new parts, nice paint, call for more information	Excellent	\$38,500	The Tree Beavers Abner Fisher	8627 N Wapalo Rd, Marshall, IN 47859 Phone: 765-592-2611
Roll Former	Accu Form J channel roll former	Work Goods	\$8,000	Thomas Miller	3860 Miller Drive, Hartstown, PA 16131 Voicemail: 814-382-9210
Roll Former	For manufacturing 36 inch ag panels with electric controls	Like New	Call		1708 Church Rd, Watsontown, PA 17777
Roll Former	For manufacturing 36 inch ag panels with electric controls	Like New	Call	Turbo Metals	Phone: 570-336-9750
Roll Former	For manufacturing 36 inch ag panels with electric controls	Like New	Call		Phone: 570-336-9750
Wide Belt Sander	Sanding Master, 37 x 75 hydraulic ready, mechanical tracking	Excellent	\$9,700	Tuscarora Game Calls	19672 Sweetwater Rd, Dry Run, PA 17220 No Phone
Gang Rip Saw	High Point, 2003, movable blades, 3 phase electric	Good	\$4,800		
Up Cut	Industrial 14 inch, 2 available, 1 electric, 1 lineshaft	Good	\$750 ea		
Moulder	Weinig Unimat, 6 head, 1 13/16 inch spindle, 3 phase electric	Good	\$12,500		24 (22 52) 5: 6 14 5242 (
Edge Sander	Whirlwind, 855 heavy duty, 3 phase electric	Excellent	\$3,500	Upper Iowa Millwork	21623 50th St, Cresco, IA 52136
Rip Saw	Diehl 750 Straight line rip, line shaft	Good Chain	\$3,800	Allen Gingerich	No Phone
Dock Leveler	7 foot x 7 foot spring mechanical auto dock, needs minor repair	Call	\$1,000		
Delivery	Delivery available to lower 48	Call	Call		
Power Unit	200 - 300 HP Cat Diesel, 4500 hours, skid mounted, clutch, custom set up available	Very Good	\$8,000	Valley Shop Allen Shirk	38745 Molasses Mill, Latham, MO 65050 Phone : 660-458-6747
Generator	45 KW, 3 or single phase, 5,000 hours on rebuilt F4L912 Deutz engine	Nice	\$4,900 OBO	Vernon Mast	N3767 Duncan Hill Rd, Argyle, WI 53504 Phone: 608-636-0149
Panel Saw	Putsch SVP133 vertyical panel saw, 2017	Like New	\$11,300	Weaverwood	515 Lawrenceburg Rd, Willisburg, KY 40078 Phone: 859-375-9289, Fax: 859-375-9290
Track Skid Steer	2014 Bobcat T770, 92HP, Cab, Joysticks, 2 Spd, Hi-Flow, 1,500 Hrs., Magnum XL Forestry Mulcher Head!	Excellent	\$59,500		
Track Skid Steer	2017 Bobcat T650, 74 HP, Cab, Foot Controls, 2 Speed, Only 600 Hours.	Excellent	\$38,500		
Track Skid Steer	2014 Bobcat T650, 74 HP, Cab, Foot Controls, 2,050 Hours, Single Speed, Excellent U/C.	Excellent	\$28,500		
Track Skid Steer	2007 Bobcat T300, 81HP, Cab, Foot Controls, 1,800 Hours, 1 Owner Machine, Excellent Tracks.	Excellent	\$30,000		
Track Skid Steer	2015 Bobcat T590, 66 HP, Cab, Foot Controls, 1,250 Hours, Hydraulic Coupler.	Excellent	\$33,500		
Track Skid Steer	2014 CASE TR340, 90HP, Cab, Joysticks, Ride Control, 2 Speed, Reg. Flow Hyd., 2,100 Hours.	Excellent	\$33,500		
Track Skid Steer	2014 CAT 279D, Cab, 74 HP, 2 Speed, Joysticks, Reg Flow Hydraulics, 2,700 Hours.	Excellent	\$34,500		
Track Skid Steer	2014 CAT 259D, 73HP, Cab, Joysticks, 2,400 Hours, 2 Speed, Hi-Flow Hydraulics	Excellent	\$34,500		
Track Skid Steer	2018 Kubota SVL75-2, 75 HP, Cab, Joysticks, 2 Speed, 3,360 Hours, Good Tracks.	Excellent	\$32,500		
Track Skid Steer	2012 Kubota SVL75, 75 HP Pre-emissions, Cab, Joysticks, 2 Speed, 1,500 Hours, Reg. Flow Hydraulics.	Excellent	\$36,500		
Track Skid Steer	2014 Kubota SVL90-2, 90 HP, Cab, Joysticks, Reg. Flow Hyd., 2 Speed, 2,700 Hours.	Excellent	\$36,500	Wendell Shertzer	1082 Letort Road , Conestoga, PA 17516
Track Skid Steer	2011 Kubota SVL90, 90 HP Pre-emissions, Open Canopy, Joysticks, 2 Speed, 1,340 Hours.	Excellent	\$34,500	WCHUCH JHCHZCH	Phone 717-341-9514
Track Skid Steer	2016 Kubota SVL95-2, Cab, 2 Speed, Joysticks, Regular Flow Hyd, Good U/C, Only 1,000 Hours.	Excellent	\$45,000		
Track Skid Steer	2017 Kubota SVL95-2, Cab, Full Forestry Package with Auxiliary Cooler, Hi-Flow, Only 210 Hours!!	Like New	\$59,500		
Track Skid Steer	2011 Terex PT 100G Forestry, 100 HP, Cab, Hi-Flow, Joysticks, New Tracks, 2,170 Hours. (2 Available)	Good	\$32,500		
Track Skid Steer	2014 Yanmar T175-1, 70 HP, Open Canopy, Joysticks, 2 Speed, Good U/C, 2,600 Hours.	Excellent	\$23,500		
Track Skid Steer	2014 Takeuchi TL8, 74 HP, Open Canopy, Joysticks, 2 Speed, Wide Tracks, 2,200 Hours.	Excellent	\$27,500		
Track Skid Steer	2013 Takeuchi TL 230-2, 70 HP Pre-emission, Open Canopy, Joysticks, 2 Speed, Good Tracks, 1,800 Hours.	Excellent	\$25,000		
Track Skid Steer	2007 Takeuchi TL140, 81 HP Pre-emission, Cab/AC, 2 Speed, Joysticks, Only 730 Original Hours!!	Excellent	\$37,500		
Mini Excavators	Kubota KX91-3(Open), Takeuchi TB260(Open), Volvo EC 35C(Open), Deere 35G(Cab), Yanmar VIO40(Open)		CALL		
Telehandlers	JCB 524-50(Cab/5K LB Lift), Gehl RS6-42(Open/6K), CAT TH63(Open/6K), 2-JLG G9-43A(Open/9K) Call for shipping quotes. We deliver nationwide! Call		CALL		
Hydraulic Unit	Hydraulic set-up on skid with 5.7 L Vortech natural gas motor with clutch, 10 hp air compressor, 40 KW generator, also hydraulic lines, etc.	Good	Call	Yoder Woodworking Freeman L Yoder	8105W 450N, Shipshewana, IN 46565 Phone: 260-768-7327 x 1, Fax:-260 768-437
Rip Saw Rip Saw	Cantek SRS 330 straiht line rip saw with laser, 230 volt, 3 phase Mattison 404 Straight line rip saw, 480 volt, 3 phase	Like New Call	\$11,000 \$3,500	Yoder's Amish Custom Cabinetry	1476 CR 1025 E, Sullivan, IL 61951 Phone: 217-728-2166
Planer	15 inch, model # JWP-15CS, Jet planer, extra Knives, owners manual, lineshaft ready	Good	\$950	Yoders Buggy Shop Jonas Yoder	2265 Patriot Rd, Patriot, OH 45658 No Phone

Diesel	V1305 Kubota, alternator, starter, wheel	Good	\$2,000
Diesel	V1505 Kubota, rebuilt, runs nice	Rebuilt	\$2,800
Diesel	V330T, mechanical, complete rebuild	Rebuilt	\$4,500
Diesel	V2203, bare engine	Good	\$1,800
Diesel	V3800-T, common rail, rebuilt	Rebuilt	\$5,800
Diesel	V3307-T, common rail, read train	Rebuilt	\$5,800
Diesel	D722, several to choose from	Good	\$1,900
Diesel	D1703, Alternator, starter, wheel	Good	
	·		\$1,650
Kubota	Kubota, V2203 power unit, 40 hp, stub, panel	Good	\$3,100 Xcite Repair Co 200 Shirktown Rd, Narvon, PA 17555
Kubota	Kubota, D1105, several to choose from, call	Good	\$1,700 Amos Phone: 610-286-9754
Kubota	Kubota V2003, turbo, alternator, starter, wheel	Good	\$2,200
Kubota	V1702 and V1902 engines	Good	\$1,800
Kubota	D722 power unit, stub shaft	Good	\$2,200
Cat	Shibaura, 3XL 1.1, 3 cylinder, very low hours	Call	\$1,600
Deutz	F3L912, std bell-wheel, 2 to choose	Good	\$2,100
Yanmar	3TNV88, mechanical starter, alternator, ready for clutch	New	\$3,500
Perkins	N844L, natural, 50 hp	New	\$3,900
	Many used engine parts available. Call		
Fork Lift	2017 H30, Pneumatic tires, 6,000 lb lift capacity, new tires, new paint, propane	Call	\$18,000 0B0
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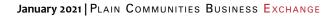
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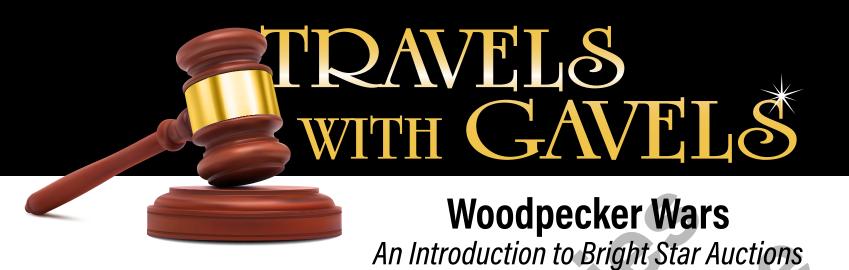
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LOREN BEACHY

"Twenty thousand, twenty-five – now thirty thousand dollars!" As the bids kept climbing, the light in Leroy Yoder's eyes kept getting brighter.

Eugene, my partner in Bright Star Realty and Auctions, had met with Leroy a few months ago when we first made plans for the auction of Leroy's sawmill and pallet equipment. At the time, Leroy had misgivings about letting us sell the pallet nailer at auction without a reserve. Leroy had advertised his Woodpecker pallet nailer himself and had actually made a deal to sell it for \$27,000 but the deal fell through. Leroy wanted to sell it- indeed, he needed to liquidate his whole operation – he was moving, but he told Eugene he couldn't bear to think of his beloved Woodpecker selling for less than twenty thousand.

Eugene empathized with Leroy. Eugene grew up in a sawmill and has had his own liquidation auction—and he knows the feeling. He does however, also have years of experience in equipment auctions, and he explained to Leroy why we don't recommend putting a reserve on anything. Leroy finally agreed to relinquish all reserves and let the buyers decide what the nailer was worth. Now our job began.

We are Bright Star Realty and Auctions. We specialize in sawmill, woodworking, and real estate auctions around the country. In the next issues, I hope to share with you some stories from sawmill and logging operations around the nation. This month, I would like to give you a brief introduction to our team and to what we do. Our team is blessed to include:

Eugene Hochstetler. Eugene is a thirty-six-year-old, lean, long-legged, long-strided, brown-haired, Amishman. Eugene is passionate about preaching the Word of Christ, raising his four boys along with his wife Susan, anything to do with timber and timber equipment- and huge walnut trees. He is extremely good at treating our clients with warmth, empathy, and professionalism and is a master communicator. He is good at playing volleyball – in sharp contrast to his skills on the basketball court – which are virtually non-existent. I enjoy reminding him of this occasionally. Eugene is the equipment specialist within our company.

Nathan Lehman. Nate is twenty-nine years old, dark-haired, and built like the proverbial brick house – though his recent dedication to intermittent fasting has made him a bit more aerodynamic and added a pair of galluses to his normal ensemble. Nate is passionate about singing and enjoys his position as one of the song leaders at church as well as spending time with his wife Lavera, and their daughter. Nate is passionate about becoming friends with his clients, and excels at coming alongside them and helping them achieve their goals through the sale of their property. He is also a bit prematurely bald, which occasionally sneaks into our conversations if I feel he is becoming a bit haughty about something he has accomplished. Nate is our local real estate specialist.

Eugene, Nathan, and I are the owners of the company. To serve our clients with the excellence we aspire to we need the assistance of:

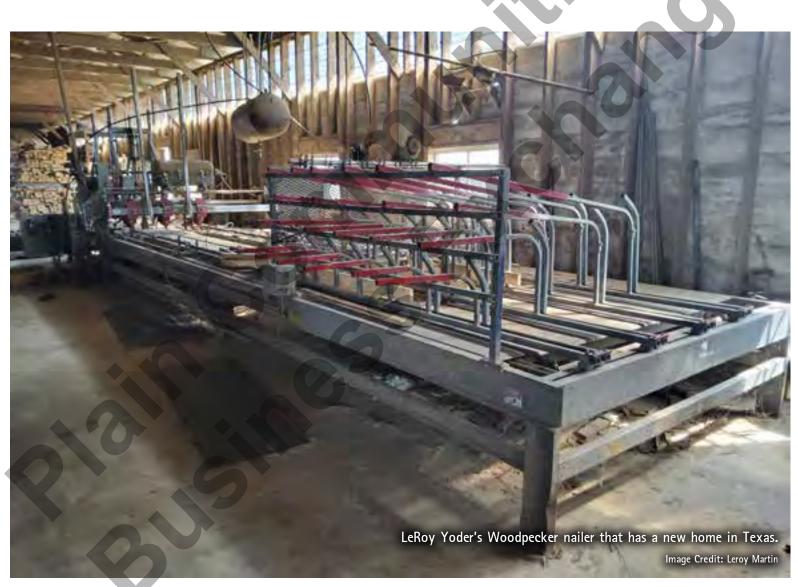
Mel Bontrager: Mel's knowledge and abilities in accounting, ringwork, auctioneering, and construction make him very handy and invaluable to our company. Mel loves John Deere tractors and has a snazzy collection going. Mel is in charge of our accounting for the company and for each auction. Mel's wife Linda often accompanies us to equipment auctions and does a fine job of manning the office.

LJ White: LJ handles most of our long-distance driving with astounding endurance and a healthy dash of flair. If you join us at one of our equipment auctions, he will probably direct you where to park, slip you a piece of candy with a twinkle in his eye then bring you lunch at noon.

Jonathon Miller: Jonathon is an energetic twenty-something, our lead cataloger and setup man, and is fast becoming an expert in all types of equipment. You'll be able to pick Jonathon out by his head of curly dark hair. Jonathon and his crew do superb work in researching details on large machines we are selling as well as cleaning up the smaller ones so buyers can get a good, and an accurate, picture of items they are buying.

Myron Schwartz: Myron joined our team after years of leadership in the RV industry. If you choose to consign





equipment to an auction we have, you most often will deal with Myron and can rest assured he will do everything possible to maximize your return in an honest, upright fashion.

Darrin Bontrager: Darrin works full-time for our neighboring company, Showcase Equipment. We often borrow him to go along to auctions though – because he is so handy.

He does a superb job with setting up and maintaining the phone and computer network we need at auctions, and he can work the office or the ring. The other benefit to taking Darrin along when we travel is that it gives him opportunities to watch for the girlfriend he has not located yet.

Travels With Gavels - Continued on Page 234

TRAVELS WITH CAVELS

Travels With Gavels - Continued from Page 233

The rest of the team

While you are less likely to meet them at our equipment auctions, these individuals play a large role in the service we provide.

Cherie Borg: Cherie is the switchboard operator at the home office and takes care of many details- with aplomb.

Michelle Bontrager: Mel's daughter and Darrin's sister, Michelle designs our fliers, ads, and eblasts. If you begin a conversation with her about unmarried local lads, you are likely to see a bit of pink enter her cheeks.

Wayne Nisley: Wayne assists Mel with accounting and is beginning to take over some of my marketing duties.

Jesse Riegsecker: Jesse is a broker and an auctioneer who sells lots of real estate- some through auction and much via traditional listings.

Bronson Gangwer: Bronson is an auctioneer who handles many of our personal property auctions and takes point on our large equipment consignment auction at our home yard.

Dave McMillan: Dave is an extremely dependable local sign installer and does much of our local driving.

My name is **Loren Beachy**. I am thirty-three and married to Regina. We have two daughters. I grew up on a horse farm in Holmes County Ohio, then northern Indiana. In my life I

have worked at a produce farm (Bullard's), a construction gang (Advance), an RV factory (Jayco), and an Amish School (Singing Hills). It was teaching at Singing Hills that I spent the most time doing and enjoyed the most. I have very fond memories of the classroom.

I dreamed of auctioneering all my life and obtained my license at the age of eighteen, Auctioneering was a part time job and a full-time passion for a while. Fortunately, I was able to keep learning at it, attending educational auction seminars, and building up business while working at other jobs. It doesn't seem like very long ago when I jumped into auctioneering full time. Soon after that I joined up with Eugene Hochstetler to form Bright Star.

I enjoy hot peppers, strong coffee, and thick books. I was recently ordained deacon in our church and with God's help, enjoy fulfilling that calling to the best of my ability.

My role in our company is to coordinate the marketing of our client's assets. This is a passion of ours and mine. We try to use every practical means of putting the equipment or real estate we are selling in front of people that want to buy it.

Print ads, fliers, trade publications, and mailers to our carefully built list of equipment buyers are all tools in our toolbox. We also hire numerous specialists to run internet, facebook, Instagram, Craigslist, and other digital campaigns. We are regularly in communication with them to stay abreast of cutting-edge techniques to market assets. We also send out email blasts to our dynamic list of bidders that we keep adding to.

Our Bid Book has proven popular as well. We send out







thousands of detailed catalogs with photos of every item and allow buyers to listen to the auction and bid via a conference line. The day prior to the auction we will often fax or email bidders an updated list- which also serves as a reminder.

The bottom line is that we want every possible buyer to be able to bid on items we are selling for you.

We marketed Leroy's nailer via all our methods. It generated a nice amount of interest and phone calls. When the Woodpecker finally crossed the auction block at Leroy's auction, there were numerous parties watching it online, numerous parties on the conference line ready to bid, and several strong players standing with us in Lewistown, Illinois in Leroy's shop.

In the end, the winning bidder when the hammer dropped was a partnership from Texas who had driven all the way to the auction site with an empty trailer. The final bid was \$45,000.

Leroy was ecstatic. And in our business, that's what it is all about. Using honest, efficient and *excellent* methods to market equipment- and obtaining the best result possible to (hopefully) have a thrilled seller and happy buyers at the end of the auction.

In the months to come, I hope to share with you some stories about sawmills. How they came to be- and sometimes- how they came to disband.

Whether it is in Quarryville Pennsylvania, Sugarcreek Ohio, or Kalona Iowa, I hope we meet in person- and in the meantime, may you be blessed.

P.S. Next month is the annual Air Works Auction in Mt. Hope Ohio. Our team usually handles the sawmill portion of that huge

multi-ring extravaganza. We would love to be able to meet you there and get to know you a bit.

Bright Star Realty and Auctions works for sellers of sawmill, logging, woodworking equipment, and real estate around the country. Bright Star has sold millions of dollars of equipment and real estate around the country and has probably dealt with many situations much like yours. Eugene would be happy to meet with you, discuss your situation, and present you with options. Whether it is arranging a cash buyout by a retailer, or conducting an auction, the team at Bright Star keeps your best interests in mind, and then lets you make the decision. Their mission is: Serving Christ by liquidating assets with the utmost passion, compassion, and integrity. Loren Beachy serves as president of the company. For a free consultation, call Vice-President Eugene Hochstetler at 260.250.3540.









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 Shown with padded sides (sold seperately)

Self-catching head gate and chute



dard Features

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 Attaches to front of #WCCT working
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Head Gate & Chute



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 Also ideal for shipping hogs
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Lamb Creep Feeder Feeds small square bales and grain



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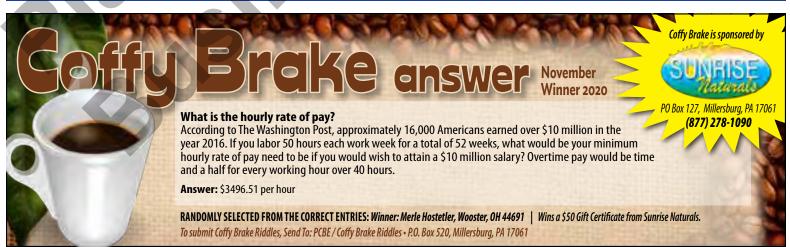
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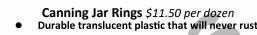
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LUMBERING TOWARD THE FORESTS with Enviro Max's Log Forwarder

LERDY MARTIN

Logging forests is not something that the majority of us are involved with on a regular basis. The industry is a significant one, though, at least in several states. Though the numbers of folks employed by the logging industry within the United States has been on the decline, more than 38,000 individuals earned their living in 2018 by employment within the logging industry.

The industry employs folks within forty-eight states and reportedly generates more than two-hundred-billion-dollars in sales each (average) year. The state of Oregon, with its bountiful forests, produces more softwood lumber than any other state. A powerhouse for the logging industry, Oregon itself accounts for more than sixteen percent of the nation's lumber production, producing more than five billion board feet annually.

In northern Ohio, an Amish entrepreneur by the name of Rueben Detweiler, is no stranger to the lumber industry, even though he manages and co-own a welding and machine manufacturing shop on his property. Rueben and his crew of employees have been busy building heavy machinery of various kinds. One such type of machine, in particular, stands out to me. It is what they refer to in the logging industry as a *logging forwarder*.

"We got started making these machines about three years ago," Rueben began. "A fellow came into our shop who had the idea of building a rubber tracked forwarder for the logging industry. He wanted something that would be environmentally friendly. He had previously built these before he came to us—by a local weld shop. But the shop was out of business at that time, that was four years ago."

Rueben continued explaining how it all began. He had known the gentleman who had approached him with this proposal of building such a machine. "I had known him for a long time," he said. "We were interested in building these machines for him. At that time, when he had approached us, the lumber industry was kind of in a slow slide, so this was a new project that we were very interested in doing."

Throughout the past four years, Lumber Tiger has been building these log forwarders for several customers within the logging industry. However, there have been some changes to the design and appearance of the forwarders. "The gentleman who had initially asked us to build them for him, the first ones we built, did not look like the ones we build now. They had a cab on the side, much lower, and therefore you couldn't see very well, operating it on the side like that."

