

## GM, DTE Launch Solar Array at Warren Site

As the old 5th Dimension song goes, "Let the sunshine in."

That's what General Motors is doing as it partners with DTE Energy to build a new 800-kilowatt solar array at its Warren Transmission plant.

The array will be GM's largest solar installation in Michigan.

"By supporting this project and making renewable energy commitments globally, we will surpass our goal to promote 125 megawatts of clean power by 2020," said Rob Threlkeld, GM global manager of renewable energy.

"This new array, along with our solar array at the nearby GM Technical Center in Warren, makes GM's commitment to clean energy visible to the Warren community."

The 2,800 solar panels will generate clean electricity that will go back to the grid.

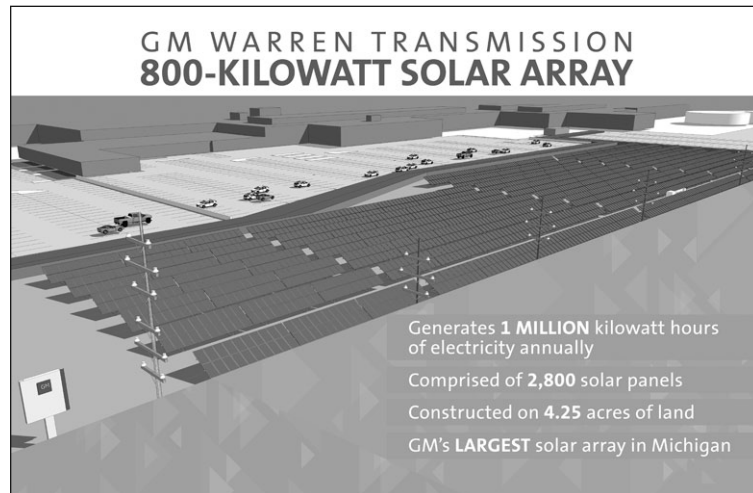
DTE Energy will own the array on 4.25 acres of land leased from GM.

Warren Transmission builds front-wheel-drive transmissions for a variety of GM's most-popular cars, crossovers and SUVs, as well as the drive unit for the new 2016 Chevrolet Volt.

GM spokeswoman Sharon Basel said that this solar array is just the latest that GM has installed at its facilities in Michigan.

"We like to look at all our plants to see what we can do to be greener, and DTE has an excellent program," Basel said.

"We have similar arrays at such sites at Orion Assembly and Detroit Hamtramck. And it just makes sense to set up solar panels in a parking lot that is minimally used."



CONTINUED ON PAGE 3

Rendering of GM's planned solar array at Warren Transmission Plant.



Maj. Gen. Gwen Bingham, Erik Sword and Marissa O'Donnell at TACOM.

## Kraft Lunchables Donation Sparks Plans For New Youth Center at Detroit Arsenal

by Jim Stickford

Talk about something to chew on. The Detroit Arsenal Child Youth and School Services (CYSS) received a \$25,000 grant from Kraft Foods' Lunchables division at a special ceremony on the grounds of TACOM on Oct. 19.

The money is part of Kraft Lunchables' five-year \$1 million program to help Boys and Girls Clubs of America around the country, said Erik Sword, senior associate brand manager of

Lunchables. He traveled from Madison, Wis., to hand out the check.

"Lunchables has created a five-year program in which we will hand out funds to Boys and Girls Club chapters around the country," Sword said. "This is our third year of the project. The first two clubs that received money were based in Madison, Wis., and Los Angeles. We haven't picked the clubs that will receive funding in years four and five."

Sword said the Detroit Arsenal CYSS submitted a grant request

and it was selected as the third group to receive funding because their proposal emphasized fun and active lifestyles for kids.

The money from the grant will go toward building a new demo kitchen for CYSS. The kitchen will provide practical, hands-on experience aimed at teaching teens how to prepare healthy meals.

The proposal also calls for an instructional room that will be used for creative movement

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## Buick Ranks in Top Ten in Reliability Study

by Jim Stickford

The results of *Consumer Reports'* ratings of vehicle reliability are in.

And Auto Test Director Jake Fisher said, "Overall, the days of 'Asians and Europeans good, American cars bad' are gone."

"It's much more mixed now. Nissan is reporting more trouble. Ford is seeing improvements and GM has some really good vehicles – and others have problems."

Overall, Buick as a brand was in the "most reliable category," placing seventh overall in reliability, Fisher said.

