



ATRI News

November/December 2009

Let Me Introduce to you CMARC Central Midwest Convention & Trade Show

April 30/May 1, 2010

Brought to you by Iowa, Illinois, Indiana
in Des Moines, IA

Fasten your seat belts and get ready for CMARC. This year we bring you a convention & trade show like never before. I am pleased to say it is quite the buzz. IA, IL and IN decided to split off from MN and WI because the distance just became too great for the furthest states involved. CMARC is doing something completely different. This event will rotate between IA, IL and IN. However, whichever state is hosting that particular year, we will invite all states that touch the hosting state to partner with us for that year. This idea has been perceived very well. We have had lots of interest, and I am sure it will be more time effective and worth the trip.

This year CMARC will be held in Des Moines, IA at the Varied Industry Bldg at the Iowa State Fair Grounds. This is a new building with lots of room. There will be free parking and garage door for loading equipment in for the exhibitors. All events from meals, seminars, trade show and auction will be held at this venue. The idea is to make this event as pleasing to both attendee's and exhibitors as we can.

The CMARC committee is made up of experienced motivated recyclers and association staff who know what you want. I guarantee you will walk away with new information, and find this event to be quality and quantity effective.

Some new twists are in store for you this year. There will be no motivational speakers, only news that you will find viable in your day to day business. With so much going on in the industry today we feel the need to bring you the latest and greatest. Your motivation will be to get there and hear it all, participate in round-tables, hear what works for some and not for others and network with people from all over. We also hope to bring you hands-on demonstrations from our exhibitors. You will not be at a loss for something to do.

Now, to the part I have been just dying to tell you about! After all that educational learning and seeing all of the exhibitors, the fun begins! Across the street from the main building is the Grandstand where we have planned a Demolition Derby! This is the first time we have done anything like this.

CMARC continued on page 17...

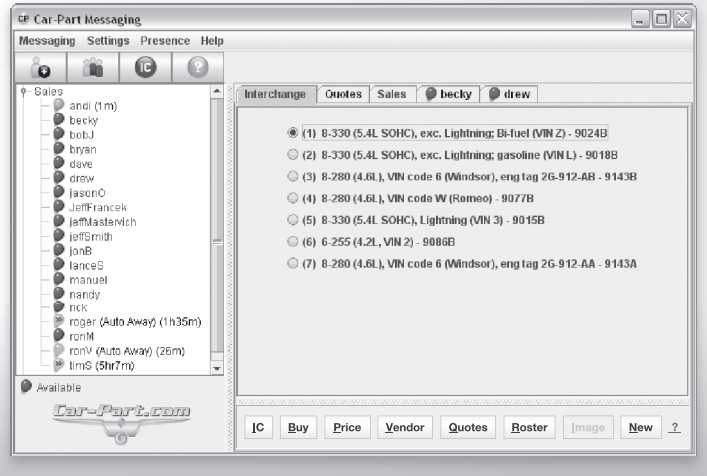
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The ATRI NEWS

The ATRI News is published six times per year for the Auto & Truck Recyclers of Illinois. None of the material in this publication necessarily reflects the opinion of ATRI, its officers, directors, staff, members or its Publisher. Statements of fact and opinion are the responsibility of the author alone.

Articles and letters suitable for publication will be published in the next scheduled newsletter as space permits. Material should be sent to:

Michelle Lechner

Executive Director, ATRI
1700 Fieldstone Drive South
Shorewood, IL 60404
illautorecyclers@aol.com

Articles may be edited for length and format.

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Macks Recycling
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Fax: 217/367-9001

Michelle Lechner Executive Director

Ph: 877/880-2874
Fax: 815-744-2277
Email: illautorecyclers@aol.com

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Ron McClellan

Advertising Sales

Sheila Cain

Layout and Design

ATRI Contact Information

Executive Director

Michelle Lechner
1700 Fieldstone Dr. S
Shorewood, IL 60404

Ph: 877/880-2874

Fax: 815-744-2277

Email: illautorecyclers@aol.com
www.IllinoisAutoRecyclers.com



Executive's Viewpoint

Michelle Lechner, Executive Director



It looks like fall has arrived and I must say as I write for this newsletter it makes me see just how fast time does fly. ATRI had its fall outing in Peoria and I am sorry to say the turnout was not great. I am asked all the time what does the association do for us and all I can say is we are doing it, and I really wish the members would take advantage of all we have to offer.

It is understandable that you are all very busy especially with Cash for Clunkers going on, and on. I attended a National conference call last week from a business called Association Magnet on how to get your members to attend your events. Of course that caught my eye since it seems to always be an issue. What I learned is that the association is on the right path, however, we need to be more consistent by having these types of educational meetings and or training more often.

ATRI is going to do just that! We are going to continue to provide you with training for you and your employees, throughout the year. If you can think of a needed training please let me know. Many times I sit back and ask myself, if I were a member what would I want from the association? In today's world this industry is constantly facing new challenges and it is vital to have an association that looks out for your best interests.

ATRI is GROWING!!! We all know there is

strength in numbers, and when it comes time to face legislative or environmental issues, that seem to rear their ugly heads often, I can say we have a voice that is bigger and better than ever and I am confident we can accomplish the task at hand.