After thinking constructively for a while, the crew at Lumber Tiger came up with a new design for the machines. "We came up with a design that we now use today," Rueben remarked. "People have been very, very happy with the new design." Rueben likes the new design as well and does not expect that the current design of the machines will change anytime soon.

The new design greatly enhanced and improved visibility for the operator of the machines. "Another improvement is easier accessibility to the engine compartment," Rueben explained as he opened the door of the compartment. "These machines are basically built to customer specs, if the customer wants an open station with wire enclosure, that is an option. But if someone would rather have an enclosed station complete with heating and air conditioning, that is another option."

"We also started out on this project of building log forwarders by buying used chassis. We then built off of that. But now, at the present time, we are actually building a new chassis, from the ground up. We are going to be pushing that pretty hard," he added, when I asked him if that is the path that they wish to take from now on, instead of relying on purchasing used chassis.

"I think a new chassis is going to provide the new owner with a far better machine, in the long run. It will be way more satisfactory, especially since we can provide the buyer with a warranty on these." (They could not provide a warranty on the machines that were outfitted with a used chassis). "If a buyer would want a used chassis instead of a new one, we will still do that, we would still build a machine like that for them," he concluded.

"Land-owners sometimes have issues with logging crews" or sawmill crews who come in and make a bad impression on

environmental issues, leaving big ruts, and things like that," Rueben began. "That is why we started making these. The rubber-tracked machine creates very little mud and increases production on your portable sawmills. That is where most of our machines are going to right now, but we also have logging crews who are buying these."

The log forwarders that Lumber Tiger produces are available in three different sizes. "There are different options regarding optional log loaders. They will all have log loaders, but there will be various options available."

The company has sold some machines to customers in Wisconsin and Michigan, while majority of their sales are within the eastern portion of the US. "There are more in Pennsylvania, New York, and Ohio. Most of the buyers are Amish folks," he added.

So far, Lumber Tiger has built twelve of these machines for sawmill crews and four additional ones for logging crews. "We have received very positive feedback from all the crews. There are benefits of these machines that we as the manufacturer don't even realize yet. The comments I hear the most is how the users appreciate getting clean logs, being able to separate different species of logs, and being able to have a stockpile. They are able to feed their mill (with the machine) if the operator is not there for a day. They can still keep right on working, they are not dependent on having the machine operator to be there."

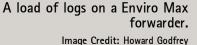
What most of the sawmill crews do is build a stockpile in their yards and separate the species of red oak, maple, etc., and keep those piles until they have a trailer-load so that it doesn't stain during the summertime, according to Rueben. "That is very, very important for the crews to be able to separate the species of wood."

Accessibility within the forests is another big advantage to using these track-machines. "What happens is, the logging crews bring out the logs to the landing, and they take them as they come, there might be white oak, soft maple, hard maple, all kinds of different species. Now, with these machines, they can separate the species of logs in one easy step. Some of those species are high quality, and they don't want to cut them right away, because of staining purposes."

These handy machines can also load trucks as well; there is no

Lumber Tiger - Continued on Page 244











These machines are custom made and can be entirely enclosed.

Image Credit: Leroy Martin



The tracks are a hit with the

logging industry.

Image Credit: Leroy Martin

Lumber Tiger - Continued from Page 243

landing loader required. The rubber-tracked log forwarder which Lumber Tiger produces is the only one made by Plain people, as far as Rueben is aware. "The use of machines like these is actually a very new concept for the States," he responded, when I asked him about the prevalence of these machines. "Machines like these, which are manufactured by other companies, are being used a lot in other countries." he added.

Three different power categories of the tracked log forwarder machines which Lumber Tiger manufacturers includes the smallest model equipped with a 100 horse-power engine. The mid-size model features a 175-200 horse-power engine. The largest model is equipped with a 300 horse-power engine. The two smaller models are equipped with a *Mitsubishi* engine while the most powerful model features a *Caterpillar* engine. (A new machine which Lumber Tiger manufactured is powered by a *Doosan* engine).

"They have a very low ground pressure, these machines, three to five pounds per square inch, compared to skidders, which have thirty to fifty," Rueben explained. His company services each of the machines they sell. He mentioned that they occasionally travel to customers if their machines are in need of some sort of repair or maintenance.

"We have three people working on manufacturing these machines, and we are currently booked out on orders for the next couple of months," he remarked. The first machine which they built was a rather slow process, but during the past year, the team has learned how to build these complex machines in a more effective and efficient manner. "The first ones that we built it probably took two months. But now, we are down to half that time. I would like to get it even better, and I am pretty sure we can, if we stick to building new ones. If we get more orders, and it gets busier, we will hire more people to help us," he remarked.

That will now conclude the information I gathered on the log forwarders which are manufactured by Rueben and his hardworking crew. However, there is another product which I will discuss very briefly here, since Rueben has requested that I do so. If, for some reason, you find the information that I provided on the wood-fired water heaters to be inadequate in settling your curiosities, please reach out to Rueben for additional information on the wood-fired water heaters by calling the number at the conclusion of this article.

"Now, we also make wood-fired water heaters," Rueben began. "There are two different sizes to choose from; one has a storage tank on top that consists of a forty-gallon electric water heater, which is only there for storage. Those we build mostly for the Plain



Loggers and sawmill operators like using these agile machines.

Image Credit: Howard Godfrey

community, all over the United States. They are very economical to operate. It is for in-house use, and you can burn scrap wood, or whatever you want to burn in them—eco-bricks can also be burned." (Eco-bricks are a compacted sawdust brick). "Those work very well," Rueben remarked. "They (units) are not made for coal, though," he cautioned.

"The two sizes are a thirty-six-gallon and a sixty-four-gallon unit. Both units are equipped with a relief valve, thermostat control, and temperature gauge," he added. The heaters are made of stainless steel and have been manufactured by Lumber Tiger since 1980.

"Another product which we build, and sell are band-mills. Our Lumber Tiger band-mills are equipped with a head rig, is what we call them, and they take the place of a circular sawmill. You can still use the same track and carriage that you had been using, if you own another sawmill," he explained. "This will replace the circular blade, and it will bolt or slide in its place. The selling points of these is the kerf. On the circular blades you have a kerf of about a quarter to five-sixteenth, and on the band-mill, you only have half of that or less."

"When there is less kerf, there is more production," he remarked. "Well, I should say, more yield. And higher yield. Consistent reports are anywhere from ten to thirty percent better yield of the logs."

The band-mills can be shipped via truck freight. If you are interested in additional information regarding the band-mills which Lumber Tiger manufactures, you may reach out to Rueben at the contact information that I provided below.

Lumber Tiger has a close working relationship with EnviroMax, the company that is responsible for the sales of all the log forwarder machines which Lumber Tiger manufactures. If you would like additional information on these machines or would like to place an order for a log forwarder, you may contact Howard Godfrey at EnviroMax at the following phone number: 440.645.7970.

Or if you are interested in wood-fired water heaters or the bandmills, you may also reach out to Rueben Detweiler at Lumber Tiger by calling: 440.272.5148. The mailing address for Lumber Tiger is: 7447 N. Wiswell Road Windsor OH 44099.

Researched, written, and edited by *Leroy Martin* for the exclusive use of the *Plain Communities Business Exchange, LLC*.



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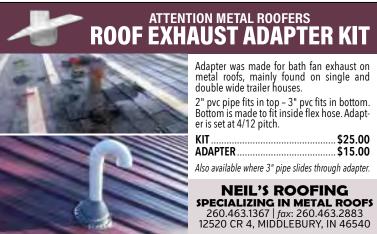
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• 50KW 2007 Generac, 370 hrs., w/tank		• 191 KW Wacker Neusen 2010, 13
• 50KW 2007 Generac, 370 hrs., w/tank		Engines
• 100 KW SDMO 140 hrs. 2006		 25 Hp C105T Cat diesel, brand ne
 125KW 2007 Katolight, 97 single phase, low hrs 		• 7.4 GM LP/Nat Gas 90 hp., 1,200
• 180KW Kohler JD Diesel, 211 hrs., tank		rod and electronic gov
200KW Generac, 300 hrs., w/fuel tank		 14L 60 Series Detroit low hr. diesel
 200KW 2001 Cat Olympian 500 hrs. w/tank 	\$19,500	
200KW Cummins Onan 8.3 mechanical	447.500	60 hp 4039 John Deere diesel, ru
sound attenuated 276 hrs., base tank		60 hp 236 Perkins diesel rod to be
• 230 KW Cummins L10 400 hrs		• 68 hp at 1,800, 4TNV98T New Yanr
• 300 KW Katolight, Year 2000 300 hrs. w/base tank		• 75 hp Daewoo, 200 hrs
300KW Kohler 6V92T Detroit, 600 hrs	\$13,500	88 hp 4BT3.9 Cummins, with radi
Stationary Open Skid Diesel Gensets	47.000	• 150 hp Hercules Diesel, w/radiate
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40KW Cat Olympian, 375 hrs.	\$1,500	C18 Cat. 5,400 hrs. tier 3
40KW Magnetek, Perkins Diesel,	¢C EOO	• 1006 Perkins 150 hp. Rebuilt rod fly
700 hrs., 2 gal. tank, quiet		• 11040 Perkins 2007 tier 3 125 hp. 1100
• 50KW 2002 Daewoo/Stamford, 200 hrs		• 11040 Perkins 2011 tier 3 125 hp.
• 50KW Onan, 1,200 hrs, 1 phase or 3 phase		2100 0-+ 2004 1: 0 2001
• 50KW 4BT3.9 DMT, 900 hrs.	\$3,000	• 3126 Cat 2004 tier 3 300 hp rod to
60KW JD4045/Marathon, 1,800hrs, year 2003, Brand New Gen Head	¢9 500	• C10 Cat 2001 305 hp. runs good
100KW Kohler JD Diesel, 3 phase, 700 hrs		• Series 40 Detroit 300 hp. shows 480
• 100 KW SDMO 4.5 L Powertech, 170 hrs		6912 Deutz 90-100 hp 300 hrs 13
• 105 KW Cat Genset		• 4239 TPJD diesel hp 890 hrs
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• 150KW Cummins Onan, 6CTA 8.3 Diesel, 4,400 hrs.		• 110 hp Hino
• 175KW DMT Cummins/Marathon		• 90-100 hp TNV106T Yanmar with ro
• 200KW Cummins L10, 1,800 hrs		6BT5.9 Cummins 166 hp. inline Bos
200KW 6081 John Deere, Rebuilt, New Controls		Miscellaneous
300KW Cummins Onan, 1,100 hrs		NEW - 50 KW Newage Stanford 2 be
• 500KW Kohler 12V92, 800 hrs.		• 100 hp. Lincoln Electric Motors
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• 40 KW 2006 Cummins Onan 28, 1 phase, 590 hrs		• 3,000 lb. Kamatsu, forklift
• 40KW Generac, 88 hrs		• 5,000 lb. Yale, 11,000 hrs., quad n
60KW Generac		• 8,000 lb. Hyster Diesel, 3 stage, s
• 75 Kw ONAN 800 hrs		• 953 B Cat Dozer
• 100KW Katolight, 1200 hrs.		• 1,600 AMP Auto Transfer Switch,
• 100KW 2002 Olympian, 151 hrs., Nice!		277/480 volts, 3 phase, year 1997
• 130 KW 2008 Kohler 300 hrs		• 115 KW stand by, New Marathon, 0
• 180KW Cummins, Natural gas		• 15 KW Generator Head, single bearing
Stationary Open Skid LP/Nat Gas	. + 1 4,000	New 200 Amp automatic transfer sw
30KW Kohler, Approximately 2,900 hrs	\$2.500	• 500 KW Marathon Generator Head, 3
• 30KW Kohler, 3,100 hrs		• 300 KW Standford Generator Head, 3
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• 11040 Perkins 2011 tier 3 125 hp. 7000 hrs. rod to	
210 to 10 time 2011 doi o 120 hp. 7000 hid. fod d	
• 3126 Cat 2004 tier 3 300 hp rod to flywheel 11000	hrs
• C10 Cat 2001 305 hp. runs good	
• Series 40 Detroit 300 hp. shows 4800 hrs. 2004	
• 6912 Deutz 90-100 hp 300 hrs 1300 series perki	
• 4239 TPJD diesel hp 890 hrs	
TAD 16 valve tier 3	
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PLANNING SALES AND MARKETING Part 2



In last month's article, we covered five ways to effectively plan for your business's sales and marketing. We discussed planning annually, planning for research, planning your strategy, and planning your marketing pipeline. This month, we cover four more important areas for planning sales and marketing.

Remember, your marketing generates the oxygen for your business. Planning your marketing is important to make sure you can breathe easy throughout the year.

Plan for Testing and Measuring

How do you get sales revenue? How do you get milk from a cow? You need to buy the cow, feed and water the cow, get a bucket, and milk the cow. You can't just go into the barn and push a button and get milk. Milk in the pail is an outcome of many inputs. Marketing is the same way. Sales revenue is not an input; it's an outcome of other actions that result in sales revenue.

There are input actions that you need to take if you are going to get the outcome you want. You need to generate leads, build trust, educate, and convert the leads to paying customers. Below is a chart showing examples of potential inputs and corresponding potential outcomes.

Input	Outcome	
1,000 postcards	4 calls	
Place followup calls with 20 prospects that you have given proposals to	2 signed proposals	
Change photo in advertisement	Leads from your ad drop 40%	
Invest \$75,000 in a print ad campaign	50% increase in website traffic	
Increase prices 30%	15% increase in units sold	

We need to know what the input is and measure the outcome (results). Many businesses do not have a testing and measuring system in place because it seems too complicated and time consuming to build and maintain.

Figuring out how to get started can be a challenge. Look for ways to start small and simple. For many businesses, a good place to begin is to ask every new lead how they heard about you. You can write down their name and the source that led them to you.

Testing and measuring is a common sense activity you can do to help you learn what is working and what is not.

As the business owner, it is your responsibility to understand how and why customers choose to buy from you. As the world around you changes and your customers' needs and preferences change, you need to adapt appropriately to keep your revenue stream strong. If you don't understand why things are working now, it's difficult to know how to adapt to the changes that are sure to come.

Plan to Calculate Marketing Return on Investment (MROI)

You should use the attached Marketing ROI Worksheet in two ways. First, you should calculate projections on amounts of revenue and profit you may generate from your marketing investments. Second, you should test and measure your results so that you can calculate the actual revenue and profit and compare it to your projections.

Be aware that when you calculate projections, your personal bias is ready to throw you off track. You can "prove" to yourself (or your boss or partner) that a particular investment is either a good idea or a bad idea by tweaking the numbers until they look good or bad. Resist this pull, and be as objective as possible. The market will tell you the truth if you test and measure the results.

When you start making projections, you will be guessing. That's okay, because that is where we all must start. The more history you record in testing and measuring, the better you will be able to predict the results of a specific marketing activity. Testing and measuring should be integrated into all of your marketing efforts rather than something you do occasionally to see how it's working.

Testing and measuring is the key to continuous improvement in your marketing. Without this feedback loop, you are left in the dark, needing to guess at what is working and what isn't. Usually when a company starts testing and measuring real results, they are surprised about what is working and what isn't.

Testing and measuring is simple, but it's not easy. New processes and habits need to be developed. It may seem like unnecessary work and bother. However, if you follow through properly, the long-term benefits will convince you it is well worth it. You will continually find ways to increase the ROI of your marketing investments.

Here's a simple way to get started.

- 1. Ask every new lead how they discovered you. You can do this whether they walk into your store, call your phone, send an email, or connect on social media.
- 2. Write their name on a list and record how they heard about you. You can use the sample lead sheet attached or create a similar one that suits your needs.
- 3. Schedule a time on a regular interval (day, week, month) to calculate how many leads came from each source.

For best results, take this one step further.

- 1. Check your sales records to see which of these leads made a purchase.
- 2. Tally up the number of new customers from each lead source.
- 3. Calculate the dollar amount of purchases that each lead source generated.

4. Assuming you make the same amount of gross profit on all your sales, you will quickly see which sources bring you the most revenue.

After you have mastered the two steps above, you may want to track other sales activity for each lead source such as:

- How many quotes were requested
- How many samples were sent
- The average dollar sale
- Customer complaints

The more you test and measure, the more you will be able to improve the results from each aspect of your marketing activity.

Plan by Using the Triple Constraints Project Management Model

The Triple Constraints is a project management approach wellsuited for managing marketing projects. The three constraints are as follows:

- 1. Time: deadline, month/day/year
- 2. Cost: resources you will commit
- 3. Performance: scope and features

None of us have an unlimited amount of time or money to put into a marketing project in order to affect a fantastic result. Determine each of the triple constraints when you plan your project. For example, you might answer the following questions:

- 1. When should we set the deadline to have our new website launched?
- 2. How much should we invest in our new website?
- 3. What features do we want to build into our website?

Then you should prioritize and adjust them because the three constraints are in tension with each other. If you have a

Lead Name Lead Source 1 Lead Source 2 Toy Show Website | Magazine | Postcord | Referrols | Treehouse Toys | 1 Joe's Novelties | 1 Doy's General Store | 1 Choice Gifts | 1 Choice Gifts | 1 Totals | 3 | 2 | 0 | 0 | 1 For each lead enter a 1 in the appropriate column to calculate totals.

looming deadline, you won't have time to create all the features you might want. Rank the triple constraints in order of priority.

As you go through the project, track progress on each of the triple constraints. Is the project on schedule? Are costs tracking with budget? Are the results realistically achievable? Whenever one of the triple constraints is at risk, you need to re-evaluate. What will you do to get the project back on track? Are the priorities you set in the beginning still the priorities or should you reprioritize?

Communicate the triple constraints consistently to everyone involved in the project. This will greatly improve the project outcome

Plan for Marketing Education

Young people always celebrate when they graduate from school, but, in reality, our success in business is partially dependent on whether we can continue learning. Marketing is just one of the areas where we can learn, grow, and improve. How can we learn more about marketing and improve our skills? First, identify what you need to know and discover a way to learn it.

A word of caution is in order. Many of the marketing education resources available today are fraught with the American Dream concept and other ungodly ideas. Be sure to follow the principles of God's Word in your sales and marketing practices. Filter your marketing through these Bible principles:

- Love
- Humility
- Truth
- Contentment
- Stewardship

Planning Sales and Marketing - Continued on Page 252

Marketing ROI Calculator Company Average \$ Sale × the # of Transactions the # of Transactions # of Impressions # of Impressions 2.5% # of New Custom # of New Customers # of New Customers × Revenue Per Customer × Revenue Per Customer × Gross Margin % Total Profit Total Profit \$220 \$1,655 Return on Investment Amount Marketing Investment Marketing Investment

Impressions is the total number of qualified prospects you expect to reach with your campaign.

Conversion Rate is the percent of those prospects that you project to make a purchase. To enter less than 1%, enter. 00 and then the number. For example: .5% is entered as .005 Average \$ Sale is the average amount each customer would spend in a single purchase. # of Sales is the average number of times one customer would buy from you as a result of this campaign. That could be 1 time or it could be doz-ens of times if you consider all the purchases a new customer would make in their lifetime.

Gross Margin is the profit you make on a sale before subtracting fixed expenses. Gross margin = cost divided by selling price. If you pay \$25.00 for an item and sell it for \$50.00. your gross margin is 50%. If you buy for \$75.00 and sell for \$100.00, your gross margin is 25%.

Marketing Investment is the total amount you will pay to run this campaign. You may want to factor in employee wages when running trade shows, etc. that require human resources. Return on Investment is the amount of gross profit remaining after paying for your marketing investment. If the return on investment shows zero, you have enough margin on sales to pay for the marketing investment but no remaining profit.

Planning Sales and Marketing - Continued from Page 251

Here are some suggestions of ways you can learn more about marketing:

- Read books. This is a low-cost way to gain a lot of valuable information
- Utilize online resources such as blogs, webinars, and video training.
- Network and learn from other people. Go to industry events and share stories with others in your industry. Be willing to offer help to others and feel free to ask others for help.
- Find a mentor. Consider finding an experienced, successful person in your industry to be your mentor. Meet regularly to discuss your challenges. Learn from their stories of success and failure.
- Learn how your customers think and what they value. For example, one common thinking gap between salespeople and their prospects is the value of time versus dollars. Would you work for an hour to save \$15.00? Would you work for an hour to save \$500.00? Your customers might value time differently than you do. They may be willing to spend more (or less) to save an hour than you would. Learn to look at things from their perspective.
- Develop a selling perspective. How genuine is your belief in the benefits your prospects will experience if they buy from you? Constantly evaluate how your products and services can solve problems for your customers. Turn objections into questions and then answer the questions. For example, someone shopping for furniture might say, "I don't think this product will last very long for us." You can turn that into a question by responding, "If I understand you correctly, you are asking, 'What is the duration of this product in our application? Is that correct?" Get their affirmative answer and then explain the durability of your product.

Conclusion

A good sales and marketing plan takes effort. Creating the plan doesn't happen automatically and neither does implementing it. But, when done well it pays steady dividends by correctly positioning you in your marketplace, enhancing exposure of your business, attracting new prospects, converting prospects into customers and nurturing those customers.

Be prepared to work your plan. Take the action necessary every day to follow through. You may find that you need to change your plan mid-year. That is fine. Do it intentionally, not reactively. What you learn this year will make it easier to create next year's plan. If you test and measure this year, you will be able to make much better decisions then than you can now.

Planning your marketing is important. It ranks reasonably close to oxygen.

About the Author: Roy Herr is the senior marketing consultant at Rosewood Marketing. The Rosewood team guides business owners through marketing challenges into sustainable growth. Contact Roy at roy@rosewood.us.com



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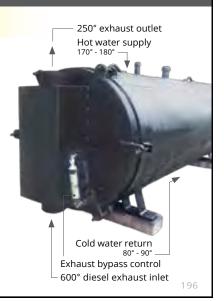
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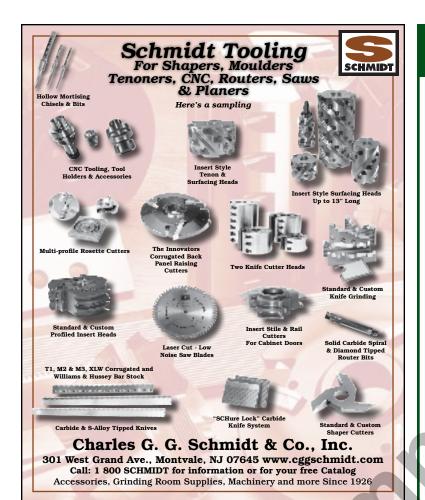
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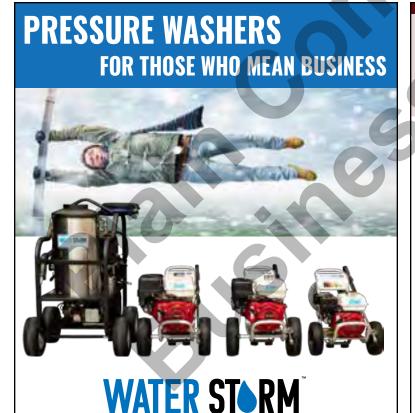
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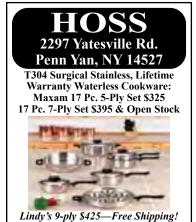
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Afognak Deer Hunting 3RD Edition

By Matt Snader



Readers with good memories will recall that the last two years, around the month of November, we flew off to Afognak Island for our annual deer hunt. To be exact, this is the third time we have flown to Afognak Island for a deer hunting trip. Our first trip to the island was actually to go hunt Kodiak brown bears, but since we didn't see any bears it turned into a rather dull trip. What we did see on that bear hunting trip was a lot of deer, so we decided to come back during deer season. The rest, as they say, is history.

My brother-in-law, Paul Weaver, and his son Kirk, had joined us on the previous two deer hunting trips. This year Paul had a church commitment in Texas, which conflicted with our deer hunting schedule. I was able to find some volunteers to take Paul and Kirk's place, and as a result, Jesse Beiler and Delbert Troyer volunteered to go along. Typically, we fly into Laura Lake, and stay at a public use cabin. After several trips there we had gotten to know the area quite well. This year we decided to do something

a little different and fly into Discovery Bay instead, and use the public cabin located there. This is only about five miles from the Laura Lake cabin, as the pterodactyl flies. On foot, this feels like a lot more than five miles, as the distance is separated by swamps, small lakes, and impenetrable alders and trees.

A week before we left, I purchased a lever action chambered in .357 Magnum, made by Henry. This gun had a brass receiver and octagon barrel and looked like it came straight out of the Old West. I love the classic lever gun look and couldn't wait to take it out hunting. Unfortunately, the day before we were to leave, the extractor broke on the gun. So much for that. I decided to take along my tried and true .375 H&H Magnum rifle, as well as my .300 blackout AR pistol. For bear protection, I also took my .500 Smith and Wesson revolver, loaded with hard cast 500 grain bullets, comparable in knockdown power to 12-gauge slugs.

Finally, on Thanksgiving Day, we left for Anchorage. Mike



Kurtz, and his son Brycen, also were along. It's always a bit of hassle to get to our deer hunting grounds. First, we need to drive three hours to the Anchorage airport, then check in all our gear, go through security, and finally fly about forty-five minutes to Kodiak. From there we transferred our gear to Island Air, picked up a rental generator, and then took a twenty-five-minute float plane ride out to Afognak Island.

Part of the decision to try a different area centered around the need to use a raft at Laura Lake. Rafts are heavy, need to be inflated (and kept inflated!), and generally are a nuisance. We figured if we could just hike to our deer hunting spot, it would be easier, safer, and quicker. As soon as we landed in Discovery Bay, we discovered that a raft would have been a good thing to have. Right across the bay, but out of reach without a raft, was excellent looking deer hunting grounds.

Mike and the rest of the guys went to check out the area, as you can fly in to the island and hunt deer the same day, unlike other big game. I tried to start the generator and was dismayed when it wouldn't work properly. We had a lot of camera gear and other equipment that we had to charge up every day.

The next day I stayed back at the cabin trying to coordinate a raft and delivery, along with a replacement generator. Quickly I discovered that finding a raft was well-nigh impossible. The only raft rental place, Kodiak Kamps, had closed for the season. I surely thought we could just buy some little rubber raft at Walmart. But no, they were sold out. Everyone was sold out of rafts on the whole island! At home in my shed I had a very nice rubber raft,

all packed up in a tote. Oh, why didn't I think to bring it along?

That evening everyone returned from hunting in a somber mood. Their hunting had produced only one deer. Delbert had shot a deer about the size of a fox. We ate half of it for supper that evening! After our meal, Jesse hotwired the generator somehow, and managed to make it produce enough electric to run our battery chargers and lights.

The next day things started looking up a little bit. Delbert and I were exploring a logging trail when we encountered some doe. One of them took my 300-grain .375 bullet broadside. Why use such a big rifle? I can assure you it doesn't seem very big if you run into a Kodiak bear, which I have done a few times. Shortly after this, I took down another doe, and could have taken a third, but I wanted to save my last tag for a buck. That same day Mike harvested two deer. Things were looking up a little bit, raft or not. That day I hiked 10.8 miles, much of it with a heavy pack, which might not seem like much to the mighty hunter types, but it sure wore me out.

The next day we woke up to a mix of heavy rain and snow. My back and legs ached, and I had a bad headache, so I told everyone to just go hunting without me. I wandered around the cabin a bit but didn't see any deer. That evening the hunter's earlier enthusiasm was significantly dampened by the dismal weather conditions.

"I can't believe I sat in the rain all day just for a chance to

Afognak Deer Hunting. - Continued on Page 260





The Discovery Bay public use cabin.

Photo Credit: Matt Snader

Afognak Deer Hunting - Continued from Page 259

maybe shoot at a deer!" Delbert exclaimed. Everyone else seemed to agree deer hunting was a ridiculous waste of time. Had a floatplane been sitting outside in the bay, I think we would have all just flown home right then and there. The hunting continued to be dismal, and it constantly rained and snowed. Shane and Jesse tried to start a campfire in the woods but couldn't even get the wet wood started with a propane torch.

Finally, on our last day there, December 1, 2020, we started to experience some success. I had left the .375 at the cabin as I was no longer enthused about using such a big gun on such small deer. So today I was using my AR pistol, chambered in .300 blackout. It is a cute little gun, with only a 7.5-inch barrel and a scope. The .30 caliber pistol was loaded with twenty 120 grain Remington hollow points. I wouldn't trust it to stop a bear, so I also had along my .500 Magnum revolver.

Shane kept murmuring that he wanted to shoot a deer, and I wanted to give him a good chance. At almost exactly 1 PM, we were hiking up a logging trail when I spotted a nice sized doe. I pointed it out to Shane, and he lined up and fired. Just then, a nice buck popped up from seemingly thin air, and Shane also started firing at that. Then a third deer started running! Shane had three tags, I had one. Alaska law dictates that after an animal is hit, a backup shooter can take it down. As Shane was blasting away, I was busy taking follow up shots. Shane claimed that he had hit the buck, which turned out to be a very nice sized 8 point. Sitka deer in general are much smaller than whitetail.

We started quickly skinning out the deer, as we were concerned about bears. The other day Shane and Jesse had seen two bears. To Shane's utter dismay, I found only one bullet hole in the buck. When I quartered it up, out popped a .300 blackout bullet. Ha! The buck was mine! And so ended the argument. Shane had the last laugh though, as I ended up packing most of the meat out. The final tally: Shane, Mike, Jesse, and Delbert all got two deer each, and I ended up with three, making a total of eleven. Turned out to not be a bad hunt after all.

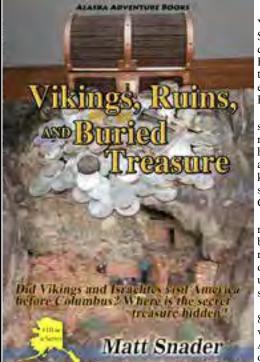
I'm out of space, so I don't really have room to elaborate on some of the other crazy things that happened. If you check out AlaskaAdventureBooks.com, I'll try to have some video clips of the hunt uploaded by the time this hits publication. Oh, and as I write this, the treasure hunt is still on, so stay tuned for those updates as well.

Thanks for reading! ~*Matt Snader*



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Yes, it's true! To spice things up a little bit, and to celebrate our 10th book, I hid a treasure worth at least \$10,000 in the American mid-West. Actually, at current market prices it is worth more than ten thousand dollars. (402 troy oz of silver and 2 troy oz of gold, to be exact) There are subtle clues hidden throughout Book 10, and in our new Eskimo Checkers game, that reveal the exact location of the treasure. I attempted to set this up so only avid fans can figure it out. The first person to uncover the treasure will also get an all expense paid trip to Alaska (with halibut fishing), for two; Provided, they follow all the rules outlined in Book 10 (Don't break into people's houses looking for the treasure, don't commit crimes, etc).

In Book 10, we did more than just hide things. We also visited several controversial archeological sites, with Old Order Mennonite historian Ivan Martin (Anabaptist Forum). Who carved the 10 Commandments, in ancient Hebrew, into a huge boulder on a remote hill in New Mexico? Did Israelites visit the area thousands of years ago? Were there other visitors as well? Did Vikings traverse North America? We also found, after a few days of searching, some remote Indian cliff dwelling ruins, located in Sycamore Canyon, Arizona. Naturally, we spent the night in them as well.

I, Matt, also buy 40 acres in Arizona (sorry treasure is not on my land), and attempt to park an old motorhome on it. Unfortunately, it breaks down, then bursts into flames, and our plans of setting up an economical vacation home are thwarted. At 240 pages, this book is our second largest one yet. Ivan Martin also wrote a few chapters, and gives a unique perspective on traveling with the Snader family, and provides some historical background on the sites visited.

The new Eskimo Checkers game has been redesigned, with an 8 inch board, and 3D printed game pieces. It also costs less than the old version. The game pieces have all been 3D printed in Matt's garage, in Alaska. Some new sets of rules have been added, with the introduction of a wild piece. Don't forget a key to the treasure chest, although you could probably pick the lock without it. And there is also that mysteri-

ous looking pointer thing you might want, if you plan to actually go out looking for the treasure. It is our hope that readers will enjoy the new book and game, even if they have no plans to go treasure hunting. If you want an Eskimo Checkers game, it would be good to place your order well in advance, as we can't make them very fast and might sell out. COVID-19 has caused filament delays and other problems slowing production. All the games have been packed by the Snader children. Visit

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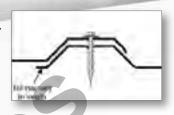
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Holmes County Adventures (Part of III of III)

bike and Ammon with his good bike. Both of us had no idea which direction Mt. Hope was. We knew if we turn right we would have some steep hills to go. Besides, we had gone that way before and we still hadn't come to Mt. Hope. Turning back the way we came didn't feel right, and going straight toward Stoney Point Hardware couldn't be right either. I couldn't remember going past such a place.

"Maybe I could ride ahead and see if I can figure out how to get back to Mt. Hope while you wait here," Ammon offered.

I didn't like that idea. Next thing Ammon would get lost and soon we both would be lost in two different places.

"Let's make a left," I suggested. "Maybe we can find someone who can tell us where Mt. Hope is."

We hopped on our bikes and peddled north. Past a dark schoolhouse and more dark houses we went in the dim moonlight. I kept thinking of finding a barn or fencerow to plop down in and sleep until morning. Morning was really not that far off.

We peddled another mile and soon came to an Amish farm with a big red barn and a large white farmhouse. A short driveway went in toward the house from the road. A light shone out from an upstairs window, indicating that someone must be still awake.

"Maybe we could stop here and ask for directions," I said to Ammon, "Why don't you stay by the road in case a vehicle comes along that you could stop and ask directions, while I go and knock on the door."

Ammon stayed by the road while I biked to the house. I turned on my headlight, hoping I wouldn't scare anyone, as I went to the front door and knocked. A clock under the porch roof showed 1:30 AM.

Nobody answered the door when I knocked. I knocked again and said, "Hello". I stepped off the porch and saw the upstairs windows had gone dark. The last thing I wanted to do was scare someone, but I desperately wanted to know how to get to Mt. Hope.

"Hello," a girl's voice answered from an open (still dark) upstairs window.

I took my headlight off my head and shone it over me, hoping to convince her that I'm not a bogeyman and mean no harm.

"We are lost," I said in Pennsylvania Dutch, trying to mimic the lilting Ohio accent. "We are from PA and we went riding on E-bikes. The battery on my bike is dead and we need to know which way to Mt. Hope." "Take a left at the end of the driveway, stay straight, and it will take you right into Mt. Hope," the voice said.

"How far is it to Mt. Hope?" I asked.

"About four miles," she replied.

I apologized for interrupting them as I mounted my bike and headed out the driveway.

I heard them laughing at me as I biked out to where Ammon was waiting. It sounded like two girls who may have been together for the night and it got late.

Hearing them laugh at me didn't bother me in the least. Right now all we wanted was to get back to Mt. Hope and get some sleep. I wasn't looking forward to peddling up those steep Rt. 77 hills. I hoped the girl was telling the truth when she said turn left for Mt. Hope.

I almost flipped my bike on the loose driveway gravel when we turned onto Rt. 77. It was close, but I managed to stay upright as we hit the blacktop and made a left. Being lost was bad enough and I didn't need to get hurt yet. So far, the only thing that got hurt was my ego and I hoped to keep it that way. Hurt egos can be good for a person.

I turned on my bike battery just in case the rest may have recharged it. To my surprise the little power screen lit up and I had power! This must be a bike that recharged downhill, or the battery may have a reserve that kicked in after a rest. I didn't spend much time trying to figure it out.

I peddled as hard as I could towards Mt. Hope, hoping if I go fast enough I could make it back before my battery goes dead again. Past the schoolhouse I went, and the blinking stop-signs. I kept peddling up and down the steep hills and whizzed along at over thirty mph down the hills. We passed by Holmes Printing for the third time that night. We peddled on, up a couple more steep hills and down again until we came to the Y where we had turned off Rt. 241 a couple hours earlier. The girl had spoken the truth when she told us to turn left at the end of the driveway.

We peddled into Mt. Hope, relieved to finally know where we were. At the four way stop-sign where I had spilled the trailer the evening before we made a right and a couple minutes later, we

turned into the driveway where we were staying. The battery on my bike had lasted.

What a night it had been. My thirst for adventure had been satisfied for now.

We raided the refrigerator for leftovers before finding a place to sleep. All that peddling had made us hungry. I hadn't checked my bike odometer before we left, but I estimated we had biked around twenty miles with what the odometer showed now and when I first checked it.

Ammon said he is just going to throw his sleeping bag on the floor and sleep. I took my tent and gear and set up in the meadow behind the Cabin store where I slept until morning.

I didn't get up until mid-morning. The sun shone bright and warm as I gathered up my tent and gear and headed back to the shop. Ammon had already told some of the people about our late-night excursion. The locals thought it really funny and said we probably were almost at the place we were staying when we made that circle. I figured they were right.

There were snacks on the table where we could help ourselves and a full meal would be served at 1:00. I got myself a few bites to eat and sat around for a while.

"Let's find a couple fully-charged E-bikes and go for another spin," I suggested to Ammon. I wanted to see Holmes County in the daylight. We got permission to use a couple bikes parked in the shed and were soon peddling the way we went the night before. At the Y of Rt. 241 and 77 we made a left and were soon peddling up the steep hills and flying down the other side. Past the blinking stop signs we went and the schoolhouse a little further on. It was interesting seeing the countryside in the daytime. We passed a couple small side roads where we should have made a left the night before and completely missed in the dark.

Soon we came to a property that we recognized as the place where we received directions. It was a farm with a big red barn and nice Belgians in the pasture.

"I'm going to turn in here and see if I can talk with someone,"

Outdoor Adventures - Continued on Page 268





Outdoor Adventures - Continued from Page 267

I told Ammon, as I turned into the gravel driveway.

The place seemed deserted as I walked to the front door and knocked.

Soon I heard footsteps coming and a young girl whom I guessed to be about sixteen came to the door. I introduced myself and told her I wanted to thank her for the directions last night. "I don't live here," she said, "that was my friend you spoke with last night. She is at church now."

We talked some more and she said after we left they talked about it that maybe they should have directed us another way to Mt. Hope because of the steep hills on Rt. 77. With my dead battery they knew it would be a hard peddle. I told her that was fine and besides, my battery had revived.

I thanked her again, then Ammon and I got on our bikes and headed out the driveway. This time I was careful not to slide on the loose gravel at the end of the driveway.

We made a right at the end of the driveway and took the next road right. I wanted to see more of Holmes County. I wasn't worried about getting lost in the daylight. And if we would get lost there was a much better chance of finding someone to ask directions than at 1:30 in the morning.

We biked along at a relaxed pace, enjoying the scenery. On we traveled making a couple more loops and turns until we were about half lost. Eventually we recognized Rt. 77 with its steep hills. We made a left and soon we were close to Mt. Hope. Ammon was ahead of me when I turned right onto a small sideroad where a sign said Faith View Bookstore ahead. I knew this road comes out just below the Cabin store. It is where we should have made a left off the Rt. 241 the night before and we would have avoided getting lost.

Back at the gathering a large meal was served and we sat around eating and visiting before it was time to go home. We were meeting in Nettie's driveway, and everyone boarded the bus. It was sweltering hot in the bus and the driver said the AC isn't working. We drove for a while until the driver figured it out at one of the

stops & the bus cooled down. At 9.00 pm we pulled into the Sheetz parking lot in Smoketown where drivers were waiting to take us home. Our driver had one more announcement to make. He said the heat had been turned on. Everyone laughed and laughed. It had been a good trip.

David lives in Chester County, PA in the small town of Honey Brook, just east of Lancaster County. On the home farm he raises beef cattle, hay, and corn, in addition to running Suplee Hollow Machine with his brother and partner, Abner. They build the Grass Hippo rotary deck mowers, custom machinery, repairs, and metal fabrication. David and Abner both enjoy hunting & fishing and have had many adventures together. David loves to write about these adventures. His shop number is: 610-469-4169

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Edith's Testament: "And I became a pillar of salt"

CHRISTOPHER PETROVICH

In Jewish tradition, Lot's wife is known as "Ado" or "Edith." Edith is well-known for a single decision she made—looking back at Sodom. We begin by setting the stage for the startling events of Genesis 19, then zoom in on prospective pillars near Mount Sodom and Agios Lot, and conclude with the testimony of ancient Jewish historian Josephus (37 - ca. 100) and early church father Clement of Rome (? - 99). Along the way, we try to answer the question why Edith was punished for looking at Sodom but Abraham and the three messengers (18:16) weren't.

Setting the Stage

From the twelfth chapter of Genesis, Abram/Abraham becomes a significant figure in the biblical narrative. By chapter thirteen, Abram parted ways with Lot. Abram gave Lot priority in deciding which

land he would like to possess. Lot chose the plains of the Jordan River because he observed that all the plain of Jordan "was well watered every where...even as the garden of the Lord, *like the land of Egypt*, as thou comest unto Zoar." (13:10) A significant feature of Lot's settling is this: "Lot...pitched his tent toward Sodom." (13:12)

When we reach the nineteenth chapter of Genesis, we no longer find Lot on the plains as leader of his herdsmen. Now he is sitting at the gate of Sodom, presumably as a respected elder. How did he get there? The biblical account doesn't spell it out, so we don't know the details. But it seems obvious why he ended up there—because he pitched his tent in that direction.

Lot's path led him into difficult situations. For example, Abram rescued Lot from the Elamites and their allies, delivering him without taking any of the plunder to enrich himself (14:14-23). After



some time, the wickedness of Sodom and Gomorrah was so great that the wrath of the Lord burnt furiously against the people. Angels warned Lot to flee, and to take his wife and two daughters with him. But Lot lingered. Therefore, the angels took them by the hand and led them out of the city and gave them the following commands: "Escape for thy life; look not behind thee, neither stay thou in all the plain; escape to the mountain, lest thou be consumed." (19:17) When Lot reached Zoar, the Lord rained fire and brimstone on Sodom and Gomorrah. But along the way, Lot's wife looked back, "and she became a pillar of salt." (19:26)

Locating the pillar of salt

The pillar of salt is located between Sodom and Zoar. The problem is locating Sodom and Zoar. It might seem that Sodom would be simple to find. But a large city of that time is not the same as a large city of our time, and Sodom wasn't just damaged, it was rained on by fire and brimstone.

A possible site (let's call it site "A") of the pillar is along the western coast of the southern portion of the Dead Sea. On the eastern slope of a prominent hill named Mount Sodom there is a pillar in the shape of a human person from the waist upwards. It seems like there could have been a portion of a head-like shape that has been broken off. The rocks on this hillside have an especially high concentration of salt in them. But I am not inclined to think this (site "A") is the correct site for geographical reasons, because it doesn't stand out from the surrounding terrain, and because the posture of this formation seems self-confident, not the posture I would expect for a depiction of Edith.

The most popular view among archaeologists is that Sodom is located just north of Numeira in a location known as Bab edh-Dhra. and Zoar is along the southeast shore of the Dead Sea. This fits well with the discovery of the sanctuary of Agios Lot, a Byzantine-era (5th to 7th-century) monastic site with a nearby formation (site "B") that many believe to be the pillar of salt mentioned in Genesis 19. Monks built the sanctuary where they believe Lot sought shelter following the destruction of Sodom. If correct, the sanctuary is the site of ancient Zoar and the nearby pillar is between ancient Sodom and Zoar. It is impossible to be certain but the site has a cave, it is positioned above the plain, and archaeologists discovered the remains of a long-term settlement in the immediate area. My only doubt is whether Lot would have considered the distance between Bab edh-Dhra and Agios Lot (roughly 15 miles) "near," as he describes Zoar in Genesis 19:20. This difficulty could easily be resolved if archaeologists are mistaken about the location of Sodom. All in all, I think site "B" is the more likely of the two options.

Biblical text and early church fathers

In the eighteenth chapter of Genesis, we learn that three messengers of the Lord met Abraham on the plains of Mamre to announce that Sarah would bear a son. Afterwards, Abraham and the three messengers looked at Sodom. We don't read that the Lord punished them for looking at Sodom. Then why was Edith punished?

The answer is found in the Hebrew text that our German and



English translations come from. The "looking" of Abraham and the messengers is שְּקְקׁ (saqap), a word that means "to look over, to look down on." What the Lord commanded Lot and his family not to do is נוברו (tabet), "to look upon, to regard, pay attention to, consider." Edith turned back to look, to dwell upon, to (re)consider.

Jewish historian Josephus and early church fathers Clement of Rome and Irenaeus (ca. 130- ca. 202) mention the pillar of salt. For example, Clement of Rome observes that...

"For Lot's wife, who went forth with him, being of a different mind from himself and not continuing in agreement with him [as to the command which had been given them], was made an example of, so as to be a pillar of salt to this day. This was done that all might know that those who are of a double mind, and who distrust the power of God, bring down judgment on themselves, and become a sign to all succeeding generations." (First Epistle of Clement to the Corinthians, Ch. 11)

Clement interprets the pillar as a sign to all future generations of the importance of being single-minded and resolute, trusting the power of God.

Historian Josephus is more explicit about having physically seen the pillar:

"But Lot's wife continually turning back to view the city as she went from it, and being too nicely inquisitive what would become of it, although God had forbidden her so to do, was changed into a pillar of salt; for I have seen it, and it remains at this day." (The Antiquities of the Jews, Book 1, ch. 11)

It is unfortunate that Josephus didn't give any details about the location of the site.

Testament

Whether we touch the pillar of salt with our hands, see it with our eyes through a photograph, or learn about it through the testimony of scripture, Edith's voice has not gone silent. Edith lacked singleness of heart and mind. She turned back to look at, dwell upon, (re) consider the old life. She testifies down to the present day: "And I became a pillar of salt."

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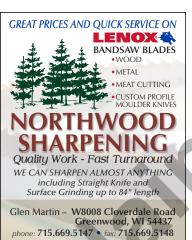
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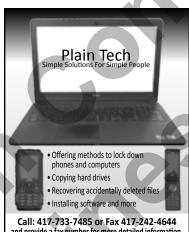
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Small Business Empowerment Series

ENTREPRENEURIAL LESSONS FROM THE FARM:

What Your Chickens Really Want

DAVE KAUFFMAN

Feeding your chickens is one of, if not, the most important task when it comes to raising backyard chickens. Get it right and you will have a healthy flock who merrily cluck every time you bring them one of their favorite snacks or kitchen scraps.

Get it wrong, and it can lead to reduced egg production, sickly fowl, deformed eggs, feather picking and other unwanted behavior.

So, let's get straight into all you need to know about feeding chickens. Yes, I know you may not have any chickens. But I grew up on an Amish/Mennonite farm and one of my (many) jobs was to feed the chickens. You'll be glad to know, this is one very useful "entrepreneurial lesson from the farm."

Workflow, Consistency, and Systems

Workflows help you standardize how each process in your business is done. For example, if you want to create a culture of excellent customer service, write out your standard operation procedures. Do not assume that an employee (even if they've been with the company a long time and are full of care for customers) knows what you actually expect to happen with every customer interaction, with every customer touch.

Can you imagine all the different schemes I would have invented if I, as a child, had been simply instructed to "take care of the chickens"? That would not have been a likely way to achieve the goal of healthy chickens and an abundance of eggs. Rather, I was taught how, what, and when to feed them, and other necessities for their well-being. My older cousin scared me to death by warning me that if I didn't do everything exactly as I'd been told, I would come out one morning and find them all dead. I don't recommend providing that kind of fear-based motivation to your staff, but do give them their workflow details and why it is important to follow them.

Consistency means that I had to accept that my chickens needed what they needed every single day; no holidays or breaks from my responsibility if I wanted to keep my chickens happy, which I certainly did want to do. Chickens absolutely want and need consistency. And so does every person in your operation and every customer in your business.

Systems were what I used that saved me time as well to help me stay consistent. Especially when you have recurring tasks, creating a system will help you immensely. An entire chapter in my book, *Freedom to Succeed: The Diamond Mindset and Six Systems Needed for Business Success*, is devoted to "The Systems Will Set You Free."

On the farm, I realized that systems were everywhere. In fact, all agriculture consists of sets of systems. Small business expert

Michael E. Gerber said, "Build systems within each business function. Let the systems run the business and people run the systems."

A small business owner whom I was coaching asked me, "But Dave, will my people want to use a system, or will they feel like I am being too picky, and not trusting them to do their job?"

The way I teach people to create systems is 100% guaranteed to make life easier. So, yes, your people will want to use a system.

Once it is created and implemented correctly, training is key. No one likes to be told to use a new tool, process, or system that they aren't trained on and comfortable with.

Managers sometimes ask why employees don't do what they are supposed to do. While part of the responsibility falls on choices individual employees make, managers need to shoulder part of the blame, too. Managers and the systems they create are

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Recordings 641-715-0709 Access: 832327# commonly responsible when employees don't do what you want them to do.

Employees want to succeed at work. Training plays a role in employees knowing what they are supposed to do. They need the skills, systems, and tools essential for them to succeed in their jobs.

Recognition is the most powerful form of employee feedback. Therefore, you want to be consistent in giving timely, appropriate recognition that reinforces actions you want to see more of from the employee.

In one of my client's mid-sized company, semi-annual employee satisfaction surveys are conducted. One of the questions is, "How does the company make you feel that it is genuinely interested in employee well-being?"

My client discovered that the number one factor that affected whether employees felt genuinely cared about by the company was positive, personal interaction time with their manager. Pretty powerful finding, wouldn't you say?

And yet, it can be challenging to find time to meet with or stop by for "positive, personal interaction time" with each employee, right? That is exactly why I don't recommend any attempt to "find time." What you need is a system, one which includes the steps, procedure, and frequency. By following your system, that key role will be fulfilled on a consistent basis, in an effective manner.

It is rewarding in so many ways to know that you are working on the right thing, and doing it well. As I learned that my role of giving the chickens food, water, clean hay in the roost, and protection from predators was critical, using the same system (steps, procedure, and frequency) every day gave me peace of mind. It also made it kind of fun.

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There are signs to look for which mean your company may have MSS (Missing System Syndrome.) Okay, I made that up, but it's still a real thing!

Signs that an employee does not have a good and up-todate system to use, or that they don't really know how to use it: assignments are not completed on time; procrastination on projects; won't ask for help; focus on non-essential busy work; failure to take responsibility; lack of output; complaint-ridden.

If you see these signs from your employees, you need to analyze the systems or lack thereof in the position that person holds. Your employees are not stupid. Assume they do care, they are motivated, they do want to do a good job and be recognized for that. They just need better systems.

Coaching Point: Determine where systems need to be created, updated, or fortified. Involve employees in improving each system as that will help each person learn and become confident in its use.

Dave Kauffman

Empowering Small Business LLC

www.EmpoweringSmallBiz.com

To talk with Dave about speaking to your business or at a church or company function:

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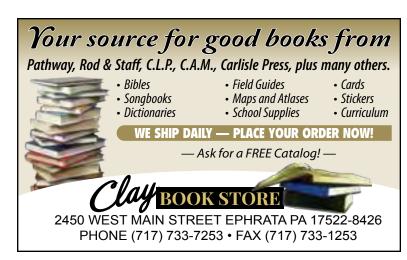




















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People will forget what you said and what you did, but they will not forget how you made them feel.

Brain Stretcher



Once again, our mailbox accommodated several more notes containing informative answers from our readers. We also have several new perplexities to ponder over, however, before we buckle down with solving these newly raised questions, I want to express my gratitude for each of the responses that were received concerning previous questions. A hearty thank-you to each of you who took the time to jot down your thoughts and share your knowledge.

This month we can find answers to some previously published questions. Keep reading for an educational reply to the question printed in the November edition, about continually halving an object and how long that could be done. I have never ceased to be amazed at the expanse of the universe, and also find the other side of the scale to be just as mind boggling.

Question 1: A light fluffy snow fell for several days and soon a total of 30" of white snow accumulated on the ground and rooftops. As it started to melt the next day or so, an individual remarked to me that the snow will get heavy on the roofs as it melts. My question is, "Will the snow actually weigh more as it melts? If I filled a bucket with snow, will it weigh more when it turns to water?" ~*Middlefield, OH*

Question 2: Why does an oncoming helicopter make a chopping noise to our ears, and when it is even with you and past, you only hear a whir? ~*Ben W. Brenneman*

Question 3: How do you figure out what the sunrise and sunset times are going to be at any latitude without looking on a chart? ~*Michael Shetler, Homer, MI*

Question 4: If a vaccinated person donates blood, does the receiver also get the immunity? ~*Pennsylvania*

Question 5: How did the kangaroos end up in Australia after the flood, and no where else? ~*Dornsife*, *Pa*

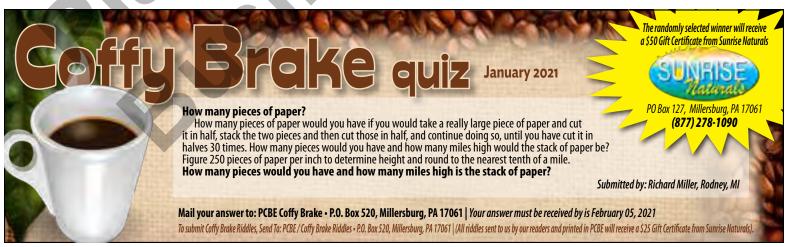
Responses

Question: If you always make something exactly in half, will it ever come to an end? Wouldn't it soon be so small it would just disappear? (printed November 2020)

Response

This is a great question but apparently there is little understanding of what small is. Disappear from our direct detection is only the beginning of the small world. In fact, the size "disappear" which we think as really small, is in fact really, really, indescribably big to the real small. Okay. Before addressing the question lets lays some groundwork of understanding.

Humans are about in the middle of the scale and so if we look at the vastness of space and turn around and go the other way we can go as small as we go big. Take for example, atoms, the building blocks of all elements and some very tiny things. The smallest speck of dust you have seen floating in the air is about halfway between the size of a single atom and the full moon. About 25,000,000,000,000,000,000 atoms would fit in a sphere the size of the period at the end of this sentence. That is 2.5x1018 or far more than you will ever imagine. And to break the news an atom is very big compared to what is really, actually small. Approaching from varying angles scientists have theorized the absolute smallest length one can possible go is .000000000 really small. To get a slight feel for how small this really is let's compare it with our atom which is already 100,000x smaller than our "disappear" criteria. Say we wanted to measure the diameter of an atom in plank lengths and we would count out one plank length a second. Just like 1 inch, 2 inch.... Except this would be 1 plank, 2 plank. If we counted one plank per second, we would be counting for 15,800,000,000,000,000,000,000,000 years before we would count the lengths across the atom. This plank length is like the fabric of space-time.



Back to the real question again. We could cut this object in half, and cut it in half many times. We would come down to single atoms. Perhaps break them apart. While things may get really difficult to break down from there on and it wouldn't be in halves the absolute smallest you could reach would be the big zero numbers above. ~Ray Bontrager

Question: Can someone explain how the Dead Sea can keep from overflowing if there is water continually running into it? (printed November 2020)

Response

The River Jordan runs into the Dead Sea- also sometimes called the Salt Sea. It is called the Dead Sea because there is no life in it, because it is too salty for any life. Some of the area around the Dead Sea is also salty. The Dead Sea is 1300 feet below sea level. There is no outlet as there is nowhere to go to. The water in the Dead Sea evaporates as fast as the river runs into it. And the salt stays behind, which is why the sea is so salty.

The same thing happens with the ocean, with all the rivers of the world running into it 24 hours a day, 7 days a week. So why does the ocean not run over? We read about that in Ecclesiastes 1:7. The sun shines on the ocean, and evaporates the water as fast as it runs into the ocean. For every 1,000 feet in elevation, the temperature drops 2 or 3 degrees. So at 80° at sea level, it is about 10° at 30,000 feet. As the moisture rises, it condenses into clouds, and the wind brings them back over the land, and the cycle starts all over again. ~ Daniel Beachy, Liberty, KY

Question: If the entire universe and everything and everybody in it would uniformly shrink to be ten times smaller than it was before, would we notice it? (printed November 2020)

Response

In part this question is answering itself, for when we imply a given scale or proportion we are suggesting we have already measured it. However, if we would never notice it, we would never know it, nor be affected and thus this is purely a hypothetical thought. However perhaps we can give it some explanation. First of all, our everything would really have to include everything from speed of light, mathematics, masses, etc. If this "everything" would shrink or expand we would then be comparing it to something else for even size is relative. So what would we be comparing it too? If, in our knowledge we said it is smaller than what it had been we have determined a relativity coordinate system and also developed a knowledge of shrinking

or expansion occurring. However, since there is really nothing to compare the universe to in size and all our measurements come from within the universe, we really can't determine a size of the universe it its entirety. Hope this makes sense. (In simple terms if everything followed the rules, we would never notice nor could we say we didn't notice.) ~Ray Bontrager

Question: When my wife is canning applesauce or other hot liquids, she pours the hot liquid into her mason jars, without heating her jars up. She just puts a regular table knife (butter knife) into the jar and pours her liquid in hot. The knife keeps the jar from breaking from the fast temperature change. Then she will take the knife out and put in the next jar to fill and so on. This even works for hot lard, if you use a heavy good quality utensil.

My wife says she can't ever remember breaking a jar when using this method that was taught to her by her mother. A regular spoon would work too.

The question: What does the knife have to do with the jar not breaking? (printed September 2020)

Response

Have you ever tried it without the knife? We have a business where we fill hundreds of thousands of jars with hot liquid, not using a knife or anything else, and it works great. I am inclined to believe the knife really has nothing to do with the jars not breaking. Try and see. ~Anita Joy Miller, Scottsville, KY

If you have answers to the questions above or you have a thought-provoking question please submit it to us, we would love to hear what's on your mind. Submit to: *PCBE*, *Attn: Brain Stretcher*, *PO Box 520*, *Millersburg*, *PA 17061*. *Fax:* (717) 427-1600.

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Every time you tear a leaf off a calendar, you present a new place for new ideas.

~Charles Kettering





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January Edition

field Notes & Emerging Trends

LEROY MARTIN

Cloud cases

UNITED STATES- Computer giant IBM is reportedly breaking the large company into two public companies. This move comes after the company's long effort to diversify itself. The company wishes to expand upon high margin cloud computing services. The newly formed second branch of the company will have more than ninety-thousand employees. The first branch of the company, which was founded more than one-hundred years ago, provides technical support for thousands of clients in 115 countries around the world. IBM is comprised of more than 352,000 employees at the present time. It expects that the total costs associated with the diversification (splitting into two companies) will exceed five billion dollars.

Crop robots

CALIFORNIA- Alphabet, the parent company of Internet search giant Google, has recently unveiled prototype robots which will be tasked with crop inspections. The robots are said to be able to closely monitor individual plants in flat, large fields. The robotic buggies will coast over the rows of plants and monitor them closely without disturbing them, according to various reports. The robot's goals would gravitate toward collecting vast amounts of data regarding how crops grow. The project is referred to as *Project Mineral* and its aim is to create technology that has the capacity to change the world—especially regarding how crops grow. The robot buggies can be built to perform complex tasks and come in various sizes—they can also navigate different crops and complicated planting patterns. The brains behind the project have asked the question, "What if every single plant could be monitored and given exactly the nutrition it needed?"

Renaming names

CANADA- A small Canadian town has recently opted to change their name. The Quebec town had been known as Asbestos for many years. However, the residents felt strongly that there might be an occasion to change the town's name to something a bit less toxic. The town had derived its name during the nineteenth century due to its mining heritage. Indeed, reports suggest that the town was once the site of the world's largest asbestos mine. Most residents of the town voted upon changing the name, even residents as young as fourteen years ago participated in the voting process. By 2011, the mine which had been associated with the town, had closed.

Bearing balloons

KENYA-An expansive network of balloons is expected to come bearing the gift of Internet access to extremely remote regions

in the African country of Kenya. The floating fleet is the first of its kind and is expected to ride on the wind currents high above the Kenyan wilderness. The balloons will float nearly thirteen miles above the ground, out of the range of air traffic, wildlife such as birds, and out of the reach of storms. The balloons are approximately the size of a tennis ball and made of polyethylene. They are designed with durability and longevity in mind and are expected to remain floating for the duration of several months at a time. An antenna will be affixed to each balloon, which will relay Internet signals transmitted from the ground. The expected coverage of these signals will have the capacity of blanketing an area of nearly four thousand square miles. The company launching the balloons says that Internet connectivity is a major problem in the remote regions of Africa and hopes that they can improve the connections which prove vital to these secluded areas.

Car sick

UNITED KINGDOM- Many car manufacturers try to create and design a car or vehicle which reduces the sound of "road noise" while driving. Depending on the model of a car, the wind and the sound of vehicles passing by can be quite noisy. Apparently, there can be a ditch on both sides of the noise aisle. Recently, Rolls Royce, a luxury car manufacturer, has produced a car with a cabin so earily quiet, it reportedly caused its occupants to become nauseous. In fact, the cabin of the luxury car was so quiet, the manufacturer was required to pipe in a special "whisper" sound, to keep the nauseatingly quiet effects at bay. After the noise was introduced into the otherwise silent cabin, many occupants found the ride considerably more enjoyable.

Zipping zeptoseconds

GERMANY- Scientists have recently measured the shortest unit of time. The groundbreaking project included measuring the unit of time in which it takes a light particle to cross a hydrogen molecule. It reportedly took 247 zeptoseconds. The unit of time, called a zeptosecond, is a trillionth of a billionth of a second. A unit like that is comprised of many zeroes—twenty of them, and a number 1, follow the decimal point. In 2016, there was work done by several scientists regarding zeptoseconds, however, the scientists believe that this latest work in 2020 is far more accurate than their initial early work, four years ago. In 1999, a femtosecond was reportedly measured for the first time. Femtoseconds are comprised of millionths of a billionth of a second.

Updated buildings

GERMANY- Grants have been issued for building updates recently in hopes that improving the air circulation inside public offices, museums, and universities will stymie the spread of the Coronavirus. The European country plans to spend more than \$488 million (US) on the improvement of ventilation systems in large buildings which are occupied by the public. The improved air filtration systems are said to have the capacity of reducing the spread of airborne pathogens. A testing phase which includes a number of public buildings in Germany (and elsewhere) is monitoring the air quality of occupied structures by opening a few windows, where possible.

Virus free

CANADA- A far northern region in Canada has reportedly been able to entirely escape any incidence of the Coronavirus. Nunavut, the far northern territory in North America, has said that their communities are virus free. Early in the spring of 2020, Nunavut had implemented some of the harshest travel restrictions on the globe. They had decided against taking any risks of contracting the virus and shut itself off from the world. According to researchers, this initial decision seems to have paid off for Nunavut. This didn't come without any complications, however, and people complained that food was scarce when they were placed in isolation when returning home from traveling throughout different communities within the region. Still, others were caught breaking isolation rules. Even so, the thirty-six thousand residents of Nunavut remained healthy. It is suspected that because majority of the communities within the region are only accessible via plane, that this directly decreased the travel prevalence and incidence rates regarding transmissibility of the virus. The Nunavut region is comprised of twenty-five communities spread across more than 800,000 square miles.

Bagging bucks

JAPAN- The Asian country has recently chosen to implement a more environmentally friendly shopping bag. For many decades, the residents of Japan have been fascinated by their famous Nara deer. There was one issue which plagued the residents though, many tourists who came from various countries to look at the deer in their natural habitat, often left behind a nasty trail of plastic bags, which are toxic to the deer. In 2019, a deer was found dead with its stomach containing several plastic bags, which the animal had consumed. In 2020, concerned locals devised a plan of producing paper bags which are made from rice bran, which are not harmful to the prized deer when digested. The Nara Deer Park in Japan is home to more than one thousand of the deer, which are protected under the country's laws.

Metro moments

PAKISTAN- The opening of the country's first metro line was a big deal, according to its residents. Commercial operations began in the city of Lahore. The seventeen-mile long metro line features more than two dozen stations. Many locals are exuberant, since the trains will dramatically decrease the amount of time which was usually required to travel between the country's largest cities. What was once a two-and-a-half-hour bus ride has been reduced to a forty-minute journey via rail. The Pakistani officials expect the metro line to become increasingly popular, with an estimated two-hundred-fifty-thousand commuters taking advantage of the system's convenience and time-saving journeys. The metro line has been described as world class.

South Korean COs

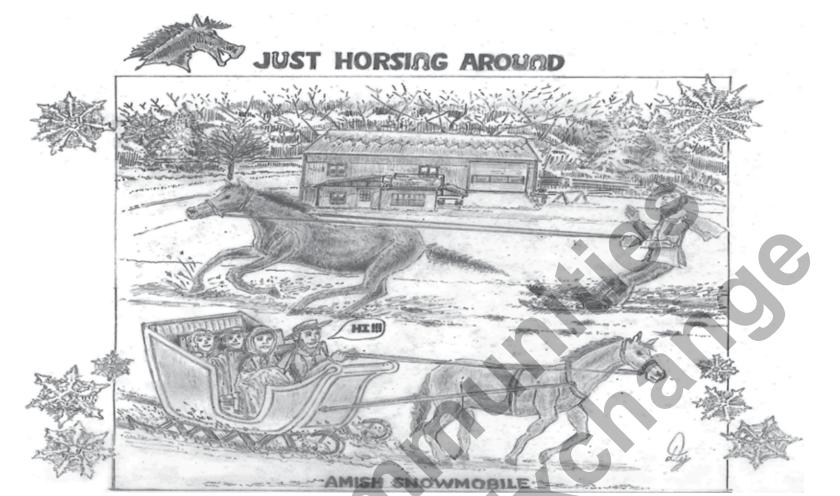
SOUTH KOREA- Conscientious objectors have won a small victory here recently. The country's Jehovah's Witnesses can begin arriving at jail not as a convict, but as a civilian administrator. Before the courts granted them this privilege, the conscientious objectors had been imprisoned for refusing to serve in the state military. Military conscription is mandatory in South Korea, much like it is in many other countries. However, the religious folks who adhere to a non-resistant stance, will no longer be jailed, or have their future employment and social rankings demoted. Nearly twenty thousand Jehovah's Witnesses have been placed in jails throughout the past seventy years. The recent ruling, which granted them a reprieve from serving jail time, has been hailed as a victory for the religious group. The SK government also reportedly released hundreds of men who had been serving jail time for refusing to bear arms in the military. Now, the men opposed to carrying firearms, will have the opportunity of serving the government while they agree to help with prison work and other administration duties for the course of three years. During that time, they will be viewed as free men, yet required to serve and complete a three- year, non-military duty for the government.

Collecting cars

AFRICA- The western countries have been sending worn-out cars and trucks to the African continent for decades. Throughout the course of three years, from 2015 to 2018, more than fourteen million old vehicles were exported to poor African regions. Many of these cars were described as poor quality vehicles—at least by drivers here in the West. The fourteen million vehicles were sent to Africa by Japan, Europe, and the United States. It is estimated that eighty percent of the vehicles failed to meet the minimum safety and environmental standards which were set in the exporting countries. Experts now say these poorly performing cars only add to the poor air quality which is prevalent in some larger African cities and regions, and they want to pump the brakes on the exportation of these inferior cars. Thirty countries throughout Africa do not have an age limit on the cars which can be operated on the roadways. Some cars also have their airbags removed in Europe, before exportation to Africa, since the airbags have a value in Europe. Doing so, of course, is illegal, however, the practice remains a consistent one.

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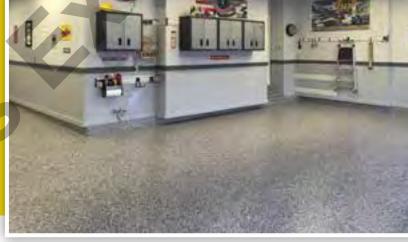
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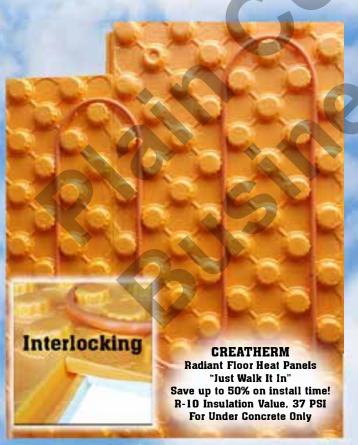
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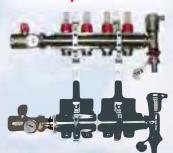
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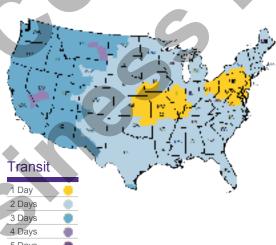
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