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BEHIND THE DOORS OF POWER

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CHAIRMAN: FERNANDO ORTIZ, JR. | VICE CHAIRMAN: JAMES CARR | TREASURER: AARON WIEGEL | PRESIDENT: STEVEN J. RAUSCHENBERGER



While Illinois manufacturers are busy filling customer orders, making payroll and growing their businesses, decisions that impact their companies are being made in Springfield.

Jay Shattuck, who represents TMA members behind the doors of power at the capitol, has been working in Springfield for three and half decades. During those 35 years, he's seen highs and lows for manufacturers. Right now, things are looking better than they have for the past 12 years, Shattuck told TMA's *News Bulletin*.

"I think the election of Bruce Rauner has signaled a turnaround for the business community – and certainly for manufacturing – in Illinois," Shattuck says.

There's a new, more positive outlook with state lawmakers and agencies, he said. Manufacturers' needs are now taken seriously.

"The governor's office is looking for input from the business community first," Shattuck says. "In prior administrations, our input was asked for, but in terms of the level of what importance and credence it was given, it was pretty low on the totem pole."

Starting with last fall's transition period, the Rauner Administration has been calling and asking Shattuck for advice and ideas.

"They're looking for ways to increase manufacturing jobs in Illinois," he said. "It's a nice change."

Shattuck says he is optimistic that key items in the governor's Turnaround Agenda could become public policy in Illinois, even though Democrats hold the super-majority in both legislative chambers.

Democrats are just as interested in creating jobs as Republicans, they often just have a different approach, he says.

The high cost of workers' compensation is a key topic that Governor Rauner is consistently pushing with the Democrats; and Shattuck expects the issue to become more urgent.

While House Speaker Mike Madigan and Senate President John Cullerton emphasize tax hikes to raise government revenue, Governor Rauner argues that to raise the money, Illinois should focus on creating more jobs, more production and business growth, which will lead to the revenue the Democratic leadership demands.

"Rauner sees four things that will make a difference: workers' compensation reform, a property tax freeze, term limits for lawmakers, and a new system of redistricting," Shattuck says.

Specifically, the governor wants causation in the workers' compensation system to be raised to 50 percent or more before the primary company is required to pay for an injury.

"While Democrats argue they reformed the workers' compensation system in 2011, from the standpoint of TMA members, those changes were helpful, but not real reform," he says.

Shattuck says Rauner's strong stand for the state's manufacturers is frustrating Democratic leadership. As a result, TMA members should expect the intensity of political rhetoric to heighten during the month of July as budget negotiations face deadlines.

All the uncertainty about the state's attitude towards manufacturing is inhibiting expansion, job creation and the state's revenue stream. Manufacturers hesitate to jump into long term expenses, because they're just not confident of where the state is headed public policy-wise. There's no certainty, especially here in Illinois, Shattuck says.

But with a new, pro-business climate in the Executive Branch,

there's a growing optimism.

"The other good thing about dealing with the Rauner Administration, is that TMA members should find that state agencies are much more willing to work with them on getting into compliance, rather than focusing on big fines and punishing employers," Shattuck says.

"Instead of coming in and shutting down a business, or slapping down a huge fine, most of the time now an agency will step in and say, 'You have this problem and you have X number of days to resolve it. If you don't, then we have the authority to apply penalties and take a more severe approach. Whereas, I think, prior administrations were like, 'We gotcha, here's a \$50,000 fine.""

Specifically, that means changes in policy and activity in the Department of Labor, Department of Employment Security, the Environment Protection Agency and the Workmen's Compensation Commission – a half dozen or more agencies that affect the manufacturing world in direct ways.

However, Shattuck warns, "Six months of the new administration shows a different attitude, but there's a long way to go yet."

Behind the doors of power at the State Capitol, Shattuck is the face of manufacturing—standing on the battle lines as a representative for business owners that hesitate to get involved because they fear retribution if they make their opinions public.

"I'm TMA's face and voice in Springfield," says Shattuck "and I'm most effective when members are in regular communication with their legislators—holding them accountable."

Shattuck said he's pleased that TMA's Government Relations Committee will soon be rolling out TMA's first state legislative scorecard. "They're an important indicator of whether lawmakers are doing their job of creating a pro-business atmosphere." Shattuck is accumulating crucial roll calls for the scorecard, which will be distributed to TMA members, legislators and opinion leaders throughout the state.



Shattuck says the TMA PAC is another important tool when it comes to TMA member advocacy.

"Are state senators and representatives really watching out for the interest of manufacturers? Do their votes line up with TMA member interests? If they do, then they need to be supported by the TMA PAC," says Shattuck. "If they don't, then the TMA PAC needs to consider their challenger in the next election."

"Other interest groups that are promoting viewpoints completely counter to the interest of TMA members are raising and spending money, providing campaign workers, doing the things they need to do to make sure they elect people of like mind. That's what the TMA PAC is trying to do in order to retain lawmakers who are like-minded and elect additional ones."

tma | legislative scorecard



Watch for TMA's new legislative scorecard, which will detail bills and roll calls taken in the Illinois General Assembly that are important to TMA members. It will also grade each lawmaker based on their pro-manufacturing votes.

The scorecard will be published later this year and distributed to TMA members as well as the legislators and media.

tma | government relations committee

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Figuring out how to fix 100-year-old public water works equipment may be a rare project for most gear making companies, but for Circle Gear & Machine Company, it's not all that unusual.

"Every day there's something new around here, it's never dull," said Circle Gear's corporate President Michael McKernin.

McKernin spoke while reviewing a photo of broken equipment while sitting in his office located in Circle Gear's new 75,000 square foot facility in Cicero, Illinois.

Circle Gear is family-owned, but McKernin runs day-to-day operations. When he joined the company in the 1980s, seven employees were on hand. Now there are over 60.

"I came in when we were at 31st and Kostner with a 6,000 square foot building," McKernin said. "We moved to Cicero in 1993, and bought this building in February 2014."

McKernin works closely with Tom Murray, who serves as the company's sales engineer.

Before coming to Circle Gear, Murray owned his own machine shop for 30 years. Murray says his experience in running a business in the same industry has been very valuable when estimating time and cost for custom made projects.

Circle Gear's bread and butter is custom gearing and reverse engineering. They make gears for an array of industrial uses, including crane and agricultural equipment.

"Everything you see that has rotation in it, we make," Murray said.

The market demand for gears has changed over the years, though. At one time, the printing industry was a big customer. Now newspapers have a fraction of the equipment they used to have.

McKernin agreed. "Gears these days are higher quality and more efficient. Everyone's looking for small, faster, lighter, quicker – where as back 30 years ago, it was bigger, rough and tumble."

Twenty years ago, Circle Gear made a lot more industrial grade parts. Now they're making higher quality, high precision gearing. The materials have changed, and improved, and better alternatives are coming, such as alloys being developed in Europe.

"We service primarily two types of customers," McKernin said. "Original equipment manufacturers (OEM) where they've gone through the process, designed the gear and then come to us to make a few or thousands."

"The other type is the guy that needs our assistance for a replacement part. That's one of our strengths. We can take a broken part, reverse engineer it and give them what they need to get back to work," McKernin said. "Our expertise is to look at the original part, update and upgrade it from its original form. We try to provide something equivalent to the original, or better."

Circle Gear employs skilled machinists across the board. They, like their associates in the manufacturing industry, say it is hard to find young people to train for the abundance of jobs available.

Much of that reflects today's culture, McKernin said, because kids aren't taking apart their bikes like they used to do. Most of them are, instead, playing video games.

"There's not a lot of glamor in this industry," McKernin said,

"But for our guys, the idea is to leave at the end of the day, and you've produced a tangible product. You can see what you've done and can feel good about it."

Labor talent shortage is a complaint that's been sounded time and time again over the past 20 years, Murray said.

"It's always difficult to attract the best talent, but I'm confident the industry will survive. I don't worry about the future – America is built on increasing productivity – it's the way it's always been and always will be."

Besides finding talent, the high cost of insurance is another challenge for Circle Gear.

"How should that system be fixed? Now you're talking politics," Murray said. "I don't think there are simple answers." Having had his own business for 30 years, Murray said he's very aware of workmen's compensation insurance costs and abuses.

"We emphasize safety here in order to avoid those problems as much as possible. It's an oversimplification, but it's in our interest to look out for our employees," Murray said. "Skilled laborers are an investment. After 20 years, you care about your employees, they become like family."

"We're not a sweat shop, we produce a high quality product by skilled labor and it takes all of us working together to put the product out the door," McKernin said. "I need every guy that's here to be healthy and able to work."

McKernin takes a lot of pride in what Circle Gear has become over the 30 years he's been there.



"Take a look around. We were just a little alley shop when we started to move in the right direction," he said. "We're very proud of our customer service, taking care of our clients and helping them to move forward."

McKernin has been married 30 years and has two grown children. Murray has been married 35 years and has four grown children and a one-year old grandchild.

When not working, McKernin likes to fish and scuba dive. Murray coaches softball at Richards High School and tinkers with his 1974 Triumph convertible.

But when it's all said and done, it's pretty clear that making gears and fixing 100 year old public works equipment brings more satisfaction than just about anything else Circle Gear's Mike McKernin or Tom Murray do.

www.circlegear.com.



tma washington dc EXCLUSIVE INTERVIEW WITH U.S. REP. RANDY HULTGREN THE WASHINGTON POLITICS OF MANUFACTURING

With over 27,000 manufacturing jobs in his sevencounty district, Illinois Congressman Randy Hultgren has a lot to say about the industry.

Congressman Hultgren spoke with TMA's News Bulletin (NB) about what goes on behind the doors of power in Washington D.C.

What do you consider before deciding how you'll vote on legislation affecting manufacturing?

Hultgren: The biggest thing for me is to grow jobs. Illinois manufacturing jobs have been a top priority. Illinois has a rich history of manufacturing, and I want to make sure we continue that.

I'm always looking at legislation that can make our manufacturers more competitive on the world stage, to identify areas that are making it more difficult - roadblocks or regulations that are unduly burdensome or unduly costly, things like that.

I'm also looking for ways to open new markets for our manufacturers – like trade opportunities with new markets. That means making sure we're setting the rules and making them as beneficial as possible for our manufacturers, which means the creation of good-paying jobs and careers.

Are manufacturers asking for your help in this area?

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Hultgren: Yes, absolutely. We have a business advisory group mostly made of manufacturers, as well as other small and medium-sized businesses from the district. We ask them their thoughts about legislation coming up and get their ideas on bills I've crafted and sponsored on behalf of manufacturers in my district.

I'm inspired when I go into these companies, and I feel like I have to apologize that it's so difficult for them to make products and serve their customers. Often the difficulty is dealing with government, dealing with bureaucracies, and trying to get access to capital.

And yet a lot of times their biggest fear is what government is going to do to them if they grow. That's frustrating to me, but I'm one that wants to be fighting for them to turn that around, and recognize that they are key if this economy is going to grow. We need our manufacturing sector to grow.

What efforts are you pushing forward as co-chair of Congress' Science, Technology, Engineering & Mathematics (STEM) Education Caucus?

Hultgren: Everywhere I go it's the same story – manufacturers are struggling to find qualified people to take these important, high-tech manufacturing jobs. I know there are people out there. We're just not making the right connection.

So, a couple of things I'm doing: one is just helping to educate my constituents. Oftentimes it's getting young people and their parents to understand it's a different type of manufacturing these days, that computers and robotics are such a big part of manufacturing. These are not dirty facilities, but they're incredibly clean and well run, and again, very high tech. And quite honestly, potentially high-paying with great career potential, as well.

I'm trying to educate, to let them know the opportunities are there.

I'm also looking for ways to increase cooperation between community colleges and manufacturers so we ensure students are being taught relevant information and gaining skills that are useful in the real world.

I'm also doing a lot with robotics programs. High schoolers along with local manufacturing experts are working together. With help, these young people are building robots that can compete. It's amazing the technology and engineering involved in the creation of a robot.

I am just amazed when I see these young people who are so excited, so focused and love this work. They're going to be a part of this development, they're motivated and oftentimes they're getting scholarships to the University of Illinois or other places for engineering degrees. It's catching and sparking an interest early, and then building a mentorship for them to see how cool and exciting this work can be, and the great opportunities that are right here.

That's the kind of things I'm doing with STEM; helping build communication and then celebrate the programs that are working.

Do you expect your manufacturing legislation to pass Congress and be signed by the President?

Hultgren: Yes. The bills I've introduced are progressing well.

The Regulatory Review and Sunset Act (H.R. 2010) is something I've sponsored for several years now, and for which I have continued to build support. The legislation focuses on the rollback of burdensom and costly regulations. The time and cost of compliance and the duplication of effort take away from manufacturer's effort to compete on the world stage.

The Act would sunset these large, economic impact regulations and force the bureaucrats to justify why a regulation is necessary – to provide a cost/benefit analysis, which just doesn't happen in government.

We have dozens of co-sponsors for this, and we're excited about new interest in helping small and medium-sized businesses that just want to serve their customers by making things that work in a safe working environment for their employees. So, I'm hoping this bill will go forward this session.

The other piece of legislation is H.R. 5319, the Modernizing

American Manufacturing Bonds Act (MAMBA) of 2014, which updates three decades-old rules governing manufacturing bonds to help manufacturers expand their businesses, invest in new equipment, and hire more workers.

I think it is really important to come alongside manufacturers, and make sure they have the resources they need.

I think it's an important discussion to have with members of Congress, recognizing how important manufacturing is, the challenges manufacturers have getting access to capital at low cost, and encouraging them to reinvest and grow their businesses and manufacturing capabilities.

That's why we're trying to modernize manufacturing bonds and why I'm a chief sponsor of the bill.

I'm now working to build co-sponsorships on both bills. The manufacturing bonds bill is kind of on hold, waiting to see if there will be tax reform.

Should TMA members contact you about their issues and concerns?

Hultgren: Yes. I appreciate phone calls and chances to meet with manufacturers. I'm always getting out and visiting manufacturing facilities. Every time I go, I find out something new. So it really is important for manufacturing leaders like those at TMA to connect with me and their legislative leaders at the state and federal levels. It's important that we have a relationship so their expertise can be used to help us make sure we're doing the right things.

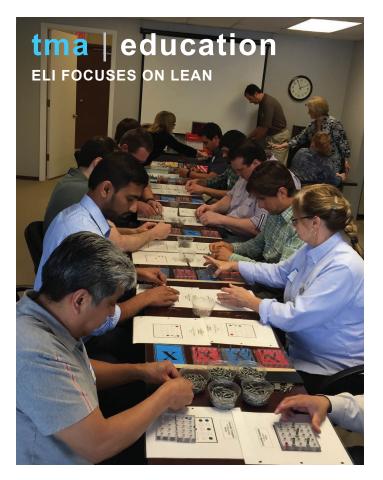
What we don't want is to pass legislation that has unintended, negative consequences. We see that so often when things are rushed through, and when we don't fully understand the impact.

So that's where organizations like TMA are important—to be that resource we can learn from, and a membership we can work with to grow the manufacturing sector and grow the economy.

To find out more about Congressman Hultgren's legislative agenda, visit his website at www.hultgren.house.gov



Illinois Congressman Randy Hultgren receiving an award from the National Association of Manufacturers in recognition of his leadership in the area of manufacturing.



On June 17, participants in TMA's Executive Leadership Institute (ELI) took part in a full day of LEAN learning, complete with a series of simulations and the ultimate creation of a production Kanban.

Facilitated by IMEC instructors Scott Czysz and Shankar Anant, ELI participants measured takt times, travel time, product defects, on-time shipments, sales and profitability across a series of simulations, making productivity improvements with each new simulation.

"This session had some real take-aways for us at AJ Manufacturing," said Nina Woods, Controller for AJ Manufacturing and ELI participant. "We are in the early stages of implementing LEAN at our company, and it was great to have the hands-on experience to energize our learning."

Another ELI participant, Matt Lichter, from Ace Metal Crafts, who brought his company's in-house LEAN trainer to the session, spoke enthusiastically about being able to take home some good ideas to enhance LEAN training at Ace. "We have done a lot to create a LEAN environment at Ace," said Matt, "and we continue to invest in our continuous improvement. But even though we have traveled a long way on our LEAN journey, there's always more to learn."

In July, ELI participants will focus on how to strategically implement LEAN from a single experiment to an organizationwide LEAN culture.

STONHARD

For the first time in TMA history, hands-on machine training will be housed at TMA Headquarters. The new, state-of-the-art training center has been completely remodeled, including the installation of a new floor by Stonhard.

For over 90 years, Stonhard has been the leading manufacturer and installer of seamless floor, wall and lining systems for commercial and industrial environments—delivering performance products, design and quality installations for long term protection. Operating under a single source model, Stonhard takes full responsibility for both product and installation; working directly with general contractors, planners, designers and owners from start to finish.

Stonhard floors are formulated to meet individual market needs. From harsh heavy manufacturing environments to sterile hospitals, busy airport concourses to quiet classrooms; Stonhard project engineers work with their customers to find the right floor for their environment.

"The training room looks incredible," said Patrick Osborne, TMA Vice President of Training and Education. "Not only does the floor look great, but it was done quickly—Stonhard came in on



Friday and by Monday we were walking on our new floor," he added.

Osborne continued, "The new training center is coming together quickly; I can't wait to start running classes and showcasing it to our members."

For more information on Stonhard, visit www.stonhard.com or call 800.257.7953

tma | 2015 graduate profiles



Amber Niggeman was the only female among TMA's Mold Making graduates this year. Now 27, Amber got her start through Helm Tool Company's loading dock. She was a driver with her dad's business before Helm hired her on as a delivery driver.

"After about a year, the people at Helm began teaching me how to pull molds apart, put them back together, and run a CNC lathe," she said. "I love working with my hands, and I like puzzles, and that's kind of how I look at molds - as one big puzzle."

A graduate of Burlington Central High School in Burlington, Illinois, Niggeman says it was that love of working with her hands that led her to spend three years in TMA's mold making program, instead of heading for college.

"What really did it for me was when I realized I like learning as I go," she said. "Sitting at a desk for eight or ten hours a day just wasn't going to do it for me."

Amber says that most people have no idea how much they depend every day on manufacturing. "Manufacturing is what this country is built on. This country would not survive without it - and it's a shame a lot of it is getting sent overseas," she said.

But what does she think about working in a man's world?

"All the guys at Helm and at class have been phenomenally helpful," Amber said. "The stereotype says they're going to be rude and think I belong in the kitchen. I haven't encountered any of that anywhere."

Planning to marry her fiancé Michael in the near future, Amber says she will hopefully continue to stay busy at Helm Tool and take more classes with TMA.



Carlos Santillan, a 28 year old employee of Craftsman Tool & Mold, was one of TMA's 2015 CNC Programming graduates.

His excellent example in the workplace and classroom earned high recognition among 11 nominees as this year's American Mold Builders Association Apprentice of the Year.

"Carlos' work ethic and exemplary work in the classroom setting allowed me to give a glowing recommendation," said Tim Roth of Craftsman Tool & Mold.

When Carlos graduated from West Chicago High School, he began to work on a degree from a local community college in business administration management. Soon after, he chose instead to work at Craftsman and enter CNC Programming in TMA classes.

Carlos says he never could have imagined what he's doing now.

"I'm able to read a blueprint, able to talk to my boss about certain problems and situations," he said. "I think that's something high school counselors should encourage more. In manufacturing, there's room to grow."

After graduation, Carlos says he plans to build on what he's learned and take advanced classes in CAD and CAM.

"Carlos is Craftsman's second TMA graduate, and we have five others in the program right now," Roth said. "Without TMA's help in this education, bringing up the skills workforce would be darn near impossible for us to take on by ourselves."



Ismael Santaolalla graduated with the highest grade this year in TMA's Tool and Die Making class.

"I scored a 97, pretty good," Ismael told NB. "I chose the Tool and Die Making program because I've been a die setter since 1997, so it was a good next step for me. It's interesting what tool and die makers are able to do, that's why I wanted to expand a little bit."

Ismael, 37, has been employed at ODM Tool for the last six months. Plant Manager Jay Michaelsen said in order to invest in employees like Ismael, they look for someone good in math, is mechanical and wants to work in the manufacturing industry.

"It's tough to find skilled workers now that the automotive business has picked back up," Michaelsen said. "Graduates like Ismael will have lots of offers after their graduation."

But Ismael says he plans to stay on at ODM Tool because he's optimistic about advancing in his field there. That's exactly what direct supervisor Frank Wackrow wanted to hear.

"Ismael's doing fantastic, and I'm really glad he's in the tool room. He picks things up quickly and is good with math and geometry - just what a good tool and die maker needs," Wackrow said. "He's got a future here, and I see him moving up."

Along with his graduation diploma from TMA, his bosses at ODM Tool presented the husband and father of two with a bonus check for \$500.

tma municipal ENGAGING AT THE LOCAL LEVEL

Elk Grove Village Mayor Craig Johnson speaks with manufacturers at TMA's Mayors for Manufacturing Summit

Zoning, construction permits, road access, property taxes, business licenses ... they're all in the hands of local government officials such as city administrators, mayors, city trustees and county boards. Every businessman is very aware of the importance of good relationships with their local elected officials.

TMA works to open and grow communication between its members and their local officials in order to educate muncipal government on the issues affecting manufacturing in their communities.

One of the ways TMA has done that is through a series of Mayors for Manufacturing Summits, like the one held earlier this year at which mayors and TMA members discussed key issues facing manufacturing. Topics included the "Illinois Turnaround Agenda," the impact of municipal bankruptcy on manufacturing, and how local government and manufacturers can approach the issues of workforce development and right-to-work zones.

Representatives attending the event included Rodney Craig, Mayor, Hanover Park; Josh Grodzin, Director of Business Development, Elk Grove Village; Craig Johnson, Mayor, Elk Grove Village; Ray Rummel, Village Manager, Elk Grove Village; Richard Veenstra, Mayor, Addison; Barbara Piltaver, Village President/Mayor, Schiller Park; Mike Einhorn, Mayor, Crete; Matt Bogusz, Mayor, Des Plaines; and Mickey Straub, Mayor, Burr Ridge.

In addition to the summits, TMA is always looking for ways to engage local government on behalf of members.

To find out more about how TMA advocates at the local level, contact Dennis LaComb at dlacomb@tmaillinois.org.





The TMA Board of Directors and Government Relations Committee thanks the following members for their generous support of TMA's PAC and advocacy efforts.

If you would like to contribute to the TMA PAC, please contact Orlando Pastore at opastore@tmaillinois.org.

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TMA

- Steve Rauschenberger
- John Rauschenberger



tma | on the move

Gov. Rauner Appoints Rauschenberger

TMA's executive vice president and general manager John Rauschenberger has been appointed by Governor Bruce Rauner to the State of Illinois Secure Choice Savings Plan Board.

"I commend Governor Rauner on his appointment of John Rauschenberger," said TMA Chairman Fernando Ortiz, Jr. "The wealth of knowledge and experience he continues to bring to TMA will be a great addition to this important state panel."

Rauschenberger has extensive experience in the insurance industry, working as president and senior executive of privately-owned insurance agencies and brokerages. He is also a former football coach and college instructor. A Chicago resident, he graduated from Illinois State University with bachelors and master's degrees.

The appointment is another way that TMA is representing its members at various levels of government.



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tma | events

JULY 16

Women in TMA Plant Tour

Founded in 1987 and owned by Kathryn E. Miller, HST Materials, Inc. is a fabricator of sponge and dense rubber, plastics, films and tapes for the OEM market. TIME: 11:00am-1:30pm COST: \$49 LOCATION: Elk Grove Village

JULY 23

Manufacturers' Night Out

Casual networking with peers and a chance to connect with other manufacturers at Rock Bottom Brewery. TIME: 5:30pm-7:30pm COST: \$49 LOCATION: Orland Park

AUGUST 6

Suppliers Network Boat Cruise

An evening of networking, dinner, and a breathtaking view of the Chicago skyline from the Spirit of Chicago. TIME: 6:30pm-9:30pm COST: \$100 LOCATION: Navy Pier, Chicago

AUGUST 7

3rd Annual TMA Bike Ride

Join TMA members for a 30-mile social bike ride. The ride will average 12-15mph, but will not drop anyone! TIME: 1:00pm COST: Free LOCATION: Burr Ridge

AUGUST 13

Regional Meeting at Cretors

A fifth generation family-owned business, C. Cretors & Company is best known for inventing and patenting the first popcorn machine in 1893. They continue to provide innovative design work with a commitment to high quality equipment. TIME: 11:30am-1:30pm COST: \$35 LOCATION: Wood Dale

AUGUST 20

Operations/Plant Mgr. Peer Group

An open forum to discuss managerial issues and concerns with peers. TIME: 11:30am-1:30pm COST: Free to manufacturing members LOCATION: Weiler Engineering, Elgin, IL

AUGUST 20

Young Leaders Networking Event

Opportunity to network with other young leaders committed to mobilizing the rebirth of the manufacturing legacy. TIME: 5:30pm-8:30pm COST: \$35-\$45 depending on membership LOCATION: Peanuts, Naperville, IL

AUGUST 21

TMA Golf Outing

Tickets include game, cart, lunch and sleeve of golf balls. Golf scramble: up to 25% win prizes. Closest to the pin, longest and straightest drive...and more! TIME: 8:00am sign-in COST: \$155 | Foursome \$575 LOCATION: Cog Hill Golf Club

tma | new members

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Miller Industrial Elk Grove Village, IL www.millerindustrial.com

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TMA'S FIRST LEADERS

FROM LEFT TO RIGHT

LOWER ROW: Daniel Szantay, Christ Seheel, George Tuttle (Secretary), M.P. Heinze (President), Miles Irmis, Sam Swenson, Morey Bachner

TOP ROW: Franz King, Hill Laystrom, William Orth, Rudolph Krasberg, Irwin Berkmann, Ted Barker

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