I am sure you have read the front page by now and can see Central Midwest Auto Recyclers Convention (CMARC) is in full swing. We are very excited about this event and hope you all mark your calendars and plan to attend. This year will feature a demolition derby, how fun!!! This whole event will take place at the Iowa State Fair Grounds where there is lots of free parking and only 3 miles from the hotel. Watch your mail for details. CMARC promises to bring the very best in education and information, as well as lots of good networking and camaraderie. All I can say is "Come to the best in the Central Midwest, the I's have it!"

I am off to Lexington, KY to attend the ARA Convention and as always I am looking forward to the meetings. I always come back with new, innovative ideas that I will share with all of you. I attend the affiliate chapter meeting that includes Executive Directors from all over. It's a wealth of information that we share amongst one another. I always come away with something new.

By the time you read this, you will be preparing for the holiday's and I just want to wish you all a happy and safe holiday season. Make sure you see where ATRI is having its first ever Christmas party at I-55Auto Parts in Channahon, IL. Watch your mail for details and stop by for some holiday cheer won't you?

Cheers! Michelle Lechner
Executive Director

FYI...

ATRI met with the leaders of Waubensee College in Sugar Grove, IL to discuss educational programming for automotive recyclers in Illinois. While we are just in the talking and planning stages we are very excited about this program and feel it would be a huge benefit to our industry.

Save The Date!!! Save The Date!!! Save The Date!!!

"Come to the Best in the Central Midwest!"

April 30 - May 1, 2010

The Central Midwest Auto Recyclers Convention & Trade Show

Des Moines, IA

Brought to you by the Automotive Recycler Associations of:

Iowa, Illinois, & Indiana

Invited to this spectacular event will be the recyclers of:

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Saturday Night Demolition Derby

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Michelle Lechner 877/880-2874

or Kelly Salseg 515/943-3516

Watch your mail for more details!

Save The Date!!! Save The Date!!! Save The Date!!!



Illinois Green Car Program Building Performance

2008 Annual Report

Dear Illinois Green CAR Members and Friends:

Auto & Truck Recyclers of Illinois (ATRI) introduced the Illinois Green Certified Automotive Recycler (Illinois Green CAR) program in 2008. Industry leading standards, procedures, and training resources were developed for participating recyclers. The Illinois Green CAR program has been accredited by the Automotive Recyclers Association (ARA) as an authorized state certification program. During the initial year, 10 ATRI members joined the Illinois Green CAR program.

The year 2008 proved to be a remarkable start: all of the Illinois Green CAR members achieved full compliance with the Green CAR standards (though one facility was still under construction). No other state certification program has achieved

100% compliance during the first year of the program. ATRI remains dedicated to making professional training and assistance available to help these members remain in compliance, and to assist new Green CAR members in meeting the standards and addressing future issues.

The ATRI Board of Directors faces 2009 with the confidence that the Illinois Green CAR program will set the highest expectations for professional automotive recyclers and provide the best services for its members. We encourage all ATRI members to join us and work together to achieve unprecedented levels of environmental protection, worker safety, and regulatory compliance.

Sincerely,

David B. Kendziorski

Illinois Green CAR Program Manager

What We Do

Auto & Truck Recyclers of Illinois (ATRI) is the statewide trade association of licensed auto recyclers. The association's members are companies that have taken a leadership role in safe and environmentally sound vehicle dismantling and recycling. ATRI members promote responsible recycling, worker safety, and environmental protection—including the proper handling and disposal of all automotive-related hazardous materials, such as gasoline, oil, freon, antifreeze, brake

**Licensed auto recyclers that are ATRI members:
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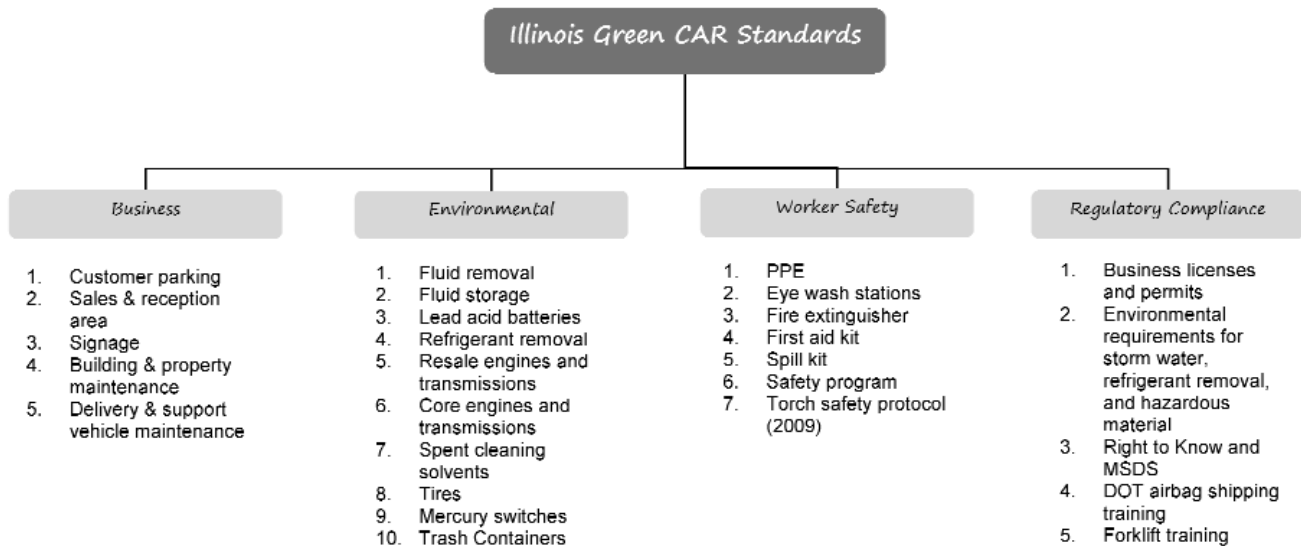
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In 2008, ATRI underscored its commitment to helping promote member performance by establishing one of about a half-dozen state certification programs within the United States. The Illinois Green Certified Automotive Recycler (Illinois Green CAR) program was developed to help members improve regulatory compliance and to motivate facility operators to meet the industry's highest performance standards. This proactive, industry-led approach assists members in complying with the complicated set of environmental, safety, and business regulations that face auto recyclers in Illinois. Certified Illinois Green CAR members are also considered to be CAR-certified by the Automotive Recyclers Association (ARA)—if the company is an ARA member.

Under the Illinois Green CAR program, each member facility is audited by the Program Manager to verify compliance with the standards. The auditor meets with the owner or manager, reviews available records and documents, and performs a walk through inspection of the facility. Deficiencies and corrective actions are identified. An audit report is completed, and a copy is provided to the member. Once a member facility is certi-

fied, audits by the Program Manager and self-audits are conducted in alternating years.

The Illinois Green CAR standards are based on industry guidelines and regulatory requirements that apply to the auto recycling industry. The standards may be revised periodically to reflect Illinois regulatory requirements and new environmental or safety issues that arise. For example, the Illinois

Illinois Green Car Certified Members: 2008

1. ABC Auto Parts & Wreckers, Riverdale
2. Bionic Auto Parts & Sales, Chicago
3. I-55 Auto Salvage, Channahon
4. Rhodes Auto, Streator
5. Rockford Auto Parts, Rockford
6. Route 14 Auto Parts, Woodstock
7. Scotty's Auto Parts, Virginia
8. Speedway Auto, Joliet
9. Stafford's Auto Parts, Montgomery
- * Auto Parts City in Gurnee was still under construction in 2008, but was being built to be compliant with the Green CAR standards.



Environmental Protection Agency (IEPA) requested the addition of a standard requiring that trash containers be covered. In addition, a new standard is being implemented for torch cutting safety in 2009.

2008 Accomplishments

In 2008, nine Illinois recyclers fully met the Green CAR standards and were awarded Illinois Green CAR certification. One facility that joined the program – Auto Parts City in Gurnee – was still under construction but is being built to be compliant with the Green CAR standards. This impressive achievement is due to ATRI’s long history of providing outstanding education and guidance. Illinois’ members were well prepared to meet the program’s standards, and most had previously participated in the national ARA CAR program.

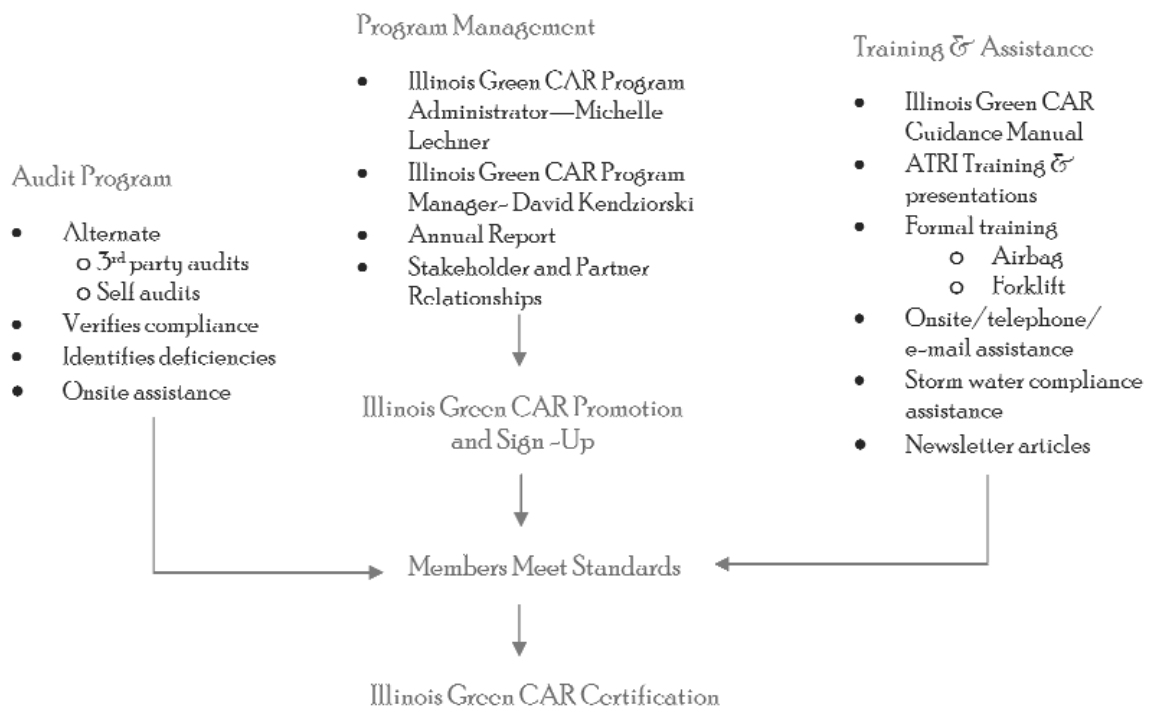
While the level of compliance achieved by Illinois’ participating auto recyclers in the first

year of the program is certainly impressive, the purpose of the Illinois Green CAR program is not just to provide recognition for those recyclers that are already meeting the standards. Rather, Illinois

Benefits of the Illinois Green Car Program

- Improved Performance
 - Improved operations
 - Environmental protection
 - Improved employee safety
 - Reduced risk of enforcement
- Partnerships
 - Contacts
 - Shared resources & funding
 - Ability to negotiate/offer solutions
- Recognition
 - Publicity
 - Opportunities
 - Credibility
 - Public image

HOW THE ILLINOIS GREEN CAR PROGRAM WORKS





Green CAR will be most valuable – for the industry and for the members – for recycling facilities that want to make improvements and are looking for professional guidance and the opportunity to learn from other industry leaders.

The Value of Our Partnerships

The Illinois Green CAR program will help the auto recycling industry build improved relationships with local, state, and federal government agencies and environmental advocate organizations. These agencies and organizations can provide meaningful input that can help improve the quality and effectiveness of the Illinois Green CAR program, and encourage other recyclers to participate in the program. These organizations can also help support the credibility and positive image of Illinois Green CAR and the auto recycling industry.

In 2008, ATRI representatives met with the Illinois Environmental Protection Agency to discuss opportunities to work together. We intend to have similar meetings with other agencies and interest groups in 2009.

Compliance Assistance Provided Under the Illinois Green Car Program

Illinois Green CAR Guidance Manual

Program standards are described in this easy-to-read manual, along with an explanation of the audit procedures and where to obtain needed resources. The manual is in a loose-leaf binder that can easily be updated.

Training and Technical Assistance

Training and technical assistance is available to members to help them comply with the business, regulatory, environmental, and safety standards. Training is offered at periodic training sessions, at ATRI events such as the Annual Upper Midwest Auto & Truck Recyclers Convention, and through printed materials such as the ATRI newsletter. Professional onsite assistance is provided during the audits. Special assistance is offered to help members meet the MSDS, forklift training, and airbag shipping training standards.

Illinois Green CAR will continue to provide the best professional resources to help members address current standards and new issues facing the auto recycling industry.

Auto Recycling Protects the Environment

Auto recyclers remove reusable parts and hazardous materials and fluids, then transport the vehicles to scrap processors for shredding. Shredding generates three types of materials: iron and steel, nonferrous metal, and fluff (such as fabric, rubber, and glass). The iron and steel are magnetically separated from the other materials and recycled to produce new steel. Nonferrous metal is also recycled.

The automobile is the most-recycled product in the world:

- Nationwide, more than 14 million tons of steel from end-of-life vehicles are recycled each year, equivalent to nearly 13.5 million automobiles.
- Recycling the steel from a single automobile conserves 2,500 pounds of iron ore, 1,400 pounds of coal, and 120 pounds of limestone. American auto recycling saves enough energy to power 18 million households. Shredded metal scrap from motor vehicle bodies and components provides the raw material for about 90% of the steel output in the U.S.
- The steel found in just six automobiles, when recycled, is enough to build a new house using steel framing.
- The steel used to make new vehicle bodies is approximately 25% recycled; many internal parts have a higher recycled component.
- More than 80% of scrap tires are pulled from the waste stream and recycled.



**Illinois Green Certified Automotive Recycler
(Illinois Green CAR)
Application Form**

Owner/Contact Name(s): _____

Business Name: _____

D.B.A. (If applicable): _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Mailing Address (if different): _____

Phone: _____ Fax: _____

E-mail: _____

I wish to apply for Illinois Green Certified Automotive Recycler (Illinois Green CAR) certification.

I agree to meet the Illinois Green CAR standards.

I agree to participate in the Illinois Green CAR auditing program to verify compliance with the Illinois CAR standards.

I agree to pay the Illinois Green CAR membership fee as established by ATRI.

I agree to comply with the following guidelines:

- Be a member of ATRI, and meet the membership requirements.
- Appropriately display applicable Illinois Green CAR program identity and promotional materials. I agree to surrender same if ATRI membership is canceled or terminated.
- Improve my effectiveness as a business person and professional automotive recycler either through business courses and seminars offered by ATRI, or by recognized colleges and universities.
- To not knowingly purchase and/or sell automotive parts of questionable origin. An Illinois Green CAR member should take pride in his industry and business, thereby enhancing quality, customer service and confidence.

I understand that as the automotive recycling industry changes, the requirements to be an Illinois Green CAR member may also change, I agree to incorporate any such changes in my business. If I fail to do so, my Illinois Green CAR membership will be subject to termination.

Business Owner Signature: _____ Date: _____

Staff Use Only: _____ (date received by ATRI)



Update on Illinois Mercury Switch Removal Program

by Becky Jayne

Annual Reports Past Due – Vehicle recyclers, crushers, scrap metal processors or others removing mercury switches from end of life vehicles must complete an annual report and submit it to Illinois EPA by August 15th, 2009. Only 90 companies submitted the report that was due this year. Those that haven't received a second notice that the annual report is due will be receiving one soon. Submitting the annual report is mandatory, even for recyclers that didn't remove any switches. If companies don't send their report after receiving the second notice, Illinois EPA will consider visit-

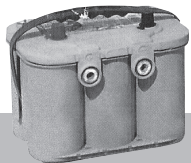
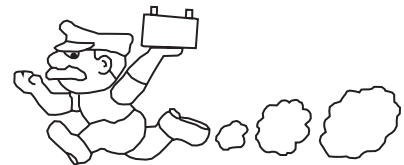
ing non-compliant companies or send notices of violation.

Replacement Buckets – End of Life Vehicle Solutions (ELVS) requires participants to call Environmental Quality (EQ) for a replacement bucket when submitting a bucket of switches for recycling. ELVS recommends that companies call two weeks before sending in a bucket of switches. The phone number for EQ is 734-547-3587.

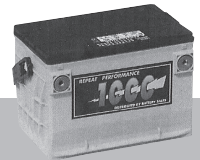
Switch Collection Data – So far in 2009, 82 recyclers submitted 27,764 switches for recycling. Illinois ranks 5th in the nation for the number of

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switches recycled in 2009 and 3rd for the number of recyclers submitting switches in 2009. While we should be proud of this, we rank only 15th overall in recycling the estimated number of switches available for recycling. So far in 2009, only 23 percent of the estimated 179,000 switches available for collection in Illinois have been collected.

GM No Longer Participating in ELVS – As many of you know, on June 1, 2009, General Motors Corporation (old GM) filed for bankruptcy. Two new companies were formed, General Motors Company (new GM) and Motors Liquidation Company. Representatives of New GM informed ELVS that it believes it is not responsible for switches placed in vehicles by old GM. Motors Liquidation Company has not communicated with

ELVS, and has stopped funding its portion of the program.

What does this mean for the Illinois program? We're still uncertain. At this point the matter is being addressed at the national level. ELVS will continue recycling GM switches through 2009, although it is not reimbursing recyclers for GM switches. ELVS is maintaining a list of GM switches submitted by each recycler should funding be reinstated. Illinois EPA will work with Michelle Lechner to keep ATRI members informed.

Becky Jayne is an Environmental Protection Specialist with Illinois EPA. If you have any questions about the Illinois Mercury Switch Removal Program, please contact her at either Becky.Jayne@illinois.gov, or 217-524-9642.

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Phone _____ Fax _____

E-mail _____

Type of Business Activities

(CHECK ALL THAT APPLY)

- | | | |
|---|--------------------------------------|--|
| <input type="checkbox"/> Recycler | <input type="checkbox"/> New Parts | <input type="checkbox"/> Body Shop |
| <input type="checkbox"/> Automotive Mechanics | <input type="checkbox"/> Towing | <input type="checkbox"/> Import Vehicles |
| <input type="checkbox"/> Domestic Vehicles | <input type="checkbox"/> Light Truck | |
| <input type="checkbox"/> Other _____ | | |

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Introducing ReBorn Electronics, Inc.

ReBorn Electronics, Inc. is an exciting and newly established division of Rhodes Auto S/S/S, Inc. A few months ago Louie Nelson, the owner of Advanced Training Systems, and we here at Rhodes Auto S/S/S, Inc. got together to discuss a problem that is common in our industry. That problem being, "How can we make our unsellable computers and other electronics a viable product again?" We did the research, made the necessary investments, and have now succeeded with the first step of the venture. We now have a program that was developed with the ability to make Chrysler, Dodge, and Jeep PCM's a VIN-specific plug and play item

Chrysler, Dodge, and Jeep electronics are VIN

specific from 1995 on up. Meaning that a computer that is used is already programmed to a specific car and that makes PCM's useless in this state to a retail customer and to automotive shops. Even dealers can't re-VIN a used computer and only deal in new or clear rebuilt computers which in turn end up costing the customer quite a bit of money.

The new computers are not only costly but, for the most part, are just not available. The rebuilt computers are expensive then you also are required to pay separately for the labor charges of installing the VIN. The service we are offering will allow you to sell the previously unsellable item to your customer at a competitive price. Our competitive price



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ing will also allow us an edge in the PCM corner of the market. Another plus to the idea of the customer going with our service is all they would have to do is literally plug the PCM into their car and drive away. All that is needed is one of our PCM's, which will have the VIN re-coded and re-skimmed to exact the VIN and mileage of the customer's car. Once again, ReBorn Electronics is offering a service that even a dealership can offer to their customers.

This is the first step of this new venture and with everyday we are taking new strides to provide more advanced tools for our industry to stay competitive in this area of the market. For more information or to place an order contact ReBorn Electronics, Inc. (distributed by Rhodes Auto S/S/S, Inc.) at:

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Local: (815)673-3737

Email: rebornelectronics@rhodesautosss.com

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303-367-4391



Member Profile Mack's Auto Recycling

During these tough economic times Mack's Auto Recycling has realized that customer service is one of the most important aspects of our company. We have been in business for over 50 years and what keeps our customers coming back is our friendly and honest customer service. Our customers are going through this tough economic time with us; they come to Mack's to save a little money. When my great grandfather started this business he knew it wouldn't always be easy. He also knew that by providing superior customer service, we could get through the tough times.

We know going that extra step for our customers can not only make a happy customer, but a loyal one. The key to customer service is a friendly personality and willingness to help. People recognize the small things and appreciate having a family owned company with good old fashion cus-



tomter service. I here stories all the time from our loyal customers about how many years they have been coming to Mack's for their automotive needs because of the friendly and helpful employees. Those loyal customers promote our business better than any advertisement; through word of mouth.

Rob McCartney
Mack's Auto Recycling
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email: treadstonerecycling@yahoo.com
Contact: Devan McCammack



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... CMARC continued from cover

While it will be limited to only so many entries, if you get yours in on time you can partake in the event. All of this information will be in the registration so watch your email and mail for details. We will have several heats and features. Afterwards, we are going to crush the battled cars and donate the scrap to a charity that is yet to be determined. I am sure this event will be a huge draw, so get your car ready to enter. You will be provided with a list of rules and regulations. I have heard from some that

have never done this, but are really interested. Now is your chance! Prizes will be awarded to the winners, there will be following information to come.

There will be three hotels to choose from and all are under \$100 a night. One is three miles away, with shuttle provided and the other two are directly across from the fairgrounds. Watch your email and mail as this event continues to develop. There will be more perks, that you can count on. Join us April 30 - May 1. (2010). You will be glad you did!

ATRI President Joe Watson

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		Tom's Auto Inc	Hainsville



Preparing Your Organization Now For The Recovery: How to Tap into Your Best Resource

Excerpt from *Cracking the Personality Code*

By Dana & Ellen Borowka, Authors of *Cracking the Personality Code*

*"The glory of great men should always be measured by
the means they have used to acquire it."*

La Rochefoucauld

Communication has come so far over the years. In less than a split second, we can send emails to thirty different people around the world and everyone will receive the same data. Yet the most difficult challenge that can cost organizations thousands if not millions of dollars is still miscommunication in interpersonal exchanges. It's amazing that this one area has not changed in thousands of years. One could say to a group, "Think of a whale." Everyone in the room will have a different vision of a whale in their mind's eye. Similarly, the occasion for a misunderstanding can occur easily when someone is sharing an idea or giving an assignment.

A lack of loyalty and connection to an organization can develop if people feel misunderstood or not valued. This can result in turnover and the loss of top talent. We are often contacted by individuals

who have graduated from top schools, have a good job history, and are looking for career guidance. When they are asked why they are looking to leave their current position, we usually hear that they do not feel valued, engaged, or appreciated. They are typically high-level performers, and the loss to their employers is costly. If organizations take time to simply manage individuals according to their needs rather than just treating them like a mechanical part, then these star performers probably would not have the need to look for other opportunities.

Each of us is a valuable part of the whole, and we need to develop an empathic company culture in order to open lines of communication for creative contribution. That leads to engagement of ideas and respect so individuals feel that they can participate in a vision. Developing a supportive environment that encourages mentoring will create opportunities for knowledge to be shared with the various generations. Additionally, this provides a creative foundation for new and exciting processes, products, and services.

Cracking the Interpersonal Communication Code

But where to begin? How do we crack the interpersonal communication code? First, include others on your team or in your department in the



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discussion and ask the following questions:

- What is an area of your interpersonal communication that is not working as well as you would like?
- Have you seen this come up before? Give an example.
- What would the ideal outcome look like?
- What are you doing that is not working?
- What are you doing that is working?

Next, analyze the answers and look for patterns. Now you can start to develop an action plan. Be sure to utilize information from an in-depth work style and personality assessment as described in Chapter 5 that provides the eight ways to gain true insight into personality. This knowledge will illuminate a more effective way to communicate, encourage greater engagement of individuals, and contribute to creating respect, loyalty, and appreciation. The end results: enhanced retention, performance, and positive word of mouth for attracting top talent.

Over the next 10 to 30 years, finding qualified people is going to get more difficult with a predominantly maturing population. Retention of top people will be more important than ever, and positioning your organization for recruitment purposes is vital. People talk and reputations get developed very quickly through the Internet and word of mouth. How your organization communicates within itself is a good indication of how it communicates to the outside world. Putting people in the “right” position will lead to greater job satisfaction and success.

We knew one organization that placed a very high performing accounting coordinator into a sales role. This person was very unhappy and ended up leaving the company. If they would have simply recognized the skills and desires of the individual, they would not have lost a top performer. If someone is a troubleshooter, let them troubleshoot. If someone is in need of a process then strive to provide that for them. If someone is

very creative then tap into it; otherwise, they could feel unchallenged and bored. When we strive to understand people’s strengths and manage accordingly, we then set them up for success. Use the information you gathered during the interview process, reference checking, and an in-depth work style and personality assessment to gain deeper insight for how to effectively work together.

A Success Story

One final story. An organization with a customer service department was not meeting the volume level they had set for inbound calls. The manager blamed the reps and identified them as “C” players. Later, this manager was placed in a different department and a new manager was brought in. This person sat down with each individual and then with the whole group. The manager utilized information collected from in-depth work style and personality assessments of the team to understand the team members.

As a team, they discovered that within twenty-four hours of delivery, calls were coming in to inquire about the time of the delivery and additional questions about the product. The team brainstormed ideas of how to reduce the inbound questions so that they could take new order calls. Together they came up with a simple idea of providing updates to the customer regarding the delivery as well as creating an information page for the typical product/delivery questions. The call vol-

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ume changed dramatically. The team members were later asked why these ideas had not been suggested in the past. The response was very simple—no one had ever asked them. They had been reprimanded for lack of performance rather than asking for their input in order to solve the problem. The results were improved productivity, performance, and job satisfaction, since they now had an environment that invited participation and teamwork.

Discover Your Leadership Style

To find out what your leadership style is, you can take a quick leadership assessment by clicking on this link:

<http://www.crackingthepersonalitycode.com/LeadershipTest.php>

It is a very helpful tool for managers, supervisors and team members to complete and discuss with their team.

Action Items

The following are some action items to consider:

1. Contact Lighthouse Consulting Services, LLC to learn how you can use an in-depth work style and personality assessment for the hiring process, staff development, and personal growth (www.lighthouseconsulting.com).
2. Utilize the information gathered from in-depth work style and personality assessments to manage more effectively. This will in turn reduce the learning curve for on-boarding and help to better understand the individuals that you work with.
3. Place yourself and others in positions that take advantage of strengths to ensure success.
4. Be clear with expectations, listen carefully and paraphrase when something seems to be an obstacle for the person.
5. Take the time to mentor people to succeed

through empathic understanding of how they might approach an opportunity or challenge, and work together to build a common bridge. You can learn more about in-depth work style and personality assessments and how to incorporate them into a hiring and staff development process for your organization by visiting our website, www.lighthouseconsulting.com. There you can sign up for our Keeping on Track publication that provides monthly proactive articles.

Dana Borowka, MA, CEO and Ellen Borowka, MA, COO of Lighthouse Consulting Services, LLC have over 25 years experience in the area of business and human behavioral consulting. They have been helping organizations both nationally and internationally in raising the hiring bar through using in-depth work style assessments. They are nationally renowned speakers and radio personalities on this topic. They have built a well recognized organization that provides expert interpretation of in-depth work style assessments during the hiring process, providing a variety of workshops and assisting those with communication challenges. They are authors of the book, "Cracking the Personality Code". To order the book, please go to www.crackingthepersonalitycode.com.

If you would like additional information on this topic or others, please contact your Human Resources department or Lighthouse Consulting Services LLC, 3130 Wilshire Blvd., Suite 550, Santa Monica, CA 90403, (310) 453-6556, dana@lighthouseconsulting.com & our website: www.lighthouseconsulting.com

Lighthouse Consulting Services, LLC provides a variety of services, including in-depth personality assessments for new hires & staff development, team building, interpersonal & communication training, conflict management, workshops, and executive & employee coaching.

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**"You can do everything
you ought to do."**

**Anonymous
Day by Day**



Down for the Count

By Dan Sandoval, Recycling Today

The "Cash for Clunkers" program has generated a significant amount of attention during its short life span. Ostensibly designed to boost new auto sales and to lessen emissions from older, less fuel-efficient vehicles, the program worked, at least in terms of stimulating sales, more effectively than anticipated.

The Car Allowance Rebate System (CARS), commonly referred to as "Cash for Clunkers," has spurred the sale of new automobiles while retiring many older, less fuel-efficient automobiles to the scrap yard through the use of rebate checks of up to \$4,500 per vehicle. After the initial outlay of \$1 billion was spent in less than two weeks, Congress allocated an additional \$2 billion to keep the program running until Labor Day. However, the popularity of the program meant the additional funding evaporated by Aug. 24.

While CARS has resulted in a surge in new auto sales, many auto recyclers have had to navigate some tricky issues.

DESTINED FOR DESTRUCTION

To be eligible to participate in CARS, an auto recycler must participate in the End of Life Vehicle Solutions (ELVS) program, which manages programs to collect, transport, retort, recycle or dispose of elemental mercury from automotive switches, and must be able to crush or shred motor vehicles on its premises. Participating facilities must certify that they have the capacity to crush or shred vehicles on site and must process the vehicles within 180 days of receiving them from dealers or salvage auctions. Furthermore, the recycler must certify that it will not transfer any vehicles to other disposal facilities before the vehicles are crushed or shredded.

While consumers were able to purchase vehicles until 8 p.m. Aug. 24, dealers, auto recyclers, scrap metal recyclers and auto shredders will likely be involved with CARS for the next six months or so.

Depending on who's doing the talking, the program has been a success or a disaster. On one side, new auto sales have definitely increased thanks to the \$3 billion in rebates. However, the impact CARS will have on auto recyclers is less certain.

Some dealers who have taken part in CARS also have misgivings about the program, as the federal government has been slow to reimburse dealerships. As a result, a number of auto dealers are holding onto the automobiles that were purchased using the CARS rebate as they wait to see if they can collect their payments from the federal government.

Therefore, a number of older automobiles have yet to work their way through the recycling system.

STALLED ENGINE

A key component of CARS is the permanent removal of older vehicles from service, and processors have six months to do so from the time they purchase the vehicles. This runs counter to the



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approach auto recyclers take to their business. A cornerstone of the program, and one that has created the biggest disappointment for recyclers, has been the decision to render the engine permanently inoperable. As part of the CARS program, auto dealers are required to pour silicate into vehicle engines to prevent them from being sold for parts.

While this provision poses a problem for auto recyclers, the situation could have been worse.

Michael Wilson, executive vice president of the Automotive Recyclers Association (ARA), Manassas, Va., says the original bill sought to render the engine as well as the drive train—two of the most valuable components of a vehicle—unmarketable.

Despite the compromise, in requiring the engine to be rendered unusable, auto recyclers are losing the most valuable component of a vehicle.

Sandy Blalock, former president of the Automobile Recyclers Association and head of Trucks and Parts Inc., a New Mexico full-service auto recycling operation, says it can cost as much as \$1,200 to collect, deliver and process an automobile. The expenses include transporting the vehicle, draining all fluids and removing any mercury switches the vehicle may contain.

As a result of CARS, it is more challenging for auto recyclers to profit from the individual automobiles when the most sought after (and typically most valuable) component is disabled.

Steve Levetan with the self-service auto recy-

cler Pull-A-Part, Atlanta, says while CARS has spurred auto sales, at least for the moment, "We are disappointed on the resale of some parts."

Blalock says the the overall impact of the program will be known within the next six months. With so many vehicles—perhaps as many as 700,000—essentially taken out of the stream of commerce, it will be a challenge to cost-justify parts reuse. She says she guesses that roughly 50 percent to 60 percent of the vehicle's value is rendered obsolete by eliminating the engine from resale opportunities.

Wilson says the National Motor Vehicle Title Information System (NMVTIS) requires an auto recycler to report to the Department of Justice within seven days of taking in an automobile through the CARS program, while companies acquiring vehicles outside of the program are required to report every 30 days.

While recyclers have been reporting information on cars they take in for a while, the penalty for failing to provide the requested information is significant—up to \$15,000 per each violation.

The goal of the fine, Wilson says, is to prevent fraud similar to what has transpired in other countries, notably Germany, where some cars that were to be shredded reportedly ended up in Africa.

Levetan notes that while Pull-a-Part is in favor of reporting VIN (vehicle identification) numbers, the original concept was to upload that information to a government entity. However, the program has instead opted to use outside vendors. At press time, there are three companies through which auto recyclers can report their NMVTIS information. Levetan says, "There weren't supposed to be any costs in either the draft or the final rules."

However, the three companies in question are charging a per-record fee that ranges from between 35 cents to 75 cents per record. The individual costs may not seem significant, but as larger numbers of vehicles start to flow into auto recycling yards, the aggregate costs will climb.

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A complaint that many auto dealers have also could significantly affect the auto recycling industry. The sheer volume of automobiles that have been turned in has overwhelmed the agency handling dealer payments. While dealers present their customers with rebate checks at the time of purchase, they are waiting for the federal government to issue them the money to cover the rebates. In some cases, automobiles are waiting on dealers' lots to ensure that the funds will be available and that the dealer will be reimbursed. Wilson estimates that perhaps as many as 90 percent of the automobiles sold through the CARS program were being held by dealers as of late August until they receive payment from the federal government.

While many auto recyclers are chagrined about the loss of potential income, auto shredder operators are seeing opportunities. Ben Eisbart with recycling company OmniSource Corp., Fort Wayne, Ind., notes that the shredder network the company operates is seeing an 8 percent increase in flow to its facilities. "Conceptually, it is a great idea. The public had a pent-up demand, and that demand has turned into purchases," Eisbart says.

As for the silicate that is poured into the engine blocks, Eisbart says the silicate does not affect the quality of the shredded metals produced.

However, several recyclers say they have expressed some concern that the oil that is drained from the vehicles may be problematic for oil recyclers. Blalock says, "I am not sure how it will affect our fluids. We will take extra time with our fluid management."

Right now, she says, her company is being paid for the oil it extracts from end-of-life vehicles. However, when the silicate is included, she wonders if that will change.

UNCERTAINTY RULES

Cash for Clunkers may have halted Aug. 24, but among auto recyclers, there still remains a significant amount of uncertainty about how the program will affect the industry. With as many as 90 percent of the vehicles to be disposed of through the program still tied up at auto dealerships, once the money for the automobiles starts to flow and the vehicles start to hit the auto recycling yards in larger numbers, many of the potential concerns will be answered.

"Once the cars start flowing, it will be fast and furious," Blalock notes. "Some regions are spread out and it will be a challenge getting the cars in," she adds.

Finally, balancing the short-term increase in end-of-life automobiles through the CARS program with the vehicles that are obtained outside of this program can be a logistical challenge for auto recyclers.

And, even for those scrap metal recyclers who expect the flow of material eventually coming through their doors to increase, Blalock says to be careful of the end game.

While the automotive and the steel industries have benefited from the increase in activity caused by the "Cash for Clunkers" program, without a sustained, improved economy, "I can tell you that scrap will drop dramatically when all the steel mills finish up."

The author is senior and Internet editor for Recycling Today and can be contacted at dsandoval@gie.net.

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