When asked why Buick was GM's best brand considering the fact that some of its vehicles are made in the same plants as Chevys, Fisher said Buick is unusual.

It has no large SUV in its fleet, so it's avoiding that trouble zone. And Buick's platforms are differ-

ent from the rest of GM. Basically, he said, it comes down to design.

Ford finished six places higher than last year, Fisher said. Chevrolet moved up one spot, and the Fiat Chrysler brands stayed in place.

The results of these *Consumer Reports'* ratings were released Oct. 20 at a special Automotive Press Association event held at the Detroit Athletic Club.

Mark Rechtin, autos editor for *Consumer Reports*, told reporters that the rating system is the result of a new method that's computerized and results are based on the responses of more than 700,000 subscribers.

Rechtin said that because the responses are totally computerized, respondents had the ability to do more than fill in boxes in response to *Consumer Reports* questions.

"This new method allowed us to have verbatim written an-

swers to our questions," Rechtin said. "They had the chance to vent and, boy, did they."

"And we weighted answers differently. It's one thing to complain about a problem that was fixed in five minutes and quite a different thing to say that your transmission had to be replaced twice. So those different problems were weighted differently in our analysis."

Rechtin said that *Consumer Reports* tracks problems across 17 different categories. Issues of safety, cost of repair and time out of service were factored into the grading process.

Rechtin said that the reliability results are different from *Consumer Reports'* road tests.

Those are performed on a 2.8-mile track and the vehicles are purchased at the retail level and are not from OEM's press pools.

He said that the vehicles that were rated as popular with *Consumer Reports* testers weren't nec-



2015 Buick Enclave

essarily considered reliable.

"With this new system, we have a much better idea of what goes on with vehicles," Fisher said. "It's good to have actual people tell us their actual experiences. And these are not people who were unhappy with infotainment systems."

Fisher said that some of these results surprised the people at *Consumer Reports*.

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Workers at Detroit-Hamtramck will soon have 1,200 new colleagues.

## GM to Hire 1,200 for Detroit-Hamtramck

It's good news for Detroit-Hamtramck Assembly.

General Motors is nearly doubling its workforce at the plant by adding a second shift and more than 1,200 hourly and salaried jobs.

The addition of a second shift will increase the plant's workforce to approximately 2,800 when hiring is completed, said GM spokeswoman Courtney Zemke.

The second shift is necessary to meet forecasted market demand for the four – soon to be five – cars produced at Detroit-Hamtramck.

"This is the result of the award-winning vehicles Detroit-Ham-

tramck produces and the confidence GM has in our team to build world-class quality for our customers," said Plant Manager Gary West.

Second shift hiring is under way, and is scheduled to begin operations in early 2016, Zemke said.

"The workforce at Detroit-Hamtramck is second to none," said UAW Local 22 Shop chairman Don LaForest. "We appreciate the opportunity to expand our UAW-GM family."

The 4.1-million-square-foot Detroit-Hamtramck Assembly opened in 1985. GM has invested \$1 billion in the plant over the last six years, making it one of

the company's most agile manufacturing facilities in North America, Zemke said.

The plant currently builds the Chevrolet Volt, Impala and Malibu; and Cadillac ELR on a single production line. The plant begins production of the Cadillac CT6 in early 2016.

Detroit-Hamtramck (DHAM) is General Motors' most complex manufacturing assembly facility and the only plant in North America building multiple cars representing three brands on one production line, said GM spokesman Dave Darovitz.

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## Tech Center News

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## Kraft Lunchables Donates \$25,000 To Detroit Arsenal

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classes like dance and gymnastics. And there will be newly renovated outdoor space on the Arsenal campus that will be equipped with activity areas that encourage fitness and physical activity while appealing to teens. Among the construction will be new basketball courts.

"This construction should support kids here at the Arsenal as well as those who are partnered with local Boys and Girls Clubs," Sword said.

Marissa O'Donnell, marketing director for Healthy Lifestyle Brand Platforms for the National Boys and Girls Clubs of America, said that she and her colleagues at the national level were on the selection committee.

"We were thrilled to have picked the CYSS because it means opening up a youth center that will allow kids to build healthy lifestyles that promote physical well-being," O'Donnell said.

TACOM commander Maj. Gen. Gwen Bingham said that CYSS receiving the grant from Kraft Lunchables was the result of good leadership.

"A number of good people worked diligently without expecting anything in return to make this happen," Bingham said.

"So when we were told recently that CYSS would be getting a check for \$25,000, that got my attention. As senior commander, I often find myself saying that what goes on inside the base can't happen without the people outside the base. This is an example of that."

One of the people honored at the ceremony was Chelsea Totten, CYSS Outreach Service director, who said, "I am so excited to have worked on the proposal that has resulted in the building of a new youth center. It's something we've been wanting for a long time and thanks to Kraft Lunchables, it will become a reality."

# Chevy to Showcase Performance Accessories at SEMA

by Jim Stickford

Chevrolet is ready for the upcoming SEMA convention in Las Vegas Nov. 3-6.

The automaker unveiled the Chevy vehicles to be shown at the Specialty Equipment Market Association's annual show when Jim Campbell made the announcement Oct. 21 at the GM Heritage Center in Sterling Heights.

Campbell, GM's U.S. vice president of Performance Vehicles and Motorsports, said 2015 will be the 38th year that Chevrolet has been at the SEMA show.

"From the small block V8 to the big block V8 to fast forwarding to today when Chevy is introducing a new set of accessories and street-level performance parts, we've been at SEMA," Campbell said.

"The show is important because SEMA is a trade show where the key audience that attends are SEMA members who buy parts and accessories for their stores. What they see at SEMA and like is what they will stock in their stores for the next year."

About 60,000 SEMA members are expected to attend this year's show. And, Campbell said, SEMA is well covered by the media, getting Chevrolet's message out to the public.

"And, on the last day of the show, SEMA opens its doors to the public," Campbell said. "This year, we have something we want to show off."

The 2016 Camaro, the sixth generation version of the vehicle, is coming out soon, Campbell said. And Chevrolet is ready for it with aftermarket parts and accessories designed in advance to come out at the same time as the new-generation Camaro.

"We've been busy planning, designing and testing new parts for the new Camaro," Campbell said. "Our mission is to be ready and prepared for those who like to personalize and enhance their Chevrolet cars and trucks."

Todd Parker, lead designer for Accessories at Chevrolet, said this just makes sense because people want the market to turn more toward specialization of vehicles.

"Back in the day, many automakers thought there was some way to make that special car that

pleased everyone," Parker said. "What we've all learned over the years is that when you try to please everyone, you end up pleasing no one."

"So now, Chevrolet is leaning toward building vehicles that facilitate individuals being able to modify their vehicles to fit their individual lifestyles. So our trucks are easy to modify so that people can carry kayaks or bicycles."

"In the case of the 2016 Camaro, we offer all kinds of kits that allow drivers to fix the car to their liking."

What's important to remember about Chevy's aftermarket kits and parts, Campbell said, is that they were designed and tested by GM engineers at the same time the new Camaro was designed and tested.

So the parts fit the car, Campbell said, "and while aftermarket parts makers try hard to make sure their parts fit the cars they are built for, sometimes they don't fit as well as people would like."

Additionally, Campbell said, people can use GM's aftermarket parts on the new Camaro without voiding any of the car's warranty protections. That isn't always the case with non-GM aftermarket parts.

Between Oct. 21 and the start of the SEMA show in early November, GM will be revealing different aftermarket kits and vehicles that have been modified using these kits to the public as a way of building interest and anticipation for the SEMA show.

Part of what Chevy does at SEMA shows, Campbell said, is show concept kits. The most popular ones move from concept to reality in next year's show.

Chevy also revealed its Red Line concept kits at the Oct. 21 event. The kits, said Campbell, blend equal parts style and functionality. Chevrolet's Red Line Series concept vehicles demonstrate the lifestyle and personalization possibilities of the brand's latest vehicles – all with a street-smart aesthetic, Campbell said.

Kits for the Trax, Malibu, Camaro, Colorado and Silverado 1500 model were shown.

"The Chevrolet Red Line Series concepts integrate accessories that offer greater personalization choices," said Campbell. "Each vehicle wears production and concept accessories thematically linked under the Red Line Series banner. We look forward to gauging public reaction at the SEMA Show and other venues."

All of the production and concept accessories were developed

in Chevrolet's design studio with the vehicles themselves, Campbell said. The production accessories will be available as the 2016 models arrive in dealer showrooms.

"Chevrolet Accessories bring value and the added security of knowing the parts are designed, engineered, tested and backed by the same team that developed the vehicles," said Roger McCormack, director, Accessories & Performance Parts Marketing.

All of the Red Line Series concepts share Enhanced Silver Metallic exteriors, with a custom Charcoal roof panel and Satin Graphite and red accents.

Campbell said the Red Line are just some of the kits that will be revealed at SEMA. This effort is being made because Chevy understands the importance of the aftermarket and the ability to give customers the chance to make their cars and trucks truly their own, he said.

"This is our mission," Campbell said. "And we're serious about this part of the business."



This 2016 Camaro was modified using Red Line Series concept parts.

## Toyota Recalling 6.5 Million Vehicles for Window Switch

TOKYO (AP) – Toyota Motor Corp. is recalling 6.5 million vehicles worldwide for a defective power window switch that can overheat, melt and lead to fires.

One injury in the U.S., a person who suffered a burn on the hand, has been reported. Toyota has also received 11 reports of cases in which the switch or part of the car door burned – seven in North America, two in Japan and two in other areas – the Japanese automaker said Oct. 21.

The recall includes 2.7 million vehicles in North America, 1.2 million in Europe and 600,000 in Japan. In the U.S., 2 million vehicles are affected, covering 10 models with model years

ranging from 2006 to 2011.

The defect was caused when grease was improperly sprayed on during the manufacturing of electrical contact modules. Debris or moisture could enter the module, and that could lead to a short circuit, Toyota said.

Dealers will replace an internal circuit board if the switches are not working normally. If they are working properly, a heat-resistant grease will be applied.

Toyota has promised to be quicker with recalls after suffering a scandal starting in 2009 that ballooned into a massive recall over various problems, including faulty floor mats, defective brakes and sticky gas pedals. The scandal

resulted in fines imposed on Toyota by U.S. authorities.

So far this year, about 40 million cars and trucks have been recalled in the U.S., a higher-than-normal number but far short of last year's record of 63.7 million vehicles. Last year's number was more than double the old record from a decade ago.

The following cars in the U.S. are covered by the recall: the 2007 and 2009 Camry; the 2009-2011 Corolla, Matrix, Sequoia, Tundra, and Scion xB; the 2006-2011 RAV4; the 2008-2011 Highlander; the 2006-2010 Yaris, and the 2009-2010 Scion xD. Toyota said it recalled some 2007-2009 vehicles previously for a similar problem.

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Annie Rubino, with friends and family, cuts the ribbon at The Friar's Kitchen anniversary celebration.

## Friar's Looks for Another 50 Years in Warren

All three generations of the Rubino family were on hand Oct. 19 to celebrate the 50th anniversary of The Friar's Kitchen and Bakery, located at 12 Mile and Ryan in Warren.

In addition to family and staff being there, several local public officials and representatives from the Macomb Chamber of Commerce were on hand to witness family matriarch Annie Rubino cut the ribbon launching Friar's next 50 years.

Tony Rubino is the grandson of Friar's founder Tony Rubino. The younger Rubino, along with his father – also Tony – and his uncle, Danny, own and operate the restaurant.

"I loved the restaurant business from the start," Rubino said. "It's a little unusual to have a third-generation family member running a restaurant, but I can't think of anything else I'd want to do. I was born in 1977 and Friar's has always been a part of my life."

Rubino said that Friar's has always served family-style food and been at the corner of Ryan and 12 Mile, but before 1984, its location was at another corner of the intersection.

"This area is really developed now," Rubino said. "But back in 1965, we were pretty much the only game in town in this area."

"I want to thank our patrons

from places like the GM Tech Center, TACOM and St. John Oakland Hospital for dining here. They've been loyal customers for a lot of years."

The ribbon-cutting ceremony kicked off a week's worth of celebrations and specials honoring the restaurant's first 50 years in business.

Danny Rubino said that having his mother Annie cut the ribbon kicking off the next phase of Friar's history only made sense.

"She was here at the beginning and it's a joy that she's here now," Danny Rubino said.

"It's the people who come here that makes this restaurant great," said Annie Rubino.

## More GM Vehicles Affected by Takata Air Bag Recalls

DETROIT (AP) – The deadly problem with exploding Takata air bag inflators continues to spread to newer vehicles, this time hitting a small number of 2015 General Motors cars and SUVs.

GM is recalling more than 400 vehicles because the side air bag inflators could rupture and send shrapnel into drivers and passengers, according to the company and documents posted Oct. 17 by the U.S. National Highway Traffic Safety Administration.

The GM recall is the latest in a problem that continues to widen with no end in sight. U.S. regulators have warned that more manufacturers and newer models are likely to be recalled. Eight people have been killed worldwide because of the faulty inflators and more than 100 have been hurt.

So far, about 23.4 million Takata driver and passenger air bag inflators have been recalled on 19.2 million U.S. vehicles sold by 11 different companies, including Honda and Fiat Chrysler. Last month, the NHTSA sent letters to seven more companies seeking information on models with Takata inflators and warning that the recalls could grow.

Takata's inflators use ammonium nitrate to create a small explosion that inflates the air bags in a crash. But Takata has said the chemical can degrade inside inflators that are exposed to high temperatures and airborne humidity for prolonged periods. That can cause the chemical to burn too fast, blowing apart a metal canister designed to contain the explosion.

"All Takata-made ammonium

nitrate inflators are within the scope of our investigation," agency spokesman Gordon Trowbridge said last week. "If NHTSA determines that additional recalls are necessary to protect public safety, we will take action."

The latest recall covers certain 2015 Chevrolet Equinox, Malibu and Camaro vehicles as well as

the Buick LaCrosse, Cadillac XTS and GMC Terrain. GM told the NHTSA that on Oct. 5, one side air bag inflator exploded with too much force in testing at a Takata plant in Mexico. Takata notified GM on Oct. 6, and GM traced the inflators to 414 vehicles in North America. The company decided on the recall on Oct. 9, according to the documents.

## GM, DTE Launch Solar Array At Warren Transmission

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"This array will advance our commitment to being more green and it cuts down on our costs. Money that we would have normally spent on electricity can now be used to fund more R&D."

The solar array will generate approximately 1 million kilowatt hours of electricity per year, Basel said, the energy equivalent to powering the annual electricity needs of about 135 homes in southeast Michigan.

"DTE is proud to be the state's largest investor in solar and wind," said Irene Dimitry, vice president of business and development for DTE Energy.

"The GM Transmission partnership is part of a broader, long-term plan to move us toward a cleaner, more diversified energy portfolio."

In addition to the solar array, Warren Transmission recently met the EPA ENERGY STAR Challenge for Industry by reducing the energy intensity of the facility by 12.3 percent in just two years, Basel said. The facility is also landfill-free, meaning it

reuses, recycles or converts to energy all waste from daily operations.

GM currently houses 46 megawatts of solar power at 19 facilities globally. When the Warren Transmission array is complete, the global footprint of solar projects at GM sites will be equivalent to the size of nearly 125 American football fields.

"We work with power companies in all the states where we have manufacturing facilities," Basel said. "It just makes sense."

"But I will say that Warren Transmission is particularly large with its 2,800 panels."

"DTE will do the construction and it's expected to be completed by the end of the second quarter of 2016."

Warren Transmission was built in 1941 and purchased by General Motors in 1958. The facility currently employs 471 hourly workers and 110 salaried workers. The actual facility takes up 2.1 million square feet. Parts for the Chevrolet Traverse, Malibu Equinox an Impala are manufactured there as well as parts for Buick Enclave and Cadillac XTS.

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the union agreed to in 2007 when all three Detroit automakers were in financial trouble, bringing all U.S. factory workers to the same wage over eight years.

green facilities, Davoritz said.

The plant is home to a 16.5-acre wildlife habitat conservation area that has received recognition and certification from the Wildlife Habitat Council (WHC). A 30kW solar carport located in the visitors' parking lot has the capability of simultaneously charging up to 10 electric vehicles.

The plant recycles about 70,000 wood pallets and 609 tons of cardboard annually.

In partnership with a local utility company, the plant houses Michigan's largest ground-mount solar array generating 516kW, Davoritz said.

The facility is 6.06 acres in size and capable of providing 10 percent of the fixed demand for the plant.

## UAW Members Ratify FCA Contract

DETROIT (AP) — Following months of negotiations, the United Auto Workers have confirmed the ratification of a new four-year agreement with FCA

UAW FCA members voted with a 77 percent majority in favor of the new agreement, according to the UAW International Union Facebook page on Oct. 22.

It's the second time in a month that Fiat Chrysler's 40,000 union members at 23 U.S. factories voted on a contract. A previous deal was soundly rejected largely be-

cause it didn't eliminate a much-hated two-tiered pay system.

A union local in Belvidere, Ill., with 4,200 workers, voted 81 percent in favor of the new deal, according to its website. The plant makes the Dodge Dart compact, lower-tiered workers who now make wages as low as \$15.78 per hour. For a typical member with two years in, the UAW said the agreement is worth \$44,000 over

The new agreement gives raises to all workers and eliminates the two tiers over eight years.

The union will use the Fiat Chrysler deal as a template for talks with Ford and General Motors.

UAW President Dennis Williams says Ford and GM make more money and should be able to pay more, a statement that conflicts with lower-tier workers will get \$3,000. The previous contract promised \$3,000 bonuses for all workers.

with company goals of cutting labor costs to bring them more in line with foreign auto-makers with U.S. factories.

The new agreement with Fiat Chrysler would gradually eliminate the tiered pay system that Chrysler's profits after giving up raises and bonuses when the company was struggling.

the union agreed to in 2007 when all three Detroit automakers were in financial trouble, bringing all U.S. factory workers to the same wage over eight years.



Ann Cathcart Chaplin



Jeff Taylor

## GM Appoints Two to Deputy General Counsel Positions

General Motors has appointed Ann Cathcart Chaplin as deputy general counsel for Litigation, effective Dec. 14.

Cathcart Chaplin will report to Craig Glidden, executive vice president and general counsel.

In addition, Jeffrey A. Taylor is joining the company Nov. 1 as deputy general counsel for Federal Oversight. He will also report to Glidden, said GM spokesman James Cain.

Cathcart Chaplin, 42, is currently the Litigation Practice group leader at Fish & Richardson, a global patent, intellectual property litigation and commercial litigation law firm with more than 400 attorneys and technology specialists across the United States and Europe.

In this role, which she has held since 2011, Cathcart Chaplin oversees 245 lawyers in 12 offices worldwide.

She is a member of Fish & Richardson's management committee and previously served as managing principal of the firm's Minneapolis office for more than five years.

For the past 11 years, the firm's Litigation Group has handled more patent litigation in the United States than any other firm.

In her new position at GM, Cathcart Chaplin will lead all of the automaker's general and product litigation.

"Ann is a great addition to our team," said Glidden. "She is an experienced trial lawyer, an exceptional leader, and her work in litigation project management has been innovative."

"Having her expertise at GM will be an incredible asset as we manage complex legal issues, and deploy advanced technology to transform our vehicles and the way we manage the business."

Cathcart Chaplin earned her juris doctor degree, cum laude, from Harvard Law School in 1998. She holds a bachelor's degree from the University of Minnesota, where she graduated summa cum laude in 1995.

Taylor, 50, is currently vice president and general counsel of Tewksbury, Mass.-based Raytheon Integrated Defense Systems.

Before that, he led a team of more than 300 professionals as chief executive of Ernst & Young's Fraud Investigation and Dispute Services practice in the Americas.

He served in the United States Department of Justice for 15 years as an assistant U.S. attorney, senior advisor to Attorneys General John D. Ashcroft and Alberto R. Gonzales, and as the U.S. Attorney for Washington, D.C., from 2006 to 2009.

Among Taylor's duties will be working with the federal monitor who will be appointed as part of the Deferred Prosecution Agreement GM has entered into with the U.S. Attorney's Office for the Southern District of New York. The monitor will review and assess the company's policies and procedures in certain discrete areas relating to safety issues and recalls.

"Jeff is a highly accomplished attorney who has managed extremely complex legal issues and his appointment demonstrates how seriously we take our commitment to the federal government and our customers to build the best safety organization in the industry," Glidden said.

Taylor earned his juris doctor degree from Harvard Law School. He earned a bachelor's degree in history from Stanford University.

## Ford Flushes Out Overuse of Fresh Water

Ford Motor Company has been honored for the way it helps conserve the most precious commodity in the world – fresh water.

The Dearborn automaker received the top score for its work on global water conservation from CDP (formerly known as the Carbon Disclosure Program), the world's only environmental disclosure agency, said Ford spokesman John Cangany.

Ford is one of eight corporations to receive CDP's highest honor for its work on water issues, from among more than 400 global companies considered, Cangany said.

And Ford is the only North American company to earn CDP's highest honor for corporate water stewardship. More than 400 companies were considered for CDP recognition, with eight ultimately receiving recognition, Cangany said.

The full CDP report was unveiled Oct. 22 as world leaders gathered in Tokyo to discuss global water challenges.

"The business case for action to improve water security has never been stronger or more urgent," said Cate Lamb, head of water at CDP. "For this reason, we congratulate Ford Motor Company for achieving a position on CDP's Water A List."

"Ford is responding to market demand for environmental accountability and, at the same time, is making progress toward the realization of sustainable economies."

From 2000 to 2014, Ford cut its total global water use by 62 percent, equaling more than 10 billion gallons, Lamb said.

The automaker also attained the achievement two years ahead of the company's self-im-

posed schedule, Cangany said.

"At Ford, we see water as far more than an environmental concern," said Andy Hobbs, Ford director, Environmental Quality Office. "Access to clean, affordable drinking water is a basic human right."

"We have worked diligently to set year-over-year goals to reduce our water use while introducing innovative manufacturing technologies to help us achieve these goals. We are pleased CDP is recognizing Ford as a sustainability and water conservation leader."

While water has historically been a relatively inexpensive resource, its cost is expected to continue to rise over the next several years, Hobbs said.

This forecast about future costs of obtaining water prompted Ford management to establish

its Global Water Management Initiative in 2000 to help guide its water conservation work.

The automaker also introduced several new technologies such as a 3-wet paint process and minimum quantity lubrication, Lamb said. Both save hundreds of thousands of gallons of water per year.

"Our efforts around water have evolved over the years," said Hobbs. "We have moved beyond merely reducing the water footprint at our facilities, to working more holistically to address water concerns with our suppliers and in the communities in which we work."

"We understand as an industry leader with nearly 195,000 employees worldwide, our work has a large-scale, positive impact, so we are thrilled to know we're heading in the right direction."

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# GM Profits Overcome \$1.5B In Costs from Switch Recall

DETROIT (AP) – General Motors’ third-quarter profit fell slightly, but the company rode strong North American sales to overcome \$1.5 billion in costs from its deadly ignition switch recall.

The Detroit automaker’s net income slipped 1.4 percent from a year ago, but still was \$1.36 billion, or 84 cents per share. That compares with \$1.38 billion, or 81 cents per share, a year ago.

Without the recall costs, GM would have made \$1.50 per share, soundly beating Wall Street expectations. Analysts polled by FactSet expected \$1.18 per share.

The company posted a record \$3.3 billion pretax profit in North America, more than offsetting a small decline in China and a loss in South America.

The news pushed GM shares up 4.5 percent, or \$1.52, to \$35 in pre-market trading about an hour before the markets opened Oct. 21.

Chief Financial Officer Chuck Stevens said GM’s North American profit margin, the percent of revenue it gets to keep, hit a record 11.8 percent for the quarter. The company had set a goal of 10 percent North American margins by next year, but Stevens said GM will achieve the target a year early.

Revenue from July through September fell 1 percent to \$38.8 billion, but still beat analysts’ forecasts.

Almost three-quarters of GM’s revenue came from North America.

In China, GM reported pretax income of \$463 million, down 4 percent from a year ago, but profit margins rose from 9.6 percent to 9.8 percent because the company sold more expensive Cadillacs and SUVs.

“China has not fallen off the cliff as everyone had expected,” Stevens said.

South America, though, is still the big trouble spot for GM and other companies. The company lost \$217 million in the region, almost seven times the loss from a year ago, and Stevens said there isn’t an end in sight to economic troubles there.

In Europe, GM’s loss narrowed to \$231 million and Stevens said GM is still on track to be profitable there next year. GM Financial, the company’s auto loan arm, posted a 13 percent profit gain to \$231 million.

“China hasn’t fallen off the cliff as everyone had expected.”

– Chuck Stevens, GM CFO

The recall costs included \$900 million to fend off criminal prosecution over the ignition-switch scandal and about \$600 million to settle multiple wrongful death and shareholder lawsuits stemming from the problem.

The switches in older model small cars such as the Chevy Cobalt can slip out of the “run” position and cut off the engine. They have been linked to at least 169 deaths.

GM said in September that the ignition-switch scandal cost it over \$5.3 billion. Even with the settlements, GM cannot close the books on the scandal.

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# Buick in Top Ten in CR Study

CONTINUED FROM PAGE 1

"They all have different systems and as more and more manufacturers enter the marketplace with complex infotainment systems, they find there is a learning curve to getting the technology down."

He likened the adopting of sophisticated infotainment systems as the disease that keeps on spreading. As each company puts in a new system, problems begin to crop up.

And, Fisher said, the early adopter manufacturers' systems have completed the learning curve, so their systems are relatively trouble-free.

The second major trend, Fisher said, is problems with trans-

missions. As manufacturers seek to improve mileage, the adoption of new and far more sophisticated transmissions that use computerized technology has become more common.

"As transmissions have become more complicated, there are more issues," Fisher said. "That's not to say that all companies have problems with transmissions. They don't. But there is a growing pains issue. When a company diverts off the path of the tried and true with transmissions, that's when they stumble."

As to Detroit automakers, Fisher said that Ford is improving. Its MyTouch system has gotten past growing pains and as its line matures, the bugs in the system are being worked out.

## FCA Goes Public with its Ferrari Stock

DETROIT (AP) – Ferrari roared onto the New York Stock Exchange Oct. 21, and its shares, trading under the ticker symbol RACE, jumped sharply in their public debut.

The automaker, based in the northern Italian town of Maranello, had been a private company since its founding in 1929 by Italian sports driver Enzo Ferrari.

In 1969, Fiat-Chrysler bought a 50 percent stake in the company, which it then increased to 90 percent in 1988.

For Fiat Chrysler, the IPO raises needed cash and also helps pare debt at the world's seventh largest automaker, which has ambitious plans to expand its Alfa Romeo brand and other higher-margin luxury cars like Maserati.

There were questions, however, about how becoming a public company might affect such an iconic brand.

IHS Automotive, the consulting firm, said some filings suggest Ferrari might boost production

from between 7,000 and 8,000 cars per year to 9,000 by 2019.

IHS acknowledged that it did not know if the company would devote any new production to higher-end models – that cost well in excess of \$200,000, which already exceed demand – or, like in the late 1960s and early 1970s, it would again start making lower-priced models to put the Ferrari within reach of more people.

"Whatever the strategy it chooses to enact, it will be keen to maintain the combination of mystique and profit-generating ability of this business," said Ian Fletche, an IHS analyst.

FCA will still retain an 80 percent share in Ferrari. It plans to distribute Ferrari stock to its shareholders next year. The remaining 10 percent belongs to the Ferrari family.

The IPO, even in a dodgy market with doubts about the economic recovery seeping into the minds of investors, raised more than \$893 million.

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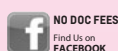
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## GM's Electric Bolt Slated to Travel 200 Miles a Charge

WARREN, Mich. (AP) – General Motors' entry into the long-range electric vehicle market should be able to go more than 200 miles on a single charge, company officials said Oct. 20.

The company also plans to market the Chevrolet Bolt, a small hatchback car due out late next year, as a crossover SUV as it tries to take advantage of the global thirst for SUVs.

The comments were made at an event at GM's technical center north of Detroit announcing joint development efforts with LG Electronics of Korea to design the Bolt's electric motor, heating and air conditioning system, infotainment screen and other components. LG Chem already has worked with GM on the battery design.

GM's 200-mile range estimate for the Bolt is a bit conservative, Product Development Chief Mark Reuss told reporters, without giving a number.

GM unveiled the Bolt early this year as it tries to compete with Tesla Motors and other automakers that are working on long-range electrics.

Many industry watchers see the 200-mile range as making battery-powered cars more appealing to the masses.

Reuss said the partnership with LG Chem and LG electronics enabled GM to overcome range, price and utility limitations that have hampered mainstream electric car sales in the past.

The Bolt will cost under \$30,000, including a \$7,500 federal electric car tax credit. At that price, the car would be in the range of Tesla's planned Model III, which also would go about 200 miles per charge. The car is due out in 2017.

Currently, Tesla's Model S sedan can go up to 270 miles per charge, but it starts at more than \$70,000.

Pam Fletcher, GM's executive chief engineer for electric vehicles, said the company will try to get the Bolt classified as an SUV because it has the "spaciousness and utility" of a larger vehicle.

## Takata Air Bag Injury Toll Claims 98 Hurt, 8 Deaths

WASHINGTON (AP) – U.S. safety regulators say eight people have died and 98 people have been injured by exploding air bag inflators made by Takata Corp.

Those injured have suffered cuts to the neck, loss of eyesight and hearing and broken teeth, according to representatives of the National Highway Traffic Safety Administration, who gave the updated totals Oct. 22 at a public meeting on the problem.

The agency says it knows of 89 driver's side and 32 passenger inflator ruptures. Nearly one in 10 ruptures of driver side air bags causes a death.

About 23.4 million Takata driver and passenger air bag inflators have been recalled on 19.2 million U.S. vehicles sold by 12 auto and truck makers. As of Oct. 9, only 22.5 percent of the recalled inflators had been replaced nationwide. It was 4.4 percent on Sept. 1.

The Oct. 22 meeting in Washington is a step toward the agency taking over management of the massive recalls to speed up repairs.

The agency plans to make a decision on management by Thanksgiving.

NHTSA recently sent letters to seven more companies seeking information and warning that the recalls could be expanded.