



John Bradburn with Equinox engine's used water bottle insulation.

Bottles Recycled at GM Are Turned into Noise Reducers

Sometimes an idea is too good to keep bottled up. General Motors is turning its employees' recycled water bottles into a new life: noise-reducing fabric insulation that covers the Chevrolet Equinox engine. The bottles – collected from five of its Michigan facilities – are also being turned into air filtration components and insulation

in coats for the homeless community, said GM spokeswoman Becky Price.

Given its drive to zero waste, all of GM's global facilities recycle their water bottles. However, the bottles collected at the five locations are now funneled into its "Do Your Part" project, where

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Jay Leno Looks at Ed Welburn's Career

by Jim Stickford

GM's retiring head of design Ed Welburn is someone whose work has had an impact on many people – just ask Jay Leno. The retired host of "The Tonight Show" currently has a show on CNBC about cars called "Jay Leno's Garage," which has featured Welburn as a guest on several occasions because Leno is a fan of his work. He has gotten to know Welburn over the years.

"What's really cool about Ed's story is that it's a classic American success story," Leno said. "His dad worked for General Motors and Ed's a real car guy. I've seen pictures of him as a child sitting behind the wheel of GM cars. "What's really interesting is that Ed's never had another job. He joined GM 44 years ago and it's been his only job ever. He was never a waiter in school or anything like that. He joined GM

and stayed there. Who can say that in this day and age?" Leno also praised Welburn as "a true gentleman and class act" who inspired his employees not through being an intimidating boss, but rather by laying out his vision and "seducing" people into agreeing with his design elements. "It's also important to remember that Ed was GM's first design

CONTINUED ON PAGE 3



Jay Leno and Ed Welburn talk about the Cadillac Elmiraj concept car on "Jay Leno's Garage" show on CNBC.

Automakers Need to Watch Out for Exploiters of New Tech

by Jim Stickford

The Society of Automotive Engineers (SAE) holds its annual world congress in Detroit at Cobo Center last week. And it might surprise some to learn that one of the guest speakers was a lawyer from the U.S. Department of Justice.

John P. Carlin, assistant attorney general for the National Security Department of Justice, spoke about how auto manufacturers need to protect themselves from a new kind of threat. "I am here today because the auto industry is on the cusp of great technological changes," Carlin said. "If we look at other industries that have gone through similar upheavals, we will see that rogue nations and non-state actors who have sought to hurt us will seek to exploit the new technologies that are being introduced to the auto industry. "By the year 2020, millions of

automobiles will be interconnected, thanks to the latest computer technology in cars." And, Carlin said, it's vital that both government and industry get ahead of the curve. Before 9/11, a successful victory over terrorism was considered a conviction of the perpetrators after the fact. Now, Carlin said, we can't afford to wait for terrorism to happen before taking action. Pre-9/11, different government agencies had different agendas and didn't work well together, he said, adding, that changed. Another thing that has changed, Carlin said, has been the creation of social media. Now it's possible for terrorist recruiters to establish relationships with people they never have to meet. That's the power of the Internet – the ability to connect. And it's this ability to connect that makes companies vulnerable, Carlin said. Companies are having proprietary information



John Carlin speaks to engineers at the recent SAE World Congress.

stolen," he said. "Just look at Sony," he said. "The Justice Department was able to prove that North Korea was responsible for the leaks that embarrassed the company in 2014." China, he said, employs hackers to steal information from pri-

vate companies, including research and information on bids. Carlin said it's a fairly common practice for hackers to steal proprietary information from a company, something like information

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Tesla's Model 3 Drives Tech-Savvy Prospects to Buy

by TOM KRISHER
AP Auto Writer

DETROIT (AP) – Demand for Tesla's new Model 3 has been eye-popping, with consumers pre-ordering about \$13.7 billion worth of the electric sedans nearly two years before they go on sale. Yet, experts aren't ready to proclaim it's a tipping point with mainstream America moving from burning gasoline to charging batteries.

The reason? Most of the 325,000 people worldwide who put down \$1,000 deposits are tech-savvy, environmentally conscious early adopters who see Tesla as an innovative brand that meets their needs. The \$35,000 price tag and the Model 3's 215-mile range are important, but the brand's tech image and CEO Elon Musk's success in cars, rockets and solar panels are the main drivers. "We're tech people. I want integration with my phone," said Charles Butler, a 40-year-old manager with a cloud computing company in Austin, Texas, who was among the first to make an order. "Musk and Tesla, that's what they do with their customer experience."

Researchers say other automakers' electric cars haven't caught on because their range is limited to around 100 miles. And even General Motors' Chevrolet Bolt, which will go more than 200 miles per charge and is priced similarly to the Model 3, won't attract a frenzy of buyers because



Ford tests Fusion Hybrid autonomous research vehicles at night.

Autonomous Car Can 'See' In Dark with Ford's LiDAR

No lights? No problem. At least that's the goal of research being done by Ford Motor Company. Recently, under the cover of night, a Ford Fusion Hybrid autonomous research vehicle – with headlights off – navigated along lonely desert roads, performing a task that would be perilous for a human driver, said Ford spokesman Alan Hall. Driving in pitch black at Ford Arizona Proving Ground marks the next step on the company's journey to delivering fully au-

tonomous vehicles to customers around the globe, Hall said. It's an important development, in that it shows that even without cameras, which rely on light, Ford's LiDAR – working with the car's virtual driver software – is robust enough to steer flawlessly around winding roads. While it's ideal to have all three modes of sensors – radar, cameras and LiDAR – the latter can function independently on

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Want Lunch with Crime Writer Steve Hamilton?

