

GM Fights to Stay Ahead When It Comes to Cyber Security

by Jim Stickford

The issue of cyber security has been in the news a lot lately. Thousands of computer systems around the world were recently hit by a ransomware threat that if owners didn't pay blackmail they'd lose their data.

The Disney Corporation has been told that if the company doesn't pay, it's biggest summer blockbuster movie will be released over the Internet before the film premieres in movie theaters.

And threats to cyber security don't stop there, which is why GM has people like Kevin Tierney working for the company. He is director of Product Cyber Security at GM.

"In my role at GM, I report to Jeff Massimilla, who is chief Cyber Security Officer," Tierney said. "We have three directors of cyber security focused on different aspects – vehicles, telecommunications and back office."

What all that means, Tierney said, is that some people make sure that the computer systems within vehicles are safe from hacking. Others look at making sure that the communications systems such as Blue Tooth and OnStar are safe. The back room means the company's internal servers, Tierney said.

"We don't look at things like smartphones and laptop computers," Tierney said. "Someone else does that, but all the groups work closely together. These days, most people are aware of what we can refer to as 'traditional' cyber attacks."

"That's what's been in the news lately. That's what's called ransomware, where groups attack companies with computer technology and threaten that company's information and the company's computers."

"Then there is the more sophisticated hacking that is more of the attack of the future where things are affected. So cars can be broken into using computers. So many things are connected to the Internet these days – refrigerators, cars, industrial systems. They are all vulnerable to a 'future' attack if some person or group is smart enough and determined enough to put in the time and effort to hack the systems."

The problem of cyber security is something that GM has really started to take seriously beginning in around 2010, Tierney said.

"Back in the 1980s, GM began putting embedded electronics into cars," Tierney said. "It was driven by trying to meet emissions regulations. Since then, there has been a huge growth in



Tierney is one of many GM employees who are working to make sure the company is safe from cyber attacks.

electronics in cars. Within the last 10 years, vehicles have gotten so sophisticated that security has come into the thinking right away when designing vehicles."

The real pivot point for this, Tierney said, was when wi-fi and

Blue Tooth systems were put in vehicles.

"The auto industry right now is doing something about cyber security," Tierney said. "First, we are working to get ahead of the problem of cyber security before it becomes a problem. Look at

the banking industry. They didn't take cyber security seriously until after they had attacks. They reacted and created ISAC, also known as the Information Sharing and Analysis Center, as a

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GM is making a commitment to use natural rubber for all of its tires.

General Motors Looks To Rubber Trees for Tires

General Motors is going into the future by exploiting technology that dates back to the past.

Transforming the global rubber and tire supply chain to create lasting, environmentally sound sustainable rubber production requires a collaborative approach.

Through an industry-first commitment to sourcing sustainable natural rubber in its tires, General Motors is helping drive the industry toward net-zero deforestation and uphold human and labor rights, said GM spokeswoman Becky Price.

"Our supplier partners are an extension of our company," said Steve Kiefer, GM senior vice president of Global Purchasing and Supply Chain. "We want to encourage affordable, safer and cleaner options for our customers that drive value to both our organization and the communities in which we work."

GM believes that sourcing tires produced using sustainable natural rubber has a number of community, business and environmental benefits, Kiefer said, including:

- Preserving and restoring primary forests and high conservation value and high carbon stock areas that are critical to addressing climate change and protecting wildlife.
- Improving yield and quality for natural rubber farmers, further supporting the small businesses that contribute 85 percent of this material.
- Mitigating business risk related to supply chain sourcing and performance and helping assure long-term availability of a key commodity.

As tire manufacturers develop sustainable natural rubber policies, automaker demand will

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Prestige Fills Showroom with Art Exhibit

World-renowned artist Frank Kelley, Jr., visited Prestige Cadillac on Van Dyke in Warren May 19 as the dealership held an art show for its customers and neighbors.

The show, called the Cadillac Spring Occasion Luxury Runway Art Exhibit and Open House, was something the dealership staff wanted to do as a way of being engaged with the local community, said Renae Logan, spokeswoman for Prestige Cadillac.

"We also want to give the people in the neighborhood the opportunity to view the latest Cadillac vehicle designs," Logan said,



Warren resident Claudia Toner examines artwork at Prestige Cadillac.

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2017 GT Finally Unleashed by Ford

In creating the new high-performance Ford GT, the creators behind the car designed it to not only win races but also to serve as a test bed for new technologies and ideas for future vehicles across Ford's vehicle lineup.

"When we began work on the all-new Ford GT in 2013, the team had three goals," said Raj Nair, Ford executive vice president of Product Development and chief technical officer.

"The first was to use the supercar as a training ground for our engineers as we develop future engine technology and stretch our understanding of aerodynamics."

"Then, to push the boundaries of advanced material usage, such as lightweight carbon fiber. Finally, we set out to win the Le Mans 24 Hours, referred to by many as the ultimate test of endurance and efficiency."

At the same time the team was

developing the GT, Ford combined several of its performance teams – Ford SVT, Team RS, Ford Racing, performance vehicle parts and merchandise licensing – into a single group called Ford Performance, said Ford spokesman Wes Sherwood.

"Without this kind of integrated teamwork and combined or-

ganization, it would have been impossible to deliver the all-new Ford GT in its current form," said Dave Pericak, global director, Ford Performance. "This kind of collaboration was critical to not only bringing Ford GT back to life but for experimenting with

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The 2017 Ford GT is hitting the market after years of development.

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State Reports Michigan Gains Jobs in April

LANSING, Mich. (AP) – The state says Michigan’s unemployment rate fell to 4.7 percent in April, further depleting the ranks of jobless people.

The Michigan Department of Technology, Management & Budget said May 17 the rate fell from a revised rate of 5.0 percent in March and compared with a national April rate of 4.4 percent. Last month’s jobless rate in Michigan was two-tenths of a percentage point lower than the state’s year-ago rate of 4.9 percent.

The agency says total employment in Michigan rose by 18,000 in April while the number of unemployed dropped by about 17,000.

It says the size of the state’s workforce changed little during the month.

Bureau of Labor Market Information and Strategic Initiatives Director Jason Palmer said the number of unemployed people in Michigan has fallen by 28,000 since February.

Chevrolet’s Latest Data Plan Aimed at Modern Families

When it comes to providing its customers data, GM subscribes to the belief of one can’t have too much of a good thing.

In response to the growing customer demand for more data, Chevrolet and AT&T are making it easier for Chevrolet owners to add an AT&T unlimited data plan to their vehicle, said GM spokesman Dan Pierce.

Starting May 12, a Chevrolet owner with an in-vehicle OnStar 4G LTE Wi-Fi hotspot and AT&T wireless account can add unlimited data to their vehicle at any of the nearly 5,000 AT&T retail stores in the U.S., by visiting att.com/connectedcar or by logging into their MyATT account, Pierce said.

“With Chevrolet 4G LTE data plan sales jumping nearly 275 percent in March year-over-year, providing customers with additional choices as to where and how they buy data was important to us,” said Paul Edwards, Chevrolet U.S. vice president of Marketing. “Whether you are at a job site in your Silverado or letting your family stream videos on a road trip in your Traverse, Chevrolet owners will never be far from being able to sign up for an unlimited 4G LTE data plan.”

“More and more car owners are seeing the benefits of unlimited data on the go,” said Joe Mosele, vice president, Internet of Things Solutions, AT&T.

“We are pleased to make this feature widely available for Chevrolet owners in our retail stores across the country. It’s now as easy as ever to sign up for in-vehicle unlimited data.”

For \$20 a month, Edwards said the unlimited data plan allows Chevrolet owners to utilize the full potential of their OnStar 4G LTE Wi-Fi hotspot and access all of their content and enjoy endless entertainment on the go

without worrying about paying overages. (After 22GB of data usage, AT&T may slow speeds.)

Chevrolet became the first mass-market automaker to offer a 4G LTE unlimited data plan for all customers in early March, Edwards said. Since then, Chevrolet data usage has increased exponentially as owners have come to appreciate the ability to stream video on a tablet, send email on a laptop or play online using a gaming console in their vehicles. Last month, Chevrolet owners used 415 percent more data than in April 2016.

As the first automaker to offer 4G LTE connectivity across its entire retail portfolio, Chevrolet has sold 3.5 million OnStar 4G LTE-connected vehicles since June 2014, Edwards said.

OnStar 4G LTE, which is enabled by AT&T, was introduced across the Chevrolet portfolio for the 2015 model year in the U.S.

and Canada. Currently, a 4G LTE Wi-Fi hotspot is standard equipment on all new Chevrolet retail models along with the OnStar Basic Plan, which also features remote vehicle access and the

AtYourService marketplace via the myChevrolet mobile app, among other features.

For more information on how to find an AT&T store, visit www.att.com.



GM’s new data plan turns vehicles into wi-fi providers.

Prestige Cadillac Welcomes Community

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“on our runway and out on the streets.”

Logan said the term runway refers to what many might call the showroom floor.

She said that Prestige Cadillac was the first dealership built under Cadillac’s “Project Pinnacle” new facility image program.

Vehicles are lined up in a straight line, giving the floor the appearance of a fashion runway. This is different from the traditional way of stocking the showroom floor used by most dealerships.

Several paintings by Kelley were on display as part of the open house.

“Mr. Kelley is an internationally-known artist and this event is

the debut of his latest art collection,” Logan said. “He is originally from Detroit but has moved to Louisiana.

“His paintings show off the state’s rural areas as well as celebrate jazz and Southern life.

“He has exhibited around the world.”

Logan said that people at the dealership were aware of Kelley’s reputation and when they learned that he was going to be passing through the Detroit area during the open house, they invited him to participate, which he was happy to do.

Among the people who attended the open house were Warren

residents Chuck and Claudia Toner.

“I came to the dealership because I was curious,” said Claudia Toner. “My husband and I live in the neighborhood near the dealership, and when we heard about the event, we decided to attend.

“What I like about Mr. Kelley’s paintings is that there are different styles of art. Some are traditional in style, but there are others that are avant garde.

“I also appreciated being able to see the new Cadillacs. The brand has always been the top of American luxury cars, and it’s nice to see what they’re up to.”

German Prosecutors Still Investigating Volkswagen

by David McHugh and David Rising
Associated Press

BERLIN (AP) – Stuttgart prosecutors said May 17 they’re investigating whether Volkswagen CEO Matthias Mueller and two others, including Mueller’s predecessor, manipulated markets by not releasing information about VW’s diesel cheating soon enough.

The probe relates to Mueller and the others’ roles as executives in 2015 at Stuttgart-based Porsche Automobil Holding SE, the holding company that controls Volkswagen.

Prosecutors in a statement confirmed media reports that Germany’s Federal Financial Supervisory Authority filed a complaint in 2016 asking prosecutors to investigate executives from the holding company.

They said they’re investigating whether the executives delayed releasing information about VW’s manipulation of software to cheat on emissions tests, and its possible financial implications on the holding company. German securities law requires companies to broadly and quickly disclose information that could affect decisions to buy or sell the company’s shares.

Porsche SE said in a statement that “we are convinced that we have duly fulfilled our capital market disclosure requirements.”

In addition to Mueller, who is strategy and development chief at the holding company, those under investigation are Hans Dieter Poetsch, who is CEO of the holding company as well as Volkswagen board chairman, and Martin Winterkorn, the former Volkswagen and holding company chief executive who quit after the scandal broke in 2015.

The Porsche holding company

is distinct from Porsche sports car brand, which is now part of Volkswagen itself. The holding company’s shareholders are members of the Piech and Porsche families, descendants of automotive pioneer Ferdinand Porsche.

Volkswagen has admitted equipping around 11 million cars worldwide with software that sensed when cars were on test stands and turned emission controls up, then turned the controls off during everyday driving to improve performance.

It has agreed to at least \$16 billion in civil settlements with environmental authorities and car owners in the United States, and to a \$4.3 billion criminal penalty. Seven Volkswagen executives have been criminally charged in the U.S. The company also faces investor lawsuits in Germany alleging it did not inform shareholders of the scandal quickly enough. Volkswagen says it met its duties.

The company apologized for the scandal and says it is changing its culture and practices.

Many Traveling Memorial Day

DEARBORN, Mich. (AP) – AAA says more than 1.2 million people from Michigan are expected to travel 50 miles or more from home during the Memorial Day holiday weekend.

The auto club says May 17 that the projection is a 2.5 percent increase over the roughly 1.1 million people from the state who traveled last year for the holiday. AAA credits rising wages and recent gas price declines as contributing to the expected increase.

This will mark Michigan’s fifth consecutive year of growth in Memorial Day travel.

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General Motors Working to Stay One Step Ahead in Fight Against Cyber Attackers

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response to problems. The auto industry, on the other hand, created its own ISAC in 2015 as a way of getting ahead of the problem."

At a very high level, OEMs understand that they have to get ahead of the problem and create systems that will protect the privacy and safety of drivers. They are working with groups like the Society of Automotive Engineers (SAE) to develop standards and to share info and experiences.

The OEMs are also working with the National Highway Traffic Safety Administration (NHTSA) to develop cyber safety protocols for vehicle to vehicle (V2V) communications, vehicle to infrastructure (V2I) communications and vehicle and infrastructure (V2X) communications.

"After that, each OEM is able to develop their own cyber security protocols," Tierney said.

"That's actually a good thing because if we all agreed on one way of doing things, then if one company got hacked we would all be able to be hacked.

"By having slightly different security protocols based on a particular OEM's way of thinking, we are all more protected against threats."

Tierney said that a couple of things have surprised him about developing cyber security protocols. One is the complexity of it all. To be secure, engineers have to get so much information about things ranging from computer chips to complete electronic architectures.

And secondly, new electronic features are constantly being added to vehicles. Which means security designers are constantly having to get involved in the vehicle creation process.

This requires collaboration between security people, designers and engineers. And it means col-

laborating with government and academic experts so that Tierney and his colleagues are aware of the latest security ideas and security problems.

Tierney said a problem all industries that are vulnerable to cyber attack face is having enough experienced people.

The field of cyber security is relatively new and there is a great demand for people with expertise.

"In the past OEMs hired more mechanical engineers than electrical and electronic engineers," Tierney said.

"Now the reverse is true. I know people in college have a little fear about what's on the other side of graduation. When I talk to freshmen students who want to know what engineering specialty they should chose, I tell them there will definitely be jobs for them after graduation in the field of designing cyber security system."

15 Mile Sewer Project Bond Sale Postponed

Work is now more than 80 percent complete on the installation of the piers needed to repair the damaged sewer interceptor on 15 Mile Road.

Financing for the project is also moving forward, despite a legal challenge expected to cause additional costs to the overall project, said county spokesman John Cwikla. Due to ongoing litigation brought against the Macomb Interceptor Drain Drainage District by the city of Sterling Heights.

If the suit moves forward and the cost of the work is shifted to the county, rather than the MIDD, the 16 communities in Macomb County that are not part of the MIDD would see an increase in assessment in order to pay off the bonds, Cwikla said.

The largest of these assessments would be \$14.3 million for the city of Warren and \$6.4 million for the city of St. Clair Shores. In total, \$36.5 million of financial burden would be placed on the non-MIDD communities.

Sale of the bonds to pay for the overall construction project has been delayed, likely until early July, Cwikla said. It is anticipated that the delay, coupled with the ongoing litigation, will result in the bonds being sold at a higher interest rate.

Depending on the ultimate rate,



Miller

this could cost the MIDD an additional \$3-10 million over the 30-year repayment of the bonds. Public Works Commissioner Candice Miller said it is her intention to assess Sterling Heights for that additional cost.

Sale of bonds to refinance \$90 million of existing bond debt, which was expected to save the MIDD \$3-\$3.5 million over 25 years, has been indefinitely postponed, Cwikla said. It is uncertain if these savings will be able to be realized in the future.

Despite these higher costs, work on the project will continue, Cwikla said. It is believed that

shutting down the work even for as little as a week, would push the completion of the project into 2018. A shutdown could also affect pumping operations at the worksite, threatening a release of sewage into the Clinton River.

As of May 17, 208 of the necessary 260 piers have been drilled. The piers are 70 feet deep and three feet in diameter. They are filled with cement and most of them also have a steel beam installed. The piers will form a wall around the 60-foot shaft necessary to remove the collapsed interceptor and install new pipe.

The shaft is being dug 20 feet longer, to the east, from the original plan. This is due to on-site inspections revealing additional damage to the interceptor.

The goal is for all pier drilling to be completed prior to Memorial Day weekend. It is expected to be the loudest portion of the entire repair operation.

Cleaning of the sewer interceptor east of the collapse is continuing, as is emergency grouting repair of that section of the pipe.

Plant Trade Set for June 3

MSU Extension's (MSUE) Master Gardeners are hosting a Spring Plant Exchange where attendees can bring healthy plants to share and exchange with other gardeners.

The Spring Plant Exchange will take place, rain or shine, from 9 a.m. to noon on Saturday, June 3, in the north parking lot of the VerKuilen Building, 21885 Dunham Road, Clinton Township, said Macomb County spokeswoman Mary Gerstenberger.

Attendees should label all plant material with plant name and growing information. Master Gardener and Master Composter volunteers will be on hand to answer questions.

The general public is welcome to attend. The event is free,

and no registration is necessary, Gerstenberger said.

For more information about the plant exchange program, people can call the MSUE Gardening Hotline at 586-469-5063 Mondays, Wednesdays or Fridays, Gerstenberger said.

Michigan State University Extension (MSUE) is part of a larger alliance between MSU and Macomb County. It brings educational programs to residents, empowering them to improve their lives and community.

County-based MSUE staff, in concert with on-campus faculty members, serve residents with programming focused on agriculture, natural resources, children, youth, families, community and economic development.

California Suit Affects Volkswagen

SAN FRANCISCO (AP) – California will receive an additional \$66 million from Volkswagen under the latest deals approved by a judge overseeing lawsuits stemming from the automaker's emissions cheating scandal.

U.S. District Judge Charles Breyer approved the settlement figure on May 17.

California will use the funds to offset excess pollution from Volkswagen cars in the state and increase access to cleaner vehicles.

The money is on top of more than a billion dollars that Volks-

wagen previously agreed to pay for investments in zero-emissions technology and environmental mitigation in the state of California.

The automaker has acknowledged that the company's diesel-powered vehicles were programmed to turn on emissions controls during government lab tests and turn them off while on the road. This had the effect of disguising diesel emissions measurements.

It has also reached settlements with affected car owners and U.S. regulators.

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Chrysler Emphasizes STEM Education at Shell Event

The future of our industry was on display in downtown Detroit in late April, said Chris Cowland, director of Advanced and SRT Powertrain Engineering for Fiat Chrysler.

“For the third year, the Shell Eco-marathon was held at Detroit’s Cobo Center and I’m personally proud that FCA US is a partner in the event,” Cowland said. “One of the students competing this weekend could someday get my job as Director of Advanced and SRT Powertrain Engineering.”

The Shell Eco-marathon is a fantastic event that introduces high school and college students to the challenges of engineering. The competitors have a nicely framed problem to solve – make a vehicle travel as far as possible on the minimum amount of energy, Cowland said.

But there are boundary conditions – such as safety requirements, cost budgets, timing and environmental conditions – to consider. These are the same challenges, he said, that my teams face every day engineering a commercial product in the automotive industry.

“I can guess what you’re thinking,” Cowland said. “What does creating a product, such as the 840-horsepower supercharged V8 in the new 2018 Dodge Challenger SRT Demon, have to do with a battery-electric vehicle (BEV) or even a fuel cell?”

“As engineers, we use our fundamental understanding of physics and chemistry to optimize the efficiency of the product for the intended purpose.”

In the case of the Challenger SRT Demon, the purpose of the powertrain is to propel the car down a quarter-mile drag strip as fast as possible.

So, engineers need to create maximum power and torque and

get it to the ground from initial launch, Cowland said.

In a battery-electric vehicle, engineers may be trying to arrange the battery cells and cooling system for maximum efficiency and give the customer maximum range under a wide set of operating conditions, Cowland said.

The knowledge, tools and processes that we use in the engineering of products, ranging from the Challenger SRT Demon to BEV, are similar – it’s just the goal of the final product that is different, Cowland said.

“None of this happens alone,” Cowland said. “Teamwork is crucial to our work. The teamwork aspect the students learn by working in teams to create and compete in the Shell Eco-marathon are the skills we use daily.”

Cowland said the Shell Eco-marathon is a fantastic way to get young people interested in working in the auto industry and quite a bit different than when he was a teenager.

“My father was a car enthusiast, so I grew up around many different types of cars and would regularly read his motoring magazines,” Cowland said.

“While he had no technical engineering background, I became interested in how cars work, in particular, engines. By the time I was 14 years old, I’d decided I was going to design engines for a living. Thirty-six years later I’m still working on powertrains and have designed engines for products from weed trimmers to supertankers.”

This is not news, but there is a great need more engineers, Cowland said. The challenges – and opportunities – in the auto industry grow every day.

“I can tell you that at FCA, engineers in the early stages of their



Cowland shows students a Fiat Chrysler EcoDiesel V6 engine.

careers get important roles creating powertrains that are key to our company’s future,” Cowland said.

“The Shell Eco-marathon gives engineers at FCA the chance to meet with hundreds of students who have the same passion as us – cars. These young adults al-

ready believe engineering is cool and it’s a real inspiration to see some of the novel design and manufacturing solutions the teams come up with to be competitive.

“I hope some of them join us one day. I guarantee they won’t be bored.”

FCA Seeks a Diesel Deal

Fiat Chrysler on May 19 formally filed an application for diesel vehicle emissions certification with the U.S. Environmental Protection Agency (EPA) and the California Air Resources Board (CARB) for its 2017 model year (MY) Jeep Grand Cherokee and Ram 1500 diesel vehicles. These vehicles feature updated emissions software calibrations.

The filing is the result of many months of close collaboration between Fiat Chrysler and EPA and CARB, including extensive testing of the vehicles, to clarify issues related to the company’s emissions control technology, said Fiat Chrysler spokesman Eric Mayne.

With the permission of EPA and CARB, Fiat Chrysler intends to install the same modified emissions software in 2014-2016 MY Jeep Grand Cherokee and Ram 1500 diesel vehicles, Mayne

said. Company officials believe this will address the agencies’ concerns regarding the emissions software calibrations in those vehicles.

Mayne said officials also believe that these actions should help facilitate a prompt resolution to ongoing discussions with the Environment and Natural Resources Division of the U.S. Department of Justice and other governmental agencies.

Fiat Chrysler expects that following EPA and CARB approval, owners of the 2014-2016 MY vehicles will be able to receive the software updates at their dealerships, Mayne said. Company officials expect that the installation of these updated software calibrations will improve the 2014-2016 MY vehicles’ emissions performance and does not anticipate any impact on performance or fuel efficiency.

Macomb Gets Drug Treatment Grant

Macomb County Community Mental Health (MCCMH) has received substance abuse prevention and treatment grants totaling \$1 million from the Michigan Department of Health and Human Services, said county spokesman Kevin Sadaj.

“These programs will allow us to expand services, which will provide new levels of support so we can help people recover from

substance abuse disorders and ultimately save lives,” said Helen Klingert, assistant director of Substance Abuse at MCCMH.

The grants expand peer recovery services and provide community education on prescription drug and opioid prevention. Specialized services for pregnant women who use opioids will also be broadened in order to improve outcomes for families affected by Neonatal Abstinence Syndrome (NAS).

Macomb County experienced nearly 200 opioid-related deaths in 2015. In 2016, almost 60 percent of MCCMH’s treatment admissions were due to opioids, and NAS rates rose over 1,500 percent in Michigan between 2000 and 2013.

Expansion of Peer Recovery Services Two programs will directly focus on using peer resources for recovery to help addicts, Sadaj said.

Eaton Volunteers Help Clean Up Public Park

Sometimes coming to work can be a real walk in the park.

Power management company Eaton employees from its Vehicle Group Southfield, campus recently partnered with Rebuilding Together Oakland County (RTOC) as part of the National Day of Caring to renovate two local parks.

More than 70 employees donated approximately 400 labor hours to improve Carpenter Park and Inglenook Park on May 11-12, said Eaton spokesman Jim Michels. This is the ninth consecutive year Eaton Southfield volunteers dedicated their time and effort to improving the local community.

Eaton volunteers performed a number of tasks at the community parks, including: Spreading mulch in the playground area;

- Water-sealing picnic tables;
- Installing rustic park benches;
- Removing dead and damaged trees;
- Removing a deteriorated staircase;
- Harvesting plant material in bio swale;
- Sanding and painting trash bins.

“We enjoy our long partnership with RTOC and look forward to working with this hardworking and dedicated group for many years to come,” said Gustavo Cruz, vice president, Light Vehicle & Engine Sales, Eaton Vehicle Group North America. “An important part of Eaton’s culture is giving back to the communities where we work, and we are grateful to organizations like RTOC that allow us to help make a difference.”

Since Eaton began partnering with RTOC in 2008, Michels said the company has rehabilitated project sites around Southfield, enabled a city block rehabilitation in Pontiac, and funded a year-round home repair program.

“Eaton is our only county-wide sponsor and has supported us over the past nine years to impact not only the city of Southfield but the entire county,” said Halie Black, executive director, RTOC. “We enjoy working with their employees because they are enthusiastic, hardworking and always have a high volunteer turnout. Thank you to all of the employees who donated their time to make improvements at the Carpenter Lake Nature Preserve and Inglenook Park.”

RTOC is a local affiliate of Rebuilding Together, the national non-profit organization that is dedicated to preserving affordable home ownership and revitalizing communities, Michels said. It provides assistance to low-income homeowners.

GM’s Looking at Making Tires in Totally New Way

CONTINUED FROM PAGE 1

help fuel results, Kiefer said. GM will be working with tire suppliers, governments, rubber industry associations and environmental nonprofits to drive alignment and reduce supply chain complexity.

GM is also working with suppliers such as Bridgestone, Continental, Goodyear and Michelin to develop appropriate transparency into natural rubber and ensure its traceability throughout the supply chain, Kiefer said.

The company encourages other automakers and suppliers to join in the effort to accelerate progress.



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More than 80 Maven vehicles are available throughout Manhattan.

Maven Hits New York City Hard With Mobility Services

New York is a city where people often have to get around without owning a car. GM's expanding Maven program is making that reality a little easier.

A year-and-a-half after launching as a curated residential service in New York City, Maven has evolved into one of the fastest-growing mobility brands in North America, said GM spokeswoman Annalisa Bluhm.

Leveraging its mobility platform, Maven offers unique car-sharing services geared toward both consumers and businesses. Maven has rolled out in 17 cities across North America and its members have covered more than 125 million miles.

Maven, Bluhm said, offers three products to address urban growth trends and the need for mobility as a service:

- Maven City is a fully connected, seamless car-sharing experience featuring cars loaded with technology and available for on-demand rental.
- Maven Home provides the ultimate amenity – transportation as a service – for residential communities and commercial entities.
- Maven Gig is an on-demand vehicle rental service that allows drivers in the sharing economy the freedom to switch between several brands, services and gigs.

Maven is returning to its roots to offer an elevated car-sharing experience in New York City, Bluhm said.

More than 80 vehicles are available in Manhattan, from Columbia University to Battery Park, for hourly or daily reservations.

Maven will continue to expand into the boroughs and throughout the city to provide cars

around the corner from where New Yorkers live, work and play, all without a membership fee.

Sometimes a favorite museum or nature trail is located just outside the city center, Bluhm said. New Yorkers now have available cars to fit every need when public transportation does not.

Members will be there for the moments that matter most, like weekend trips to the Hamptons or to see family in New Jersey.

Maven selected lifestyle-oriented cars with all the amenities needed for travel in and outside of New York, Bluhm said. Residents who feel trapped in the densely populated urban environment can escape for short trips in a sporty sedan or a luxury SUV.

All Maven vehicles are loaded with technology, including 4G LTE Wi-Fi, Apple CarPlay and Android Auto. Maven 24/7 advisor support is available through OnStar for questions, roadside assistance and emergency response, providing peace of mind for the journey.

Maven eliminates the need to own a car in New York City, said Julia Steyn, vice president, General Motors Urban Mobility and Maven.

Residents no longer have to pay high insurance premiums and costly rates to park in garages when the street is not an option.

Personally owned vehicles sit idle 95 percent of the time, and each shared car takes about 15 private cars off the road, helping to alleviate congestion.

Maven's established mobility platform is allowing for more rapid innovation at General Motors, Steyn said.

Brembo Provides GM with New Brakes

Brembo, the worldwide producer of brake technology, together with Chevrolet, GMC and Cadillac, introduced on May 11 a new Performance Brake Upgrade System for the Chevrolet Silverado, Tahoe, Suburban and the GMC Sierra, Yukon, Yukon XL, and Cadillac Escalade.

The Brembo kits feature the company's iconic red six-piston, fixed aluminum calipers loaded with brake pads that clamp onto 42 percent larger-than-stock, 410 x 32mm (16.1-inch x 1.3-inch) Duralife vented rotors, said Brembo spokeswoman Caroline Fallara. This package offers an 84 percent increase in brake pad area to increase system thermal capacity.

The package includes all the necessary hardware and instructions for the do-it-yourself installation or can be installed at the dealer. The front brake system is available for any light-duty 2014 and later Silverado/Sierra and light-duty 2015 and later Tahoe/Suburban/Yukon/Yukon XL and the Cadillac Escalade with 20-inch to 22-inch original equipment or GM Accessory wheels, Fallara said.

Brembo has taken full advantage of the inner-wheel real estate of the 20- and 22-inch wheels on GM trucks and SUVs (except the SEU option wheel) to increase the stopping power and pedal feel, while maintaining function and style, Fallara said. The upgrade will be evident visually as the red Brembo caliper serves as a stylized backdrop for the customer's wheel choice.

"The Brembo Performance Brake Upgrade System allows customers the opportunity to upgrade their already-owned or ready-to-be-delivered Chevrolet, GMC truck, SUV or Cadillac Escalade with the ultimate in braking performance," Dan Sandberg,

Brembo North America president and CEO said.

"The all-aluminum, red two-piece Brembo caliper features the specific brand logo of Chevrolet, GMC and Cadillac. The caliper wraps around a large, vented rotor that not only looks great and fills the wheel opening, but also contribute to reduced braking distances and better control when hauling loads or pulling a trailer.

"Together with GM, these packages have been validated for quality and performance, as well the ease of installation by the local dealer or for the do-it-yourself mechanic. These performance upgrade components can be purchased at the parts counter of local authorized GM dealerships or online."

During GM testing, the Performance Brake Upgrade system provided a 31 percent reduction in pedal force and 12 percent reduction in pedal travel at max deceleration, providing improved pedal feel, Sandberg said.

Brembo translates over 41 years of motorsport technology into every braking component. The racing environment is the perfect testing ground to prove longevity and pedal feel for road-going vehicles.



Brembo brake for Cadillac

The brake package was on the Silverado 1500 crew cab truck that paced the Nextera Energy Resources 250 Camping World Truck race at Daytona last February, Fallara said.

The Brembo Performance Brake Upgrade System fits vehicles with 20- or 22-inch wheels, except the SEU option wheel.

This product does not void the new vehicle limited warranty when installed by an authorized dealer.

Brembo Performance Brake Upgrade System part numbers:

- Chevrolet - 84263234;
- GMC - 84263235;
- Cadillac - 84263236.



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Michigan Employment Rate Climbs

LANSING, Mich. (AP) – The state says Michigan's unemployment rate fell to 4.7 percent in April, further depleting the ranks of jobless people.

The Michigan Department of Technology, Management & Budget said May 17 the rate fell from a revised rate of 5.0 percent in March and compared with a national April rate of 4.4 percent.

April's jobless rate in Michigan was two-tenths of a percentage point lower than the state's year-ago rate of 4.9 percent.

The agency says total employment in Michigan rose by 18,000 in April while the number of unemployed dropped by 17,000. It says the size of the state's workforce changed little during the month.



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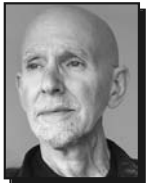
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General Motors Makes Moves Across International Financial Marketplace

General Motors began key restructuring actions in its GM International operations on May 18 to drive stronger financial performance and focus its capital and resources on business opportunities that are expected to deliver higher returns.

The company will focus its GM India manufacturing operations on producing vehicles for export only and will transition GM South Africa manufacturing to Isuzu Motors, said GM spokesman Pat Morrissey.

GM's Chevrolet brand will be phased out of both markets by the end of 2017.

"As the industry continues to change, we are transforming our business, establishing GM as a more focused and disciplined company," said GM Chairman and CEO Mary Barra.

"We are committed to deploying capital to higher return initiatives that will enable us to lead in our core business and in the future of personal mobility.

"Globally, we are now in the right markets to drive profitability, strengthen our business performance and capitalize on growth opportunities for the long term. We will continue to optimize our operations market by market to further improve our competitiveness and cost base."

These decisions were made following an extensive review of operations in GM International markets and reflect a series of actions taken to improve global business performance that began in late 2013, Morrissey said.

"These actions will further allow us to focus our resources on winning in the markets where we have strong franchises and see greater opportunity," said GM President Dan Ammann. "We



Mary Barra

have compelling plans for growth in both the top line and the bottom line as we invest for the future."

GM Executive Vice President and President, GM International, Stefan Jacoby said the company is running its GM International markets with an enterprise approach and making decisions that are best for the global business.

"In India, our exports have tripled over the past year, and this will remain our focus going forward," he said.

"We determined that the increased investment required for an extensive and flexible product portfolio would not deliver a leadership position or long-term profitability in the domestic market."

In South Africa, Isuzu will acquire GM's light commercial vehicle manufacturing and GM will cease manufacturing and sales of Chevrolet in the domestic market, subject to local regulatory requirements.

"After a thorough assessment of our South African operations, we believe it is best for Isuzu to integrate our light commercial vehicle manufacturing operations into its African business," said Jacoby.

"We determined that continued or increased investment in manufacturing in South Africa would not provide GM the expected returns of other global investment opportunities."

Under the improvement actions announced:

- India: GM's manufacturing facility at Talegaon will continue as an export hub for Mexico and Central and South American markets.

GM will cease sales of Chevrolet vehicles in the domestic market by the end of 2017. Existing Chevrolet customers will continue to be supported in the market.

- South Africa: Isuzu will purchase GM's Struandale plant and GM's remaining 30 percent shareholding in the Isuzu Truck South Africa joint venture, with sales through a national dealer network.

Isuzu will also purchase GM's Vehicle Conversion and Distribution Centre and assume control of the Parts Distribution Centre. The company will phase out the Chevrolet brand in South Africa by the end of 2017.

GM continues to work with PSA Group to evaluate future opportunity for the Opel brand in South Africa. Importantly, existing Chevrolet and Opel customers will continue to be supported in the market.

- East Africa: As announced on Feb. 28, Isuzu has agreed to purchase GM's 57.7 percent shareholding in GM East Africa, assuming management control. GM will withdraw sales of the Chevrolet brand from the market.

- Singapore: GM International will streamline its regional headquarters office in Singapore, which will retain responsibility for strategic oversight of the remaining regional business and markets, including Australia and New Zealand, India, Korea and Southeast Asia.

This will deliver greater organizational efficiencies while leveraging global resources and in-market expertise.

Across affected markets, GM is working with employees, their union representatives and local authorities to provide transition support, Morrissey said.

As a result of these actions, GM expects to realize annual savings of approximately \$100 million and plans to take a charge of approximately \$500 million in the second quarter of 2017.

Volkswagen Probe Continues

BERLIN (AP) – Stuttgart prosecutors said May 17 they're investigating whether Volkswagen CEO Matthias Mueller and two others, including Mueller's predecessor, manipulated markets by not releasing information about VW's diesel cheating soon enough.

The probe relates to Mueller and the others' roles as executives in 2015 at Stuttgart-based Porsche Automobil Holding SE, the holding company that controls Volkswagen.

Prosecutors in a statement confirmed media reports that Germany's Federal Financial Supervisory Authority filed a complaint in 2016 asking prosecutors to investigate executives from the holding company.

They said they're investigating whether the executives delayed releasing information about VW's manipulation of software to cheat on emissions tests, and its possible financial implications on the holding company. German securities law requires companies to broadly and quickly disclose information that could affect decisions to buy or sell the company's shares.

Porsche SE said in a statement that "we are convinced that we have duly fulfilled our capital market disclosure requirements."

In addition to Mueller, strategy and development chief at the

holding company, those under investigation are Hans Dieter Pötsch, CEO of the holding company and Volkswagen board chairman, and Martin Winterkorn, former VW and holding company chief executive who quit after the scandal broke in 2015.

The Porsche holding company is distinct from Porsche sports car brand, which is now part of Volkswagen itself. The holding company's shareholders are members of the Piech and Porsche families, descendants of automotive pioneer Ferdinand Porsche.

VW has admitted equipping around 11 million cars worldwide with software that sensed when cars were on test stands and turned emission controls up, then turned the controls off during everyday driving to improve performance.

It has agreed to at least \$16 billion in civil settlements with environmental authorities and car owners in the United States, and to a \$4.3 billion criminal penalty. Seven VW executives have been criminally charged in the U.S.

The company also faces investor lawsuits in Germany alleging it did not inform shareholders of the scandal quickly enough. VW says it met its duties.

The company apologized for the scandal and says it is changing its culture and practices.

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Auto Supplier Delphi to

Join Forces with BMW

DETROIT (AP) – Automotive parts and electronics maker Delphi Corp. has joined with BMW, Intel and Mobileye to develop the building blocks of autonomous vehicles.

It's the latest in a flurry of partnerships between automakers, tech companies, parts suppliers and ride-hailing services as they race to build robot-controlled vehicles.

The companies announced May 16 that Delphi will help to integrate autonomous driving systems. BMW, Intel and Mobileye joined forces in July of 2016. They plan to start producing automated vehicle systems by 2021, and BMW plans to have an autonomous vehicle on the road by then. It would be capable of driving itself, but a human driver could still be called on to intervene.

The companies say Delphi, with U.S. operations based in suburban Detroit, already has provided a prototype computing platform that melds sensors, artificial intelligence and other computers. The system won't go into just BMWs, though. The companies plan to develop a system that can be used by other automakers or tech companies in their own cars.

The partners will decide each company's role in the partnership, as well as the financial arrangements, in coming months.

More partners could be added to the group, including other automakers.

Delphi would be in charge of integrating the system into other automakers' vehicles.

During a conference call with reporters to discuss the partnership, executives from the four

companies said alliances like theirs will become more common in the future as partners try to share costs and expertise.

Richard Rau, BMW AG's vice president of sensors, control units and software, said his company believes autonomous driving platforms will be consolidated over time as more companies join forces. "In the long run there will be only a few platforms left," he said.

Delphi now produces electrical wiring architecture, computing platforms and autonomous driving software.

Mobileye, of Israel, makes software that integrates cameras, radar and other sensors and offers artificial intelligence and mapping. Intel has computing hardware and data centers and mapping that will help cars make decisions, while BMW makes autos and has its own autonomous car technology.

Such partnerships seem to be announced almost every day as companies frenetically race to be first with the new technology that has the potential to reduce crashes, save lives and change how we all get around.

In the past two months, auto software and parts maker Bosch announced it was joining with Daimler, maker of Mercedes-Benz, to work on autonomous cars.

Toyota teamed with artificial intelligence company NVIDIA and Waymo, formerly Google's autonomous car division, partnered with ride-hailing service Lyft.

In March of this year, the computer chip maker Intel Corp. announced it will spend more than \$15 billion to acquire Mobileye NV.

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DTE Energy Enters New Era, Produces Power Without Coal

DETROIT (AP) – DTE Energy will reduce planet-warming carbon emissions by more than 80 percent by 2050 as it produces electricity from sun, wind, natural gas and nuclear power, the utility’s CEO said May 16.

Gerry Anderson said climate change is the “defining policy issue of our era” and DTE has a “responsibility to address it.”

“There is no sucker’s choice between a healthy environment and a healthy economy, although it often gets framed that way,” Anderson said. “We can have both as long as we do it in a smart way.”

By 2040, natural gas and renewable energy each will supply 40 percent of DTE’s electricity, with the rest coming from the Fermi nuclear plant. Anderson said the transition will cost \$15 billion, which would come from customers through higher rates if DTE gets approval from regulators at the Michigan Public Service Commission.

DTE, which provides electricity to millions of people in southeastern Michigan and the Thumb region, had already announced a plan to gradually shut down its decades-old coal-fired plants. The last will be the Monroe station by 2040.

President Donald Trump has talked about reviving demand for U.S. coal. Anderson said he has a “lot of sympathy” for coal-producing regions, but he must look at the long term.

“A new administration can’t turn a 70-year-old coal plant into a 20-year-old plant. ... We’ve got some very old assets that we need to move on to replace,” Anderson told reporters. “The choice to replace is natural gas, not more coal.”

He said gas reserves are vast, and the technology to tap them continues to become more efficient.

“It’s a fuel we have abundantly, it’s domestic and it’s low carbon,” Anderson said.

Environmental groups praised DTE, especially its commitment to solar and wind energy.

“New investments in home-grown renewable power will also create jobs for installers, technicians and manufacturers up and down Michigan’s substantial clean energy supply chain,” said Chris Kolb, president of the Michigan Environmental Council, a coalition of environmental groups.

Audi and Porsche Recalling SUVs Over Fuel Leak

NEW YORK (AP) – Audi and Porsche are recalling a total of nearly 300,000 SUVs because they may develop cracks that cause fuel to leak, which raises the risk of fire.

Volkswagen Group of America’s Audi recall covers 240,487 Q5 and Q7 vehicles, with model years ranging from 2013 to 2017. Dealers will replace fuel-pump flanges that have cracks and apply a protective film to those that do not.

Porsche’s separate recall covers 51,497 vehicles, including certain 2015-17 Macan S and Macan Turbo vehicles and 2017 Macan, Macan Turbo with the Performance Package and Macan GTS vehicles. It will also replace any flanges that are cracked and apply a protective film to those that aren’t.

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SLE1 FWD Lease Offer MSRP: \$28,295

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INCENTIVES INCLUDED: GM Employee Pricing, GM Lease Loyalty + Select Model

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expires: 5.31.2017

GMC

2017 GMC Acadia

SLE1 FWD Lease Offer MSRP: \$33,445

\$251 per month

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INCLUDES: ALL TAXES & FEES, NO SECURITY DEPOSIT

INCENTIVES INCLUDED: GM Employee Pricing, Buick GMC Lease Loyalty + Select Model

24 months 10,000 miles year **\$516** total due at signing (includes first month payment)

expires: 5.31.2017

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124 Spider Gets Special Edition Launch

Fiat Chrysler had built a special car and has come up with a special way of celebrating that fact.

Gilt.com, the online shopping destination, and the Fiat Brand North America, partnered to sell VIN No. 1 of the Fiat 124 Spider Prima Edizione Lusso Special Edition, said Fiat Chrysler spokeswoman Diane Morgan.

The sale of the Fiat 124 Spider Prima Edizione Lusso launched May 9 on Gilt.com and was sold within a day of the launch.

The purchase price for the stylish Prima Edizione Lusso Fiat 124 Spider was \$31,500 and included a Prima gift worth \$500 and a \$1,000 Gilt Travel Credit to spend any way the guest would like.

“We are thrilled to have collaborated with FIAT on another unique partnership by exclusively selling this special edition 124 Spider Prima Edizione on Gilt,” says Brittany Billings, vice president of Gilt’s Business Development, Global Partnerships, and Talent & Promotional Partnerships.

“We continuously curate unique and exciting offerings and know the FIAT brand and associated lifestyle resonates with our members.”

“More and more consumers are seeking unique shopping purchases through an online experience, and the fact that the Fiat 124 Spider Prima Edizione Lusso special edition sold within 24 hours is a testament to both the vehicle and the Gilt platform through which it was offered,” said Tim Kuniskis, head of Passenger Car Brands – Dodge, SRT, Chrysler and Fiat, FCA – North America.

“Our alliance with Gilt has allowed FIAT to expand the awareness of our brand by specifically attracting these consumers



2017 Fiat 124 Spider Edizione Lusso Special Edition

through its fashion and lifestyle site.

The opportunity to own VIN No. 1 of the limited Fiat 124 Spider Prima Edizione Lusso Special Edition – the first of only 124 vehicles made to celebrate its return to the U.S. – gave one Fiat consumer the exclusive chance to own a vehicle unlike any other, one that was designed in Italy and whose legacy is derived from one of Fiat’s most beautiful cars of all time, Morgan said.

The new 2017 Fiat 124 Spider, designed at Centro Stile in Turin, Italy, borrows cues from the original Spider, Morgan said. The 2017 Fiat 124 Spider has a timeless low-slung presence, with a classically beautiful bodyside, well-balanced proportions and a sporty cabin-to-hood ratio.

Features such as the hexagonal upper grille and grille pattern, “power domes” on the hood and sharp horizontal rear lamps call to mind details of the historic Spider.

Gilt, www.gilt.com, is an online shopping retailer offering its members special access to the most inspiring lifestyle merchandise and experiences, Morgan said. Gilt is a daily destination for discovery of the most coveted brands and products, including

fashion and accessories for women, men and children; home décor; unique activities in select cities and destinations; and luxury hotel stays. Gilt is part of the Hudson’s Bay Company portfolio of brands.

“The 2017 Fiat 124 Spider revives the storied nameplate, bringing its classic Italian styling and performance to a new generation of vehicles and buyers,” Kuniskis said. “Paying homage to the original 124 Spider nearly 50 years after its introduction, the 2017 Fiat 124 Spider delivers the ultimate Italian roadster experience with driving excitement, technology and safety combined with iconic Italian design.”

To celebrate the return of the classic nameplate, Morgan said the first 124 vehicles were offered as a limited-edition Prima Edizione Lusso. Each is individually numbered with a commemorative badge and available in exclusive Azzurro Italia (Blue) exterior paint with premium leather seats in Saddle.

Consumers who purchase a Prima Edizione also receive limited-edition items, including a premium leather bag, journal with pen, and a poster showcasing original design illustration with vehicle dimensions.

Wixom Auto Supplier Buys Another Wixom Supplier

Hosco Holdings, LLC, of Wixom, a finishing system components and engineered solutions manufacturer has purchased Classic Precision Inc (CPI), a Wixom manufacturer of highly-engineered aerospace fuel delivery and combustion components for turbine engines.

The announcement was made jointly on May 15 by Tom Murray, president and CEO of Hosco Holdings and Ed Kruske, owner of CPI.

As part of the agreement Kruske will stay on in a managerial capacity for CPI, said Hosco spokesman Ed Szykula.

Precise terms of the agreement were not made public at the time of the announcement, Szykula said,

The acquisition will allow Hosco to marry its expertise in traditional fluid handling systems with CPI’s experience in aerospace fuel delivery components, and open new markets for both companies, Szykula said. This acquisition by Hosco is part

of its ongoing plan for growth in providing engineered solutions and components used in paint, coating, fuel delivery, and fluid handling systems.

“The acquisition of CPI will allow us to extend our reach into the aerospace market and enhance our product line beyond our current capability,” Murray said. “CPI has an exemplary reputation with its customers, a highly skilled staff, leading edge manufacturing technologies, and is known for precision machining of fluid delivery components to AS9100 certified specifications. Their core capabilities will truly augment Hosco’s ability to deliver best in class solutions.”

“Hosco is a well-respected and recognized name in finishing systems and finishing components,” Kruske said.

“We’re very pleased to find a great strategic partner that will continue and expand the tradition of excellence in machining that CPI has brought to its customers.”

Ford Announces Layoffs To Increase Stock Prices

by DEE-ANN DURBIN
AP Auto Writer

DETROIT (AP) – Ford, facing heavy costs for new technology and slowing U.S. car sales, is cutting 1,400 non-factory jobs in North America and Asia Pacific this year in an effort to boost profits and rescue its sagging stock price.

The company will offer voluntary early retirement and separation packages to around 10 percent of salaried workers in departments such as sales, marketing and human resources.

It expects the actions to be complete by the end of September.

The cuts are the biggest to Ford’s U.S. white collar staff since 2007, when 7,200 workers took voluntary buyout packages. Ford believes it will meet its targets by voluntary means, spokesman Mike Moran said May 17.

“We remain focused on the three strategic priorities that will create value and drive profitable growth, which include fortifying the profit pillars in our core business, transforming traditionally underperforming areas of our core business and investing aggressively, but prudently, in emerging opportunities,” Ford said in an email sent to employees on May 17. “Reducing costs and becoming as lean and efficient as possible also remain part of that work.”

There was no immediate comment from President Donald Trump, who needled Ford during his campaign over its plans to build a new small car plant in Mexico.

Ford canceled its Mexico plant in January, opting instead to add 700 workers to a suburban Detroit plant in 2018 to make electric and self-driving vehicles.

In March, Ford officials announced a plan to create or retain 130 jobs at a Michigan engine plant. Trump applauded both actions.

“Car companies coming back to U.S. JOBS! JOBS! JOBS!” Trump tweeted in March.

The offer will be open to about 15,300 workers, including 9,600 in the U.S., 1,000 in Mexico, 600 in Canada and 4,141 in Asia. The Dearborn, Michigan, company says it will release more details to employees in June.

Ford isn’t the only automaker looking to get leaner as U.S. demand for new vehicles slows

down. Last month, General Motors Co. Chief Financial Officer Chuck Stevens said GM was considering cuts to its white collar staff in order to rein in costs.

Certain areas of the business won’t be targeted, including Ford’s product development and credit divisions.

Factory workers and white-collar employees in Ford’s plants won’t be affected. Information technology workers also aren’t targeted.

Ford also isn’t likely to cut jobs in its emerging businesses, like its research center in Palo Alto, California. Ford said last August that it planned to hire more than 100 engineers, researchers and others in Palo Alto.

Ford has been hiring steadily since the recession as U.S. vehicle sales roared back to reach record highs. Ford hired more than 15,000 factory workers between 2011 and 2015.

But investors are clearly worried that after seven straight years of growth, U.S. sales are peaking and Ford’s share of that critical market has been falling. Ford’s sales in Asia have been growing – they were up 9 percent last year – but that market is volatile and far less profitable than Ford’s North American business.

Investors are also unsure about Ford’s heavy spending on technology with an uncertain future, like its recent investment of \$1 billion in Argo AI, an artificial intelligence startup. The 114-year-old automaker has also embarked on a massive, 10-year plan to remake its Dearborn campus to attract tech-savvy young workers.

Ford’s stock price has fallen nearly 40 percent in the three years since Mark Fields became CEO. Ford Executive Chairman Bill Ford told investors at the company’s annual meeting last week that he’s frustrated by that decline.

“We’re frustrated, but our business is performing well. We’re making investments for both today and tomorrow, and I believe that’s the right thing to do,” he said.

Ford shares fell 1.2 percent to \$10.81 in morning trading after the company announced the reductions.

Ford’s net income fell 35 percent to \$1.6 billion in the first quarter. It expects to earn a pre-tax profit of \$9 billion this year, down from \$10.4 billion in 2016.

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 - REAR VISION CAMERA!
 - BLUETOOTH FOR PHONE!
 - ONSTAR w/4G LTE w/BUILT-IN WI-FI HOTSPOT!
- STK# BG451

Was \$30,005
Sale Price \$23,999*

The Best Price...
PERIOD!

24 MONTH LEASE
\$169* PER MONTH
\$999 DOWN
NO SECURITY DEPOSIT REQUIRED

2017 BUICK ENVISION "PREFERRED"



- 2.5L DOHC V6 ENGINE!
 - INTELLINK RADIO w/8" DIAGONAL COLOR TOUCH SCREEN!
 - REMOTE KEYLESS ENTRY AND START!
 - REAR VISION CAMERA!
 - 18" ALUMINUM WHEELS!
 - PUSH BUTTON START!
 - BLUETOOTH FOR PHONE!
 - ONSTAR w/4G LTE w/BUILT-IN WI-FI HOTSPOT!
 - FORMER COURTESY VEHICLE - SEVERAL TO CHOOSE FROM AT SIMILAR SAVINGS!
- STK# D239

Was \$36,795
Sale Price \$29,499*

The Best Price...
PERIOD!

36 MONTH LEASE
\$189* PER MONTH
\$999 DOWN
NO SECURITY DEPOSIT REQUIRED

EXPERIENCE  THE NEW BUICK

2017 GMC TERRAIN "SLE 1"



- 2.4L DOHC VVT ENGINE!
 - INTELLINK RADIO w/7" DIAGONAL COLOR TOUCH SCREEN!
 - REMOTE KEYLESS ENTRY!
 - REAR VISION CAMERA!
 - ALUMINUM WHEELS!
 - HEATED MIRRORS!
 - BLUETOOTH FOR PHONE!
 - ONSTAR w/4G LTE w/BUILT-IN WI-FI HOTSPOT!
- STK# BG1231

Was \$28,775
Sale Price \$22,999*

The Best Price...
PERIOD!

24 MONTH LEASE
\$59* PER MONTH
\$999 DOWN
NO SECURITY DEPOSIT REQUIRED

2017 "All New" GMC ACADIA "SLE 1"



- 2.5L DOHC SIDI VVT ENGINE!
 - INTELLINK RADIO w/7" