



tma news bulletin

THE VOICE OF ILLINOIS MANUFACTURING

RESHORING: RETURNING MANUFACTURING TO AMERICA





tma news bulletin

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technology & manufacturing association

The Technology & Manufacturing Association (TMA) was founded in 1925 by eight small manufacturing companies who believed they could better themselves by associating with one another. Through the years, members established programs and services that would help their businesses grow and prosper, train their employees, and provide medical and retirement benefits. As a result of these efforts, TMA has grown into a not-for-profit organization of precision manufacturing and supplier companies in the greater Chicago area.

TMA is governed by a Board of Directors, composed of executives from member firms. A full-time professional staff works closely with the Board, its committees and trust.

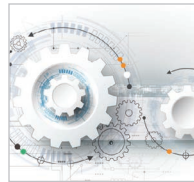
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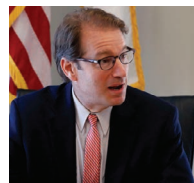
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message from the president



TMA Members & Friends,

When I came to TMA in May of 2014, I had a general appreciation of manufacturing. I had an impression of the impact of international competition from low-wage countries and regions, and an understanding of how many of today's products (e.g. automobiles) are sourced from around the globe.

My first year and a half were pretty much absorbed by the move of TMA headquarters from Park Ridge to Schaumburg; along with the recruitment of new staff and the modernization of some TMA practices. Now, as I approach my third anniversary as President, my appreciation for what TMA members accomplish continues to deepen.

Across 9 Illinois counties, you, our members, continue to maintain and expand your business by astute recognition of opportunity, productivity, and thoughtful innovation. Now that the bloom is off the rose on the "latest" international threat (China), and large manufacturers and their customers realize that low cost labor is not the only solution, it seems to me that American manufacturing is on the threshold of what could be an unprecedented growth opportunity.

In the U.S. we have the political stability, the natural resources, the access to power, the transportation network, and the world's brightest logistics minds. However, two barriers stand between an American manufacturing renaissance and continued sluggish growth: 1.) work force challenges; and 2.) political leadership that understands the value of wealth creation.

While reshoring has begun to have impact, before the trickle can turn into a torrent, I believe we need to address three problems:

1. Federal Tax reform that strengthens American manufacturing.
2. The imposition of common sense in regulatory reforms.
3. Investment in a respected and skilled manufacturing workforce.

The recent election gives me cause for hope on tax and regulatory reform. President Trump is still a work in progress, but he does understand that American jobs and American products matter.

The amazing growth of our TMA Education and Training program (under the direction of the TMA MECC and the leadership of Patrick Osborne) speaks to TMA members thoughtfully and generously addressing workforce.

We still have a long road ahead, but to me the horizon seems bright.



Steve Rauschenberger

RESHORING: RETURNING MANUFACTURING TO AMERICA

By Fran Eaton

Manufacturing and the wealth, ingenuity, and optimism it fosters are returning to the U.S. from the other side of the globe. Today's "Made in America" revival is reaching from sea to shining sea, and the movement isn't a new one. It has been quietly building for years.

There are several reasons why the trend is picking up again, reshoring expert Harry Moser told TMA News Bulletin in January.

"Initially, when companies first went offshore, they were looking only at wage rate," Moser, the president of the not-for-profit consulting group, Reshoring Initiative said. "Now they're more frequently looking at duty and packaging, but also the costs of carrying inventory."

Then there's also the impact of innovation, Moser said, because being located in the vicinity of a manufacturing collaborator streamlines creativity and production processes.

"If a big company in the Chicago area is designing a product, and they buy a mold from a TMA member and the two of them are close together and speak the same language, they can get together to optimize and design," Moser said. "Whereas, if the mold maker is over in China somewhere, it's a lot harder to do that."

And then there is reshoring's impact on delivery time.

"If you have a three-month delivery and you get a surge

of orders, you're going to lose a customer," Moser said. "Whereas you have a nearby TMA member who's shipping them to you, you may be able to get that delivery in a week, and you don't lose the order and you keep that customer. That's worth a lot of money."

For a long time, manufacturers turned a blind eye to those unseen costs of sending work overseas, especially during the offshoring trend in the early 2000s. That's changing – and it's bringing valuable work back to the States.

What works for the big guys isn't always good for everyone else

The reasons multinational corporations moved their work overseas tend to separate them from small- to medium-sized manufacturers located in the U.S., Moser said.

"I see a dichotomy between the interests of the small- to medium-sized manufacturers – especially the contractor manufacturers like the TMA members – and the multi-national corporations," Moser said. "The bigger companies – the MMIs – care about maximizing shareholder profitability, and they do that generally by sourcing a product where it is least expensive, and selling it where they can get the most for it.

"And if that means sourcing everything or almost everything outside the United States, that's totally fine with them," he said. "Whereas the contract manufacturers and the smaller companies – the ones that aren't mainly international – exist only on the manufacturing at their facilities in the United States.

"So if the big companies maximize by sourcing in China, or India or Mexico, and the TMA companies only manufacture in Illinois, then they go out of business."

And thus, a strain can develop between the bigger companies and the very sources of contracts on which smaller manufacturers depend. Bigger companies want lower costs from their suppliers, while those in the supply chain are challenged to keep the work from going overseas.

“From my viewpoint, U.S. manufacturing is not manufacturing companies headquartered in the U.S., it is manufacturing that takes place in the United States,” Moser said. “It’s real factories, real workers, real things being made and the objective of the government and the trade association should be to maximize that manufacturing that actually takes place in the country.”

The bleeding of manufacturing jobs has stopped

The topic of reshoring is a hot one, as evidenced by the overflow crowd that came to hear Moser speak in January, hosted by TMA’s Young Leaders Committee. Moser told the crowd that manufacturing jobs have been returning to the U.S. for the past several years.

“Over the last six years, we’ve had dramatic improvement. If you go back even further to fifteen years, say 2000 to 2003, the U.S. was losing to offshoring – not to productivity, not to robots, not to recession – but to offshoring,” Moser said. “Just moving to having the work done in other countries, not here, we were losing up to 220,000 manufacturing jobs per year. By 2014 - 2015, that number was down to zero.”

And while the jobs loss hasn’t completely stopped, Moser says the jobs “bleeding” to offshoring is over, a good sign for manufacturing’s future.

“We say the bleeding has stopped,” Moser said. “But we still in aggregate lost about 4 million manufacturing jobs to offshoring, but at least each year while we’re still losing 60,000 per year, we’re bringing back about 60,000 a year. So the two backflows at least balance, instead of that negative two hundred thousand level of 15 years ago.”

It will take creative acts of Congress to turn U.S. manufacturing around

Moser is optimistic that President Trump and the Republican Congress will take aggressive action to make the U.S. competitive because companies of all sizes are obligated to maximize profitability.

It will take a creative approach for Congress to do that, Moser said.

“Just by asking companies to come back, most won’t

come back. Ordering them to come back, they’ll find a way not to come back,” he said. “You have to make it so it’s in their best interest, that it will be more profitable producing for the U.S. market in the U.S., rather than producing somewhere else and shipping to the U.S.”

Those changes will need to affect the profitability of not only the end product or its assembly, but also the components, the tools, and all the other things the TMA members make in the U.S., Moser said.

To that end, Moser’s group Reshoring Initiative has put together a list of eight to ten actions they believe the new administration could consider to make the U.S. competitive.

“We’re quantifying those actions, and when we get done with the project, a person would be able to say for every percentage improvement in competitiveness – price competitiveness – how many tens of thousands or hundreds of thousands of jobs will come back,” he said.

But there’s a problem ... and solutions

And despite all the optimism with the reshoring movement, there’s one drawback that Moser sees with all of the work coming back to the U.S. – a critical shortage in the skilled workforce, machines and locations to fulfill the potential demand.

“One concern is if you implemented everything tomorrow, and you in effect brought back 10 million jobs this year, we just don’t have the physical capacity to produce them and we certainly don’t have the skilled workforce to produce them,” he said.

Moser believes the U.S. needs to make a ten- or –twenty year commitment to implement changes in the school system, the workforce training system, and companies’ machine-buying plans in order to become overall productive.

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MANUFACTURING PARTS LIKE OUR LIVES DEPEND UPON IT

Robert Weisheit, Jr. of Robert C Weisheit Company



Robert Weisheit Jr., left, and Kenneth Kosowski of On-Shore USA LLC
Photo by Kendall Karmanian

By Fran Eaton

Making close-tolerance machined components that go into military and aeronautic products is a critical task that weighs heavily on Bob Weisheit, Jr., president of Robert C. Weisheit Company.

Lives depend upon the accuracy and quality of the crucial parts his team at Weisheit Company makes from difficult-to-machine materials such as Inconel, tungsten and titanium.

“And when we’re talking about close tolerance, some of our work is down to four places to the right of zero,” Weisheit told News Bulletin recently.

Add to precision the importance of on-time delivery of those crucial parts, and Weisheit’s work doesn’t get much more challenging.

But it’s rewarding, too.

“Knowing how important the components we make are in the proper functioning of equipment that protects our country and the countries of our allies around the world,” is just part of what the 62-year-old says keeps him going at the helm of the second-generation company.

Bob started working with his dad in 1972, right after graduating from high school.

His father started the company in the family basement in 1946. Eight years later in 1954 - the same year Bob was born - he moved the company to a 3000 square foot building in Franklin Park.

Bob continued working for his dad while he pursued a business administration degree at local colleges. In 1980, he bought the company from his dad, who then retired.

At the time, Weisheit Company’s work was mostly building dies with some low-volume production turning and milling work. But within two years, Bob bought the company’s first Hardinge CNC lathe, and things changed dramatically.

“The new machine allowed me to make more complex parts, and we received our first order for aerospace components,” Weisheit said. “The parts were for President Reagan’s Star Wars or Strategic Defense Initiative. By 1990, we had added new customers and five more CNC lathes and six CNC machining centers. Our employee count grew to 15 people, with over \$1,000,000 in sales.”

Today, Weisheit is located in a 48,000 square foot Glendale Heights building, where 50 people work to ship out \$10 million annually in precision-machined components, primarily to aerospace and defense-related companies.

Growing a successful company like Weisheit was a challenge, but its success has been good for everyone associated with the company, he said.

“We believe growth is good for our customers, our employees and our suppliers. Growth keeps work interesting, and certainly adds to profitability,” Weisheit said.

He pointed to four crucial things needed to grow a business that must happen in the right order.

“First, you need customers that require the products and skills you can provide. Next, if you have that, then you need larger buildings, more qualified people and finally, more machines and equipment,” he said.

Investing in the right technology and trying to predict what type of work will be in demand is another crucial part of growing a successful manufacturing business.

Thirty years ago, a typical new machine cost 80 to 100 thousand dollars. Today, it is not uncommon for a single machine to cost over half a million dollars. A mistake on purchasing equipment could be devastating for a company.

Weisheit credits the time he’s spent networking with TMA members at TMA events and committee meetings as having had a part in his company’s overall success. He served as the organization’s board chairman in 1996.

“I’ve had numerous mentors at different periods of my career that were TMA members. Working alongside them on committees and on the board of directors, I saw experience in action and learned many things that helped me run and grow our business,” he said.

Weisheit continues to meet on a regular basis with eight other peers in the business to discuss topics from business performance to industry outlooks.

“I feel very fortunate to have a handful of strong friendships born out of our TMA involvement,” Weisheit said.

So, with a crucial task at hand of creating accurate, high quality parts that can have a bearing on life and death, Weisheit persists in crediting others with his success.

“I am now in the 44th year of my machining career and I have been very fortunate. God has been very good to my coworkers and me. He has allowed us to make a living doing challenging and important work to protect our country,” he told TMA News Bulletin.

“Today I mainly coach from the sidelines. The employees are the ones on the field. They play hard and they win – all for our team.”

Contact Robert Weisheit, Jr. at bob@weisheit.com or at 847.648.4991.

RESHORING: RETURNING MANUFACTURING TO AMERICA

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“Otherwise, you can imagine if we tried to increase manufacturing here by 25 percent next year, it would be a disaster,” Moser said.

That needed plan should include shifting some of the nation’s education resources from university loans to apprenticeship loans, making it easier for apprentices and the companies for which they work to have a profitable relationship during the apprenticeship.

Time for U.S. manufacturers to challenge the status quo

But before this reshoring movement can reach its full potential, American manufacturers must reframe their thinking now to challenge overseas competitors.

“Often the product has to be redesigned to get some of the labor out of the product, and some of the components out of it. You automate. You eliminate all of the costs of duty, freight, packaging,” Moser said.

His organization offers on their website a free resource to determine how those changes can affect the bottom line and compete with offshore manufacturers. Reshoring Initiative calls their website service the Total Cost of Ownership (TCO) estimator.

“When you actually do the math from our TCO user database, about 25 percent of what is now offshore can come back, and be sold at exactly the same price it’s now being sold at with the Chinese product,” Moser said.

Moser says TMA members that have lost or are at the risk of losing work to offshore competitors because the TMA members’ prices are too high have a place they can review their estimates.

“My goal is to bring back millions of jobs, and TMA members need to just call us for help,” he said.

More from Mr. Moser, the reshoring movement and the TCO Estimator can be found at www.reshorennow.org.

TMA ANNUAL BUSINESS MEETING

MARCH 2, 2017

Plan to attend the TMA Annual Business Meeting where the officers and staff will review with members the audited statements of the Association; elect new members to the TMA Board of Directors; install the new TMA Officers and review changes to the bylaws. If you’re unable to attend, download a proxy from our website (tmaillinois.org) and return it to exercise your vote.

TIME: 3:00pm - 5:00pm

LOCATION: TMA Schaumburg

Join us

The Technology & Manufacturing Association invites you to the

91st ANNUAL MEETING DINNER

Saturday, March 4th, 2017

Mid-America Club

80th Floor, Aon Center
200 East Randolph Street, Chicago, IL 60601

Tickets: \$175 | **Tables of 10:** \$1,650 (includes table signage)

RECEPTION, DINNER AND AFTER PARTY

Cocktail Attire

Evening Agenda

6:00pm Reception

7:00pm Dinner & Program

8:45pm After Party

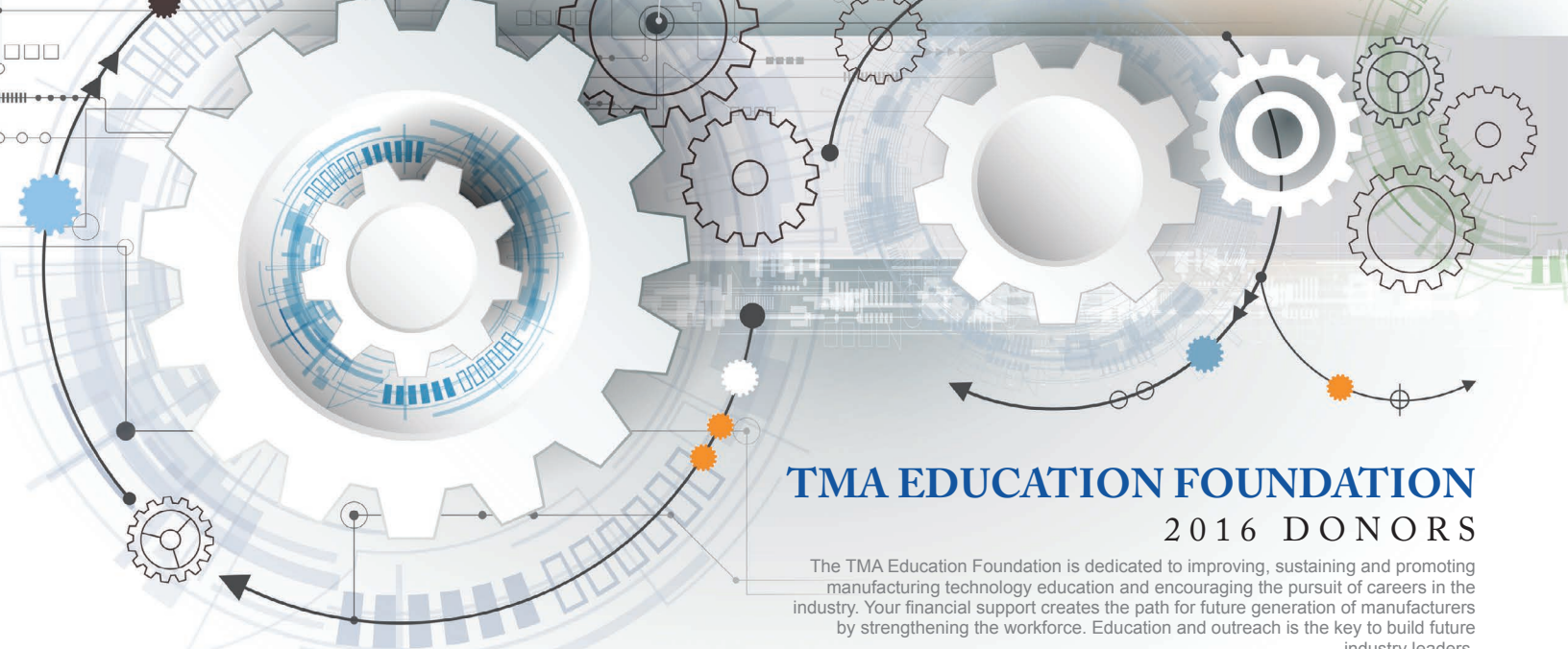
To register, contact Amanda Cortese at acortese@tmaillinois.org

Dinner selections: Chicken Piccata, Seared Atlantic Salmon or Roasted Eggplant

RSVP by Tuesday, February 21

For hotel arrangements, contact the Fairmont Chicago Reservations Department at 800-526-2008. Ask for the TMA room block to receive a special guest rate. The Fairmont Chicago is connected to the Aon Center via pedway.





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The TMA Education Foundation is dedicated to improving, sustaining and promoting manufacturing technology education and encouraging the pursuit of careers in the industry. Your financial support creates the path for future generation of manufacturers by strengthening the workforce. Education and outreach is the key to build future industry leaders.

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CONGRESSMAN ROSKAM TO TMA TAX AND REGULATORY REFORM ON THE WAY

SCHAUMBURG - Tax reform is on the way, and while the process may not be for faint of heart, the chance for reform is best since the Reagan years, Congressman Peter Roskam (IL-06) told a group of Chicago-area manufacturing execs Monday morning.

“This tax code is not working for us anymore,” Roskam said. “If Donald Trump wants to flip the game board of American politics, I think he can flip the game board of the tax code and make the U.S. the most competitive tax code in the world.”

Roskam’s words were good news to manufacturers in the room as Roskam - who was just appointed chairman of the U.S. House Ways and Means Committee’s Tax Policy Subcommittee - explained in more detail what type of reform company owners could anticipate during the upcoming year.

“In 1986, America had the lowest corporate tax rate, today we have the world’s highest rate,” Roskam said, so with a conservative Republican majority in the U.S. House, “I think tax reform is likely to take place in this climate.”

Two major reforms the Republican House Caucus is proposing that would boost American manufacturing are being considered for swift movement, Roskam said - lowering the corporate tax to 20 percent and initiating a border adjustable tax.

“You pay the statutory income taxes on the products you make here, and when you export to another country, you pay their required taxes as well,” Roskam said.

Flickr Photo Courtesy of COD Newsroom



“Our products sold overseas are double-taxed and their products that come our way are not taxed at all. We would adjust that at the border - that’s the border adjustable tax.”

For individuals, the proposed changes would shrink the number of tax rates from the current seven down to three, with a bigger standard deduction. Charitable contributions would not be limited and education savings, retirement savings and child tax credit savings would be encouraged.

“With this plan, 95% of individuals would not have to itemize,” Roskam said. “Their returns would be postcard-size, compared to today’s forms.”

Roskam also told the company owners that he was optimistic about major changes in federal agency regulations and the health care insurance system.

Chicago area manufacturers like Atlas Tools’ Zach Mottl were interested in hearing what the congressman had to say about what they could expect in tax reform, trade reform and skilled workforce development.

Mottl, who presides over Technology & Manufacturing Association’s Government Relations Committee, said the TMA members and manufacturers are excited about the future and opening the way for more manufacturing jobs.

“These are some of the best jobs in the world. My family has been around for four generations and we’ve got almost 80 employees working for us. The average worker’s tenure is twenty years for those employees. I know it’s the same for most of those here,” he said. “We’re looking forward.”

TMA President Steve Rauschenberger, who served in the Illinois Senate with Roskam, encouraged those attending the breakfast to engage in expressing their opinions to their federal lawmakers.

The association’s political action committee has been focused on influencing state politics in the past two election cycles, and along with hearing from federal and state lawmakers, hosts annual events with area mayors.

Published on IllinoisReview.com January 23, 2017. Used by permission.



ABOUT THAT BORDER-ADJUSTMENT TAX

IS IT GOOD OR BAD FOR TMA MEMBERS?

One of the key changes in America's tax system federal lawmakers are considering is the Border Adjustment Tax (BAT).

The plan would tax imports as part of a corporate rate-cutting reform that would tax goods based on where they are sold. Companies would no longer be allowed to deduct the cost of imported goods and services, but would also not pay taxes on export revenues.

Currently, U.S. companies are taxed on profits earned here or elsewhere. Imports escape the taxes American-made products bear here and abroad.

That system isn't fair and needs to be reformed, according to multi-national corporations such as General Electric, Dow Chemical, Boeing, Pfizer, Eli Lilly and others. They say that U.S. products sold overseas are double taxed, and those brought into the U.S. from other countries are not taxed at all. The solution they propose is to adjust taxes at the border – the border adjustable tax.

On the other hand, the National Retail Federation, along with the National Grocers Association and others that import the majority of their products, oppose the plan. Implementing the BAT tax would stir inflation by raising the cost of everyday items such as clothing and food by as much as 20 percent.

Small- to medium-sized manufacturers will benefit from the BAT system in five ways, reshore expert Harry Moser told TMA News Bulletin:

1. The proposed BAT system would place small- to medium-sized manufacturers that typically do not import much on a level playing field vs. imported products.
2. TMA members would likely become busier, since their customers will assemble more in the U.S. as opposed to importing in assembled products. American-made products will gain market share, compared to competitor imports.
3. Niches in the supply chain will be identified, and members will be able to expand into those unfulfilled production links.
4. Small- to medium-sized manufacturer's exports, typically a small percentage of their sales, will become more competitive abroad.
5. The border-adjusted tax will pay for reducing corporate tax rates, perhaps also the individual rates paid by most owners.

The only disadvantage Moser could see is that newfound competitiveness will drive up manufacturing so fast that demand for skilled workforce will increase. That challenge could be minimized if the tax was to be phased in over a five or ten year period, allowing training to catch up with demand.

Still, opposed analysts say that switching to the BAT system would have an even greater, more negative impact on countries that export their goods to America.

Placing a 20 percent tax on imported goods at the U.S. border would be devastating to GDPs in countries such as Mexico, but Canada and Asian manufacturing economies such as Vietnam, Malaysia and Thailand would also be negatively affected.

More information about the BAT proposal is available at: www.AmericanMadeCoalition.org.



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MISSOURI BECOMES LATEST RIGHT-TO-WORK STATE

Missouri became the 28th Right-to-Work state February 6, 2017, making Illinois and Minnesota the only two states left in the Midwest with forced unionization employee status.

The first Midwestern state to pass Right-to-Work legislation was Iowa in 1947. Decades passed before Indiana passed Right-to-Work legislation in 2012. Soon after, Michigan passed it in 2013, Wisconsin in 2014, and Kentucky in early 2017.

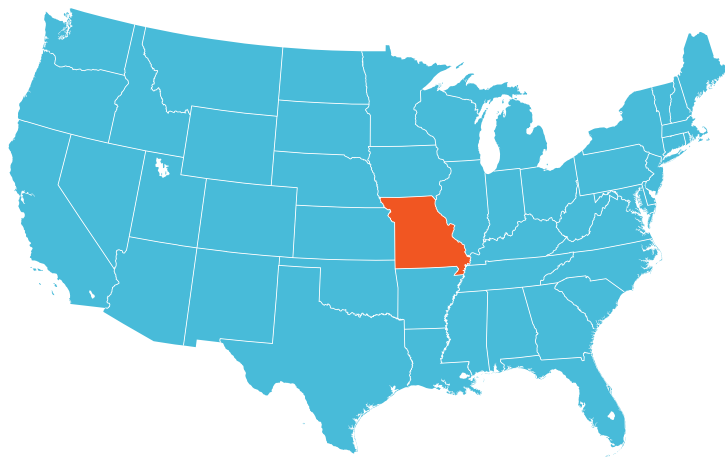
The statistics suggest that manufacturing jobs tend to follow state's Right-to-Work status.

Since the middle of 2012, Illinois lost 20,500 manufacturing jobs, while Indiana added 33,100. At the same time, Michigan jobs grew by 59,700; Wisconsin jobs 16,400; Kentucky jobs by 16,800; and Missouri jobs by 6,700.

It appears Illinois' forced-unionization status has not helped protect union membership.

A recent Bureau of Labor Statistics report showed that in 2016, union membership fell by 35,000 in Illinois, compared with increases of 21,000 in Indiana, 3000 in Kentucky, and 32,000 in Missouri. Michigan's union membership decreased by 15,000, and Wisconsin's fell by 4,000 over the past year.

Source: Illinois Policy Institute



TMA 401(k) RETIREMENT TRUST

ARE YOU:

- Concerned about employer liability for your retirement savings plan or 401(k)?
- Interested in lowering the cost of administering your 401(k)?
- Wanting better investment returns in today's turbulent market?

THE TMA 401(k) TRUST:

- Allows employers to retain the flexibility to allocate costs between the company and the participants;
- Limits the liability of participating companies;
- Achieves Fortune 1000 investment returns by using nearly \$100M in combined purchasing power;
- And saves most members thousands of dollars in plan administration and legal costs.

For more information on how you can save and earn with the TMA 401(k) Retirement Trust, contact:

Michael Foltyn

mfoltyn@tmaillinois.org

847.825.1120

OR

Luke Novak

lnovak@rothschildinv.com

312.983.8975



tma | events

february calendar sponsor

SIEMENS

FEBRUARY 16

South Burbs Manufacturer's Breakfast

TMA regular members are invited to this informal event, designed to expand and deepen the network of manufacturers in the area.

TIME: 7:00am - 8:30am

COST: Free

LOCATION: Tinley Park

FEBRUARY 16

Lunch & Tour: Grundfos

Join fellow TMA members for lunch and a tour of Grundfos, which supplies complete pumping systems and solutions for buildings, industry and every aspect of water use. With an annual production of more than 16 million pump units, Grundfos is the world's leading pump manufacturer.

TIME: 11:30am - 1:30pm

COST: \$35/person (includes lunch)

LOCATION: Aurora, IL

FEBRUARY 22

Safety Peer Group

Join fellow TMA members at the TMA Safety Peer Group. This month's topic is "Accident Investigations and OSHA Record Keeping."

TIME: 11:30am - 1:30pm

COST: Free

LOCATION: TMA Schaumburg

FEBRUARY 22

Facts About Hiring 16-17 Year Olds

Marvin K. Thomas, Investigator with the U.S. Department of Labor will explain laws on working with young adults. Daniel & Henry will address your insurance needs and liability concerns. Representatives from Innovative Components and Qualiseal Technology will share their experiences working with high schoolers.

TIME: 4:00pm - 6:00pm

COST: Free

LOCATION: TMA Schaumburg

MARCH 2

TMA Annual Meeting

TMA will be holding its 91st Annual Business Meeting. At this meeting we'll briefly review the audited statements of the Association, elect new members to the TMA Board of Directors, install the new TMA Officers, and review changes to the TMA Bylaws. The meeting will be followed by a cocktail reception with food and tours of our "hands-on" training facilities.

TIME: 3:00pm - 5:00pm

COST: Free

LOCATION: TMA Schaumburg

MARCH 4

TMA Annual Dinner

Join us for the TMA's 91st Annual Dinner at the Mid-America Club located on the 80th Floor of the Aon Center in downtown Chicago.

TIME: 6:00pm - 12:00am

COST: \$175/ticket

LOCATION: Chicago, IL

MARCH 9

Lunch & Tour: Plasmatreat

Learn how this new technology significantly improves bonding of various surfaces using Openair plasma treatment with simultaneous ultrafine cleaning produces better adhesion capability and bonding strength.

TIME: 11:30am - 1:30pm

COST: \$35 (includes lunch)

LOCATION: Elgin, IL

MARCH 15

Owner's Circle Dinner

Exclusively for owners, presidents, and company executives of manufacturing members, this dinner is an opportunity to discuss the current business climate and share strategies at an exclusive venue.

TIME: 5:30pm - 8:30pm

COST: \$85

LOCATION: Aurora, IL

tma | new members

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Chicago, IL
www.bespokecre.com

Itasca Bank & Trust Company

Itasca, IL
www.itscabank.com

Midland States Bank

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Each month your ad will reach:

- + The entire TMA membership
- + The larger manufacturing community
- + Industry professionals and opinion leaders

For more information, contact Maxine Difino at:
847.825.1120
mjd@tmailinois.org

APRIL 13

Lunch & Tour: Capsonic Group

Capsonic Group specializes in high-volume production of insert and composite molding. Since 1986, Capsonic Group has earned a reputation for delivering parts that perform as designed, on-time and on budget.

TIME: 11:30am - 1:30pm

COST: \$35 (includes lunch)

LOCATION: Elgin, IL



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