Ever wanted to sit down and have lunch with a published author to talk about his latest book?

Well, now you have the chance, said Warren librarian Jennifer Lund.

"We are very happy to have *New York Times* bestselling author Steve Hamilton joining us for our first Warren Public Library Book and Author Lunch-*eon*," Lund said.

Hamilton will discuss his latest novel, "The Second Life of Nick Mason," which is about how, after serving five years of a 25-to-life prison sentence, Nick Mason is out of prison thanks to Darius Cole, an inmate who controls a vast criminal empire.

There's one catch: anytime Cole calls Nick, he must carry out a task. Each task becomes more deadly eventually threatening those Nick holds dear. "The Second Life of Nick Mason" has already been optioned for a film and has received rave reviews.

This event costs \$20, Lund said, and includes lunch. It is at the Ukrainian Cultural Center, located at 26601 Ryan Road, Warren.

Tickets are available for purchase at the Warren Civic Center Library.

The event is sponsored by the Friends of the Warren Public Library.

For more information, call 586-574-4564, Lund said.

War Museum Seeking Site Near Tank Plant

ST. CLAIR SHORES, Mich. (AP) — A museum in the Detroit area is closing, with its founder hoping to move near its namesake's origins.

The *Macomb Daily* reports the Arsenal of Democracy museum in St. Clair Shores is shuttering. Museum Director John Lind, who is a veteran, says he wants the new site to be as near as possible to an old Warren plant site where tanks were made for World War II.

Lind prefers that the museum stay in Macomb County. It spent roughly 15 years in Shelby Township before it moved three years ago to St. Clair Shores.

Lind says more room is needed for the museum to hold a growing collection, which includes tanks, large military vehicles and other military items.

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Ford's Dearborn Facilities To Get Major Transformation

A new kind of Ford Motor Company evidently requires a new kind of campus to house it.

Ford plans to transform its Dearborn facilities into a modern, green and high-tech campus to "foster innovation and help drive the company's transition to an auto and a mobility company," said Ford Executive Chairman Bill Ford at the plan's unveiling April 12.

The 10-year transformation of the company's more than 60-year-old Dearborn facilities will place 30,000 employees from 70 buildings today into primarily two locations — a product campus and a world headquarters campus.

More than 7.5 million square feet of work space will be rebuilt and upgraded into even more technology-enabled and connected facilities.

A walkable community with paths, trails and covered walkways, the product campus will include a new design center, autonomous vehicles, on-demand shuttles, eBikes, new onsite employee services, wireless connectivity speeds up to 10 times faster than today and more green spaces.

A second campus location — around the current Ford World Headquarters building — will feature a new Ford Credit facility, Sanch said, and provide onsite employee services, improved connectivity and enhanced accessibility to the expansive green space that surrounds the building.

"As we transition to an auto and a mobility company, we're investing in our people and the tools they use to deliver our vision," said Ford President and CEO Mark Fields.

"Bringing our teams together in an open, collaborative environment will make our employ-

ees' lives better, speed decision-making and deliver results for both our core and emerging businesses."

Construction of the new product campus begins this month at the Ford Research and Engineering Center, said Ford spokeswoman Becky Sanch. The majority of work is expected to be complete by 2023. Major work on the second campus around Ford World Headquarters begins in 2021 and is expected to be complete in 2026.

The current Ford Research and Engineering Center campus — dedicated by U.S. President Eisenhower in May 1953 — currently houses 12,000 employees, Sanch said. It is being transformed into a contemporary, innovative work environment to accommodate 24,000 employees in 4.5 million square feet of upgraded work space.

The campus also will serve as a pilot location for Ford Smart Mobility solutions, Fields said, including autonomous vehicles, on-demand shuttles and eBikes to transport employees.



Rendering of the future Ford Research and Engineering Center

Tesla Banks on Brand Reputation for Future Car Sales

CONTINUED FROM PAGE 1

Chevy doesn't have Tesla's tech image, they say.

Surveys by the University of California Davis Institute of Transportation Studies and by Carnegie Mellon University show that Butler is a pretty typical Tesla buyer.

The brand is well-known in the U.S., even among those who don't plan to buy electrics. Tesla buyers rate cutting-edge features — huge touch screens, freeway autopilot and over-the-air software updates — as paramount, said Tom Turrentine, director of electric and hybrid vehicle research at UC Davis.

Early electric cars didn't have those features, although the new Bolt will have some of them.

"There's a big overlap in people who think about the future and green technology," Turrentine said. "Tesla is really sitting right on that."

Surveys by Carnegie Mellon show that getting from the tech-savvy to regular folks will take a lot. Most U.S. consumers don't

even know what an electric car does, said Jeremy Michalek, a professor of engineering and public policy.

"Winning over the enthusiast is just fundamentally different from winning over mainstream consumers," he said.

Turrentine doesn't expect similar demand for the Bolt, due to hit showrooms late this year. Chevy won't comment on the Tesla orders, and it isn't taking advance orders for the Bolt. Instead, it will rely on GM's vast dealer network, high owner satisfaction with the Volt plug-in hybrid, and Internet connectivity to build Bolt sales, a spokeswoman said.

But that may not work well. UC Davis research shows that when asked to name rechargeable cars, "hardly anybody can name a Volt, but they can name a Tesla," Turrentine said.

Surveys also show that GM and other automakers don't have the tech panache of Tesla.

"I just do not believe when you're a large automaker, you're necessarily going to

solve for that," says Butler.

Yet Tesla is about to face more competition. Sam Abuelsamid, senior analyst for the Navigant research firm, said other automakers are scrambling to unveil 200-mile electric cars in the same price range.

More established automakers likely will have a reliability advantage over Tesla, which has struggled with quality problems on its current models, he said.

Still, all automakers face a "chasm" that must be bridged between early adopters and the public for electric cars to be in every driveway, Turrentine said. It will take years of influence from early buyers to change a country in which gas-powered pickup trucks are the top-selling vehicles, he said. Also needed will be more battery breakthroughs for lower costs, and

continued government incentives, he said.

There are other problems that could make it hard for Musk to satisfy his orders. The volume — which surprised even Musk — will be difficult for Tesla to produce. The company has been a niche manufacturer, selling just 110,000 cars since it started manufacturing at a California plant in 2008. Even Musk seems to be wondering. On Twitter, he said he may have to rethink production plans and open a factory in Europe.

Tesla also has a history of missing deadlines for previous models, and delays could turn away some buyers. Last week, the company blamed parts shortages from a supply company for production shortfalls with the new Model X SUV and pledged to make sure that doesn't happen with the Model S.

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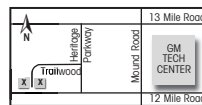
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Jay Leno Looks at Ed Welburn's Career

CONTINUED FROM PAGE 1

chief for the whole world," Leno said.

"Before him, you might have a design chief for North America, one for Europe. It's exciting to me that the world design chief is not some accountant but a real car guy.

"When I was 20, Cadillac was known for its big cars. Now, young people think of them in the same breath as BMW and Mercedes. The CT3, under the hood, is as good as any European car in the market."

And Welburn's contribution to GM and the auto industry goes beyond updating Cadillac designs so that they appeal to a younger demographic, Leno said.

"Look at the Volt," Leno said. "It's one of Ed's designs. On my show, three of my crew members have bought a Volt. I also have a Volt. I fill it up about once a year and want to see how long I can get without having to put more gas in the car.

"Sometimes I go seven or eight months and then the gas goes bad. I've owned my Volt for six years and I think I've filled it up six or seven times. That's amazing. It's fun to see GM do well."

Part of being a real car guy, Leno said, is knowing the heritage of the industry, and Welburn passes that test.

"Ed is very familiar with GM's heritage," Leno said. "No one is better when it comes to knowledge of the brand. He's a walking encyclopedia."

Leno added that Ed is leaving when GM is doing very well in terms of design. It's not just Cadillac. He is impressed with the Malibu, but admitted that he's not as familiar with GM's less expensive products.

"Ed's doing it right," Leno said. "He's leaving GM in a very strong



Leno and Welburn talk cars. "He can't turn it off," Leno said.

position and design is in good shape for the next guy who takes over. But Ed's not going away. He will still be active at GM as an adviser."

Leno also said he thinks Welburn has done something interesting with his designs. They are appealing without being controversial.

"Look at something like the Viper," Leno said. "People's opinions are split down the middle about its designs. Half the people love it and half the people hate it. That gets publicity but does it help sales?"

"Now look at Ed's Cadillac designs. When they came out, people liked the angles and the sharp curves. Younger people like them. This is the generation that grew up with 'Transformers' and Ed's designs reminded them of that.

"What Ed did was make Cadillac bold and exciting. That's saying something, being able to sell young people a brand that was previously thought of as an old person's car. That's salesmanship."

Leno is speaking as the owner

of a Cadillac CTS-V with a manual transmission, not just a casual observer of the auto industry.

Leno also appreciates Welburn's sense of humor, high praise from a comedian.

"A while back, all the Volt owners in Southern California went to a party in Los Angeles that celebrated those who had put more than 10,000 electric miles on their Volts," Leno said. "I showed up to the location and was told we would receive an award."

That award, Leno said, turned out to be a sticker.

"Ed was there and I told him, 'Really? That's the award you give people with more than 10,000 miles on a Volt? A sticker?'" Leno said.

"Ed realized that I was right. The sticker wasn't impressive, so he went back and designed a truly beautiful award plaque and sent that to owners.

"But that's Ed. He's someone who takes his work seriously, but doesn't take himself seriously. He's someone who is as comfortable in the board room as he is at a car show talking cars with people off the street."

Warren Hospital Adding New Program for Vets

Ascension Michigan, parent organization of Warren-based St. John Providence Hospital, has entered into a partnership to provide care through the Veterans Choice Program, giving veterans the choice to receive care at Ascension Michigan locations throughout the state.

Ascension Michigan joins 23 other states and the District of Columbia in sustaining and improving the health of individuals and communities by serving as an official provider of Veteran Care outside the Department of Veterans Affairs (VA), said Ascension spokeswoman Daniela Scholl.

Now qualified U.S. veterans who face wait times in excess of 30 days at the VA or have to travel farther than 40 miles from their home can receive care from Ascension Michigan doctors at hundreds of sites of care statewide, Scholl said.

"Ascension Michigan is proud to be able to offer high-quality, compassionate, personalized care to eligible veterans in Michigan through our participation in the Veterans Choice program," Gwen MacKenzie, senior vice president, Ascension Health, Michigan Market Executive.

"As I have talked with Ascension Michigan associates and physicians about the program, I have been struck by how many of us have family members or

close friends who are veterans, including my dad who served. This connection has made this program very personal for us."

The Veterans Access, Choice and Accountability Act of 2014 established funding to pay for healthcare services provided to veterans by private healthcare providers.

Through the partnership, Ascension Michigan physicians and other caregivers are authorized to provide primary care, inpatient and outpatient specialty care, and mental health care for eligible veterans outside of the Department of Veterans Affairs, Scholl said.

U.S. veterans, St. John Providence patients and caregivers who are interested in learning more about the Veterans Choice Program are encouraged to visit www.ascension.org/veterans, Scholl said.

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GM Recycles Bottles into Noise Reducers

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11 businesses collaborate to give them a second life, Price said.

The air filtration components are used in GM facilities to protect air quality; and the insulation goes into Empowerment Plan coats that transform into sleeping bags.

"Recycling is good, but viewing waste as a valuable resource that can be plugged into your operations or products is even better," said John Bradburn, GM global manager of waste reduction. "It's about rethinking the process and finding more sustainable ways to manufacture products and contribute to our communities."

GM pursued this project after analyzing its impacts from a holistic business case:

- Sourcing recycled material costs the same while saving energy and reducing waste.

- Engaging a network of companies to process the material in North America strengthens the economy.

- Donating 24,000 yards of insulation – enough to make 6,500 coats – helps the homeless.

"Many of today's businesses are challenging the take-make-dispose model and seeing the benefits of a more circular economy," said Andrew Mangan, executive director of the U.S. Business Council for Sustainable Development. "From closed-loop recycling to helping launch material reuse networks, GM is thinking

differently and getting other companies to join in."

Price said that GM is demonstrating how a supply chain can become a supply web where business opportunities stem from an original project, furthering the mission and driving more social and economic impact.

Each partner engaged in this initiative brings specific capabilities, Price said. Hamtramck Recycling bails the plastic bottles collected from GM's world headquarters at the Renaissance Center, Warren Technical Center, and Orion Assembly, Flint Tool and Die, and Flint Engine plants. Clean Tech Inc. washes the bottles and converts them to flake. Unifi, Inc. recycles the bottle flake into resin.

Palmetto Synthetics processes the resin to create fibers and William T. Burnett & Co. processes the fibers into various forms

of fleece, serving all three applications.

Price said Rogers Foam Corp. die cuts the fleece and EXO-s attaches it into the nylon cover for the Chevrolet Equinox V6 engine. The part helps further dampen engine noise to deliver a quiet ride.

Filtration Services Group works with New Life Center, a nonprofit jobs development and training mission in Flint, to make the panels for the air filtration fleece, which is then sent to 10 GM facilities.

The coat insulation is sent to Carhartt, a workwear company established in Detroit in 1889, who cuts it to size for The Empowerment Plan.

GM also is working with various organizations such as Schupan Recycling in Flint to collect additional water bottles to plug into the project, Price said.

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Automakers Need to Beware Of Exploiters of New Tech

CONTINUED FROM PAGE 1

on customers, and then say, “pay me \$500 on Bitcoin or I’ll release the information to the public.”

Most of the time, Carlin said, it’s easier for the companies to pay off the hacker. But recently one national company received such a threat and reported it to the government. Officials traced the threat and learned a person associated with known terrorist groups was behind the threat.

It was actually a backdoor attempt to obtain and release information on American agents. Once private information was learned, the hacker would then encourage followers via social media to kill the agents.

The U.S. government was able to foil the plan, the hacker was arrested and the head of his group is no longer alive.

Security is something that automobile manufacturers will have to think of in advance. Carlin said when many companies get hacked, it is through third-party vendors whose security wasn’t as strong as it could be. Hackers penetrated the third-party vendors and when these

vendors were given access to the main company, security was compromised.

“There is no wall high enough to keep hackers out who are working for determined nation states,” Carlin said. “To fight this will require great cooperation between business and government.”

Now, Carlin said, it’s possible to issue sanctions against nation-states that have been proven to be sponsors of hacking against American companies.

And, Carlin said, automakers need to build in upfront defenses against having a vehicle’s systems being hacked. It’s something that has to be done from the very beginning of the design process.

During the question-and-answer portion of his talk, Carlin was asked if the U.S. government was afraid that improved security would prevent it from gathering intelligence.

Carlin said that the government doesn’t want to spy on American companies and that federal employees have friends and relatives who would be protected by better security.

Autonomous Car Can ‘See’ In Dark with Ford’s LiDAR

CONTINUED FROM PAGE 1

roads without stoplights.

National Highway Traffic Safety Administration data has found the passenger vehicle occupant fatality rate during dark hours to be about three times higher than the daytime rate, Hall said.

“Thanks to LiDAR, the test cars aren’t reliant on the sun shining, nor cameras detecting painted white lines on the asphalt,” says Jim McBride, Ford technical leader for autonomous vehicles. “In fact, LiDAR allows autonomous cars to drive just as well in the dark as they do in the light of day.”

To navigate in the dark, Ford self-driving cars use high-resolution 3D maps – complete with information about the road, road markings, geography, topography and landmarks like signs, buildings and trees, McBride said. The vehicle uses LiDAR pulses to pinpoint itself on the map in real time. Additional data from radar gets fused with that of LiDAR to complete the full sensing capability of the autonomous vehicle.

For the desert test, McBride said Ford engineers, sporting night-vision goggles, monitored the Fusion from inside and outside the vehicle. Night vision allowed them to see the LiDAR doing its job in the form of a grid of infrared laser beams projected

around the vehicle as it drove past. LiDAR sensors shoot out 2.8 million laser pulses a second to precisely scan the surrounding environment.

“Inside the car, I could feel it moving, but when I looked out the window, I only saw darkness,” describes Wayne Williams, a Ford research scientist and engineer. “As I rode in the back seat, I was following the car’s progression in real time using computer monitoring. Sure enough, it stayed precisely on track along those winding roads.”

After more than a decade of Ford autonomous vehicle research, the company is dedicated to achieving fully autonomous driving capability, which, as defined by SAE International Level 4, does not require the driver to intervene and take control of the vehicle, Hall said.

This year, Ford will triple its autonomous vehicle test fleet – bringing the number to about 30 self-driving Fusion Hybrid sedans for testing on roads in California, Arizona and Michigan, Hall said.

These developments are key elements of Ford Smart Mobility, the plan to take Ford to the next level in connectivity, mobility, autonomous vehicles, the customer experience, and data and analytics.

SUVs Conquer China Market

by Kelvin Chan
AP Business Writer

HONG KONG (AP) – Chinese auto sales rose by nearly 10 percent in March, led by strong demand for SUVs that more than offset slipping passenger car sales, an industry group said April 12.

The China Association of Automobile Manufacturers said that 2.06 million sedans, SUVs and minivans were sold last month in the world’s biggest auto market. That’s 9.8 percent higher than the same month last year.

The group said sales of sport-utility vehicles rose by nearly half and minivan sales increased nearly 18 percent. Sedan sales, however, dipped 3.3 percent.

Total vehicle sales, including trucks and buses, rose 8.8 per-

cent to 2.4 million.

China’s auto sales growth has been cooling since it peaked at 45 percent in 2009 but the country remains a key market for global automakers, which are relying on Chinese consumers’ growing appetite for driving to power revenue.

Auto sales in China totaled 21.1 million units last year, hit by an unexpectedly sharp contraction last summer that unsettled carmakers. Sales rebounded after Beijing responded by cutting taxes in September on vehicles with small engines.

Sales of China’s lower-priced homegrown car brands nearly kept pace with the market’s overall growth, expanding 8.5 percent in March. Chinese-brand passenger sedan sales fell 21 percent, but SUV sales rose 46 percent.



Carl Levin, his wife Barbara and Ray Mabus at the rendering of the newly commissioned U.S.S. Carl Levin.

Ford F-150 Does Well in New Safety Study

by DEE-ANN DURBIN
AP Auto Writer

DETROIT (AP) – The 2016 Ford F-150 is the only full-size pickup truck to score the top rating in new front crash tests performed by the insurance industry.

Rival pickups from Chevrolet, GMC, Ram and Toyota didn't fare as well, according to results released April 12 by the Insurance Institute for Highway Safety.

The institute evaluated 2016 models in a small overlap crash test, which replicates what happens when a vehicle runs off the road and a portion of its front end hits a tree or a pole at 40 miles per hour.

The tests evaluated both crew cab and extended cab versions of each truck, since those are the most popular body styles. A crew cab has four full doors and two full rows of seating. An extended cab has two full front doors, two small rear doors and smaller second-row seats.

The institute also evaluated different body styles because past tests have shown varying results. In tests last year, the 2015 F-150 SuperCab – the extended cab version of the F-150 – lacked some of the structural elements of the larger F-150 SuperCrew, so it got lower safety ratings.

Ford responded by adding reinforcements to the 2016 SuperCab, including high-strength steel tubes in the wheel wells and aluminum rocker panels on the sides that help absorb energy from a crash. Ford also added nylon reinforcements to the door hinges. With those enhancements, both versions of the F-150 now have the institute's highest safety rating of "good."

The results were a vindication for Ford Motor Co., which switched to a lightweight aluminum body on the F-150 in the

2015 model year in order to increase fuel economy. Ford was the first automaker to move away from a steel body on its pickups, and some had questioned whether aluminum would perform as well.

Crash test results varied for other brands. The extended cab versions of the Chevrolet Silverado, GMC Sierra and Toyota Tundra, for example, all performed better than the larger crew cab versions. But the institute said all of them failed to protect the crash test dummy's lower leg and foot. None got the highest safety rating.

Toyota Motor Corp. is evaluating the results, spokeswoman Cindy Knight said. She stressed that the Tundra meets or exceeds all federal safety requirements. The institute performs a different set of tests than federal regulators.

Both versions of the Ram pickup were the worst performers on the small overlap test. The institute said the trucks had a poor structure and the force of the crash pushed the instrument panel and steering wheel back toward the dummy. A message seeking comment was left with Fiat Chrysler.

The institute also tested roof strength to see how well the pickups would protect an occupant in a rollover crash. Roof strength is especially critical for pickup trucks, since studies have shown that pickup drivers are less likely to wear seat belts. A crushed roof can break window

glass and doors and make it more likely that an unbelted occupant will be thrown from the vehicle.

The F-150, both Silverados, both Sierras and the Tundra Double Cab – the extended version of the Tundra – all got the highest ratings for roof strength. The Tundra CrewMax crew cab and both Rams got lower ratings.

The institute said it plans to test two more full-size pickup trucks, the Nissan Titan and the Honda Ridgeline, later this year after both are redesigned.

Retired Senator Carl Levin Honored by U.S. Navy

Longtime U.S. Senator Carl Levin was honored on April 11 by having a destroyer in the U.S. Navy named after him.

Levin, a Democrat, who served as a senator for Michigan from 1979 through 2015. Among the committees he served on was Armed Forces, eventually serving as its chair. It was recently announced that the Navy was naming a destroyer after him.

The Navy held a naming ceremony last week along the Detroit riverfront at the General Motors Renaissance Center. It was attended by Navy Secretary Ray Mabus.

The U.S.S. Carl Levin destroyer is part of the Arleigh Burke class and will be built at Bath Iron Works in Maine. It's expected to enter the fleet in 2020.

The Arleigh Burke class of guided missile destroyers (DDGs) is the United States Navy's first class of destroyer built around the Aegis Combat System and the SPY-1D multi-function passive electronically scanned array radar.

The class is named for Admiral Arleigh Burke, the most famous American destroyer officer of World War II, and later Chief of Naval Operations.

The class leader, USS Arleigh Burke, was commissioned during Admiral Burke's lifetime.

Also on hand to honor Levin were Michigan senators Debbie Stabenow and Gary Peters.

Mabus said he was honored to be part of the naming ceremony

because he worked with Levin during his tenure in the Senate and said that Levin has worked hard to keep America safe.

"The Navy has a tradition of naming destroyers after American heroes," Mabus said. "Carl Levin is a true American hero."

Mabus said the destroyer being named after Levin is very much needed.

"On 9/11, the Navy had 316 ships in its fleet," Mabus said. "By 2008, that number was down to 217."

"During that seven-year period, 41 ship orders were placed under contract."

In the next seven years, 84 ships were placed under contract and by the end of this decade, the fleet will be over 300 ships again."

The Navy, Mabus said, needs these ships because the Navy and the Marine Corps are America's first responders that can answer the call around the world.

He credited Senator Levin for understanding this, and fighting to make sure that the Navy and all of America's armed forces had the weapons and equipment needed to protect the country.

Levin said that he was proud to have a destroyer named after him and that he was proud to support American armed forces.

He also thanked his staff and fellow senators, both Republicans and Democrats, for crossing party lines to work together to make sure the military had what it needed.

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Toyota Issues Camry Recall

TORRANCE, California (AP) – Toyota Motor Corp. is recalling 60,000 Avalon and Camry sedans in North America because their front passenger air bags may not deploy in a crash.

The recall involves Avalons and Camrys from the 2016 model year. Almost all were sold in the U.S.; about 1,500 were sold in Canada and Mexico.

Toyota says the cars have a system that activates or deactivates the front passenger air bags depending on the weight of the passenger. In some of the affected vehicles, the system was improperly calibrated, so the front passenger air bags and knee air bags may not deploy.

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GM Financial to Open New Center in Texas

The General Motors Financial Company broke ground April 11 on a new financial servicing center in San Antonio, Texas, in a ceremony that featured several notable city, county and state officials and community leaders as speakers, including Texas Governor Greg Abbott.

"We are proud to call San Antonio the future home of our fifth Servicing Center in North America, and excited to break ground on this new facility with the support and partnership of leaders from the city of San Antonio, Bexar County and the state of Texas," said GM Financial CEO Dan Berce.

"GM and GM Financial are committed to maintaining strong ties to this state, where combined we employ more than 10,000 people dedicated to building world-class vehicles and providing auto financing solutions to GM's customers and dealers."

Since becoming General Motors' captive finance company in 2010, GM Financial has actively expanded its capabilities and now offers a broad spectrum of auto financing solutions, including loan, lease and commercial financing products, to 16,000 dealers worldwide.

"Texas' welcoming business climate of low taxes and low regulations has propelled the Lone Star State to be a leader in job creation," said Governor Abbott. "I am proud that GM Financial has chosen San Antonio as the site of its next financial servicing center, creating nearly 500 jobs and investing tens of millions of dollars in the Texas economy. As Governor, I will continue to pursue policies that keep Texas the premier state for doing business, creating more opportunity and more jobs for Texas families."

GM Financial's 100,000-square-foot facility is planned for construction on 13.8 acres of land off of Raymond E. Stotzer Freeway at the intersection of Westover Link and North Ellison Drive.

Construction of the new building is targeted to begin in the spring of 2016, and the company plans to begin occupying the building in the spring of 2017, said GM Financial spokeswoman Lane Borrello.

GM Financial, which employs approximately 6,700 team members in the U.S. and Canada, also has financial servicing centers in Arlington, Texas; Chandler, Ariz.; Huntersville, N.C.; and Peterborough, Ontario, Canada, Borrello said.

The company also has 18 credit centers across the U.S. and Canada, including one in San Antonio, Texas, and is headquartered in Fort Worth, Texas.



Berce, left, and Gov. Abbott at GM Financial groundbreaking.

NLRB Rejects VW Appeal

NASHVILLE, Tenn. (AP) – The National Labor Relations Board on April 13 declined to take up Volkswagen's challenge of a union vote at its lone U.S. assembly plant in Tennessee. The panel in a 2-1 decision declined to consider the appeal on the basis that it raised "no substantial issues warranting review."

Volkswagen had unsuccessfully sought to block a union vote among a group of about 160 workers specializing in the repair and maintenance of machinery and robots, arguing that labor decisions should be made by all 1,400 blue-collar workers at the plant. VW also questioned the timing of the vote amid its struggles to cope with the fallout of its diesel emissions scandal.

The NLRB's regional director allowed the vote to move forward and the United Auto Workers won the December election on a 108-44 vote, ending a decades-long losing streak in union elections among

foreign automakers in the South.

But Volkswagen declined to enter into contract negotiations while challenging the election to the federal labor panel.

The effort to unionize only a small portion of workers at the plant followed a narrow UAW defeat in a 2014 union vote among all hourly workers. In the run-up to that vote, state lawmakers warned that state tax credits could be threatened if the union won the election.

Anti-labor groups rented billboards around Chattanooga linking Detroit's woes to UAW success there, and Republican U.S. Sen. Bob Corker proclaimed that Volkswagen would quickly announce a decision to build a new SUV at the plant if the union was defeated. As it turned out, Volkswagen announced the new SUV would be produced in Chattanooga five months after the vote. The plant is scheduled to begin producing the new vehicle this year.

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GM is Vet-Friendly Company

For the second consecutive year, General Motors is the only automaker recognized by *Military Times* in its Best for Vets: Employers 2016 rankings.

The Best for Vets list evaluates company culture and policies that cater to military veterans, said GM spokesman Tom Ripinger.

“The recognition is a credit to the ongoing hard work of our military affairs, veteran hiring and employee resource group leaders,” said Ken Barrett, GM chief diversity officer and a former U.S. Navy captain. “Veterans bring a unique perspective and strong work ethic – and make us a better, stronger company.”

The award is based on a 90-question survey analyzing a company's efforts to connect with veterans and provide an environment for success, Rippinger said. To view the complete list of companies, visit military-times.com/best-for-vets.

"We applaud GM's ongoing efforts to hire and support its veteran employees, and we hope they inspire others in their industry to become 'Best for Vets' employers in 2017," said Peter Lundquist, president, Sightline Media Group and general manager, *Military Times*.

Rippinger said GM has supported the U.S. military since 1917, when 90 percent of GM's truck production was directed toward WWI manufacturing. During WWII, GM converted all its plant facilities in support of President Franklin D. Roosevelt's call for an "Arsenal of Democracy," and has produced more U.S. military vehicles than any manufacturer in history.

Today, Rippinger said, more than 14,000 veterans work at GM facilities across the U.S., and GM partners with Building for America's Bravest, Hiring Our Heroes

and the Achilles Freedom Team to support military families.

In 2016, GM was the only automaker named a top employer for military veterans and spouses by both G.I. Jobs and Military Spouse magazines.

GM is also committed to its active-duty, reserve and veteran customers, as well as their spouses. In honor of Military Appreciation Month, the military discount program for Chevrolet, Buick and GMC vehicles has been expanded to include all veterans, regardless of separation date, through May 31, 2016. To learn more, visit gmmilitarydiscount.com, Rippinger said.

Famed Tiger Willie Horton Gets Honor

DETROIT (AP) – The former site of Tiger Stadium in Detroit has been dedicated in the name of hometown sports hero Willie Horton.

The former Tiger spoke on the afternoon of April 13 at a ceremony to dedicate The Willie Horton Field of Dreams. The occasion also served as a groundbreaking for a youth sports facility and Detroit Police Athletic League headquarters.

Horton says the field will represent "the future" of young kids who use it.

Tiger Stadium opened in 1912 as Navin Field. The Tigers left for Comerica Park after the 1999 season.

The last of the old ballpark was demolished in 2009.

Horton spent 14 seasons with the Tigers and helped the team win the 1968 World Series. The Tigers retired his No. 23, and a statue of his likeness stands at Comerica Park.

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Ford Building \$1.6 Billion Assembly Plant in Mexico

by TOM KRISHER
AP Auto Writer

DETROIT (AP) — Ford Motor Co. plans to build a new \$1.6 billion auto assembly plant in Mexico, creating about 2,800 jobs and shifting small-car production from the U.S. at a time when moving jobs south of the border has become a major issue in the U.S. presidential campaign.

The company announced the plant in the San Luis Potosi state April 5 without saying specifically what cars it will build there. But the United Auto Workers union has said Ford plans to shift production of the Focus compact and C-Max small gas-electric hybrid from suburban Detroit to Mexico, where the cars can be made at lower cost and more profitably.

The UAW's new four-year contract with Ford, signed last year, guarantees new vehicles for the Wayne, Michigan, assembly plant and a \$700 million investment that preserves the plant's 3,924 jobs. Union members have said they expect the factory to get a new version of the Ranger small pickup and a new small SUV called the Bronco.

Ford announced the Mexican plant on the day of the key Wisconsin primary. Republican front-runner Donald Trump has railed about corporate America moving jobs to Mexico to take advantage of what he calls a lopsided trade deal. He has vowed to rewrite the 1994 North American Free Trade Agreement, tax imports and punish U.S. companies, including Ford.

In response, the automaker has highlighted its investments in the U.S. At the New York auto show in March, CEO Mark Fields

said Ford spends more than 80 percent of its capital in the U.S. and has committed to spending another \$8 billion to \$9 billion in the next four years.

“Since 2011, we’ve invested over \$10 billion in our facilities. We’ve hired over 25,000 people” in the U.S., Fields said.

Auto and other manufacturing jobs have been moving south for years. Mexican auto production more than doubled in the past decade, and the consulting firm IHS Automotive expects it to rise another 50 percent to just under 5 million vehicles by 2022. U.S. production is expected to increase only 3 percent, to 12.2 million vehicles, in the next 7 years.

Joe Hinrichs, Ford's president of the Americas, said Ford is a global company that builds cars where it makes the most financial sense. He confirmed the new plant would build small cars starting in 2018. "We've talked about improving our small-car profitability and this is an important part of that," he said last week in an interview with The Associated Press.

Under the new UAW contract, Ford factory workers get about \$60 per hour in wages and benefits, while auto workers in Mexico average about \$8 per hour, according to the Center for Automotive Research, a Michigan industry think tank.

Trump began criticizing Ford last summer after the company said it planned to invest \$2.5 billion in engine and transmission plants in Mexico.

Trump hasn't only targeted Ford. He has, for example, pledged to give up Oreos after Nabisco's parent, Mondelez International, said it would shift production to Mexico.

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\$245*

+ Tax with \$0 Down

NO SECURITY DEPOSIT REQUIRED

2016 SILVERADO 1LT

NO SECURITY DEPOSIT REQUIRED

Stk.# 62227

ALL STAR EDITION, Power Window & Locks
7" Touch Screen Radio, Trailer Tow, Remote Start Alum. Wheels, Back Up Camera & More...

24 Month Lease/10,000 Miles

\$199*

+ Tax with \$0 Down

NO SECURITY DEPOSIT REQUIRED

2016 TRAVESER 1LT

NO SECURITY DEPOSIT REQUIRED

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Power Locks, Power Windows, Power Mirrors
Keyless Entry, Remote Start, Captain Seats, Heated Seats, Back-Up Camera Onstar, XM Radio, & More...

24 Month Lease/10,000 Miles

\$245*

+ Tax with \$0 Down

NO SECURITY DEPOSIT REQUIRED

2016 EQUINOX 1LT

NO SECURITY DEPOSIT REQUIRED

Stk.# 62649

7" Touch Screen, OnStar/XM Satellite Radio
MYLink Touch Screen Radio, Remote Keyless Entry Rear Vision Camera, Alum. Wheels & More...

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SLE-1

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*All prices and payments include GM rebates. Pictures may not represent actual vehicle. Prices subject to change per GM incentives. Prices and payments are inclusive of active GM employee discount (unless otherwise stated). All leases are 10,000 miles per year with approved S Tier credit. All leases are 24 months except for the GMC Yukon, Enclave, which are 36 month leases and Cascada and Lacrosse is a 39 month lease. All Vehicles shown are \$999 down. Deposition Fee may be required at vehicle turn in. Must have lease loyalty or Buick/GMC lease loyalty and/or conquest. Must have closing competitive lease. Prices and payments are plus tax, title, plate fee w/ acquisition fee up front, refundable security deposit required on certain vehicles – to be determined by lender. For Sierra, Acadia, Terrain must be trading in a non gm vehicle. **\$3,500 trade in is valid on 2003 or newer vehicles w/ under 115k miles in driveable condition, no branded titles, reconditioning determined by appraiser. Certain restrictions may apply, see dealer for complete details. ** Exp date: 4/30/2016.

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*All applicable rebates including lease/conquest offers have been deducted from sale price/payment. Pictures may not represent actual vehicle. Prices subject to change per GM incentives. Prices and payments are inclusive of active GM Employee Discount (Unless otherwise stated). Equinox, Cruze, Malibu, Trax, Traverse, Silverado, and Camaro are 24 month leases. Impala is a 39 month lease. All leases are 10k miles per year w/ approved S Tier credit w/ \$999 due at signing. Prices & payments are plus tax, title, and plate fees with acquisition fee up front. Deposition Fee may be required at vehicle turn in. Refundable security deposit required on certain vehicles – to be determined by lender. **\$3500 trade-in is valid on 2003 or newer vehicles with under 115k miles in driveable condition, no branded titles, less reconditioning determined by appraiser. Certain restrictions may apply, see dealer for complete details. ** Expiration Date – 4/30/16.

Takata Air Bags Still in Many Automobiles

DETROIT (AP) – About 85 million Takata air bag inflators that haven't been recalled are inside cars and trucks now being driven in the U.S. and would have to be replaced if the company can't prove they are safe, the government said April 13.

The number would be in addition to the 28.8 million inflators already slated for replacement in what has become the largest automotive recall in the nation's history. If all the inflators are recalled, they would total almost 114 million. A recall that massive would take years to complete and cost billions of dollars.

Unlike most air bag makers, Takata's inflators use the chemical ammonium nitrate to create a small explosion that fills air bags in a crash. But the chemical can burn too fast and explode with too much force, blowing apart a metal canister and hurling shrapnel at drivers and passengers. At least 11 people have died worldwide and over 100 have been hurt.

The National Highway Traffic Safety Administration, which made the estimate, says it doesn't know how many vehicles have Takata air bags, but said many have more than one inflator made by the company.

Under the terms of an agreement reached with Takata last year, the Japanese parts supplier must prove to the agency that the unrecalled inflators are safe to use, or they must be recalled. The agency has said that it expects the number of Takata recalls to increase.

The problem has been linked to older cars with long-term exposure to high humidity. That's why replacement parts are being targeted to areas such as the U.S. Gulf Coast, although many of the cars have been recalled nationwide. No one knows for certain how long it takes for the ammonium nitrate to deteriorate or whether inflators in older cars in cooler, less-humid states might explode in the future. That makes the safety of Takata inflators – which are in driver, passenger and side air bags – a potentially deadly unknown.

Mark Rosekind, who heads NHTSA, said in a February letter to Congress that an immediate total recall of Takata air bags wouldn't provide significant safety benefits and could exceed the government's legal authority. It also would strain the network for replacement parts and increase uncertainty for consumers, he wrote in a letter to Sen. Bill Nelson, D-Fla.

Ally Financial is Opening New Detroit Offices

DETROIT (AP) – Financial services company Ally Financial is opening new offices in downtown Detroit that will be occupied by more than 1,500 employees and contractors.

The space in Ally Detroit Center spans 13 floors of the building and the company said last week it unites Ally's southeast Michigan-based employees.

About 350 Ally employees are moving into the building this month and most of the rest will be there by November.

Each floor was designed in the style of a distinct Detroit neighborhood, with furniture, fixtures and art installations that reflect the style of each area of the city. The floors include Foxtown, Rivertown, Greektown, Lafayette Park, Corktown, Indian Village and New Center.

Quicken Loans founder Dan Gilbert's Bedrock Real Estate Services owns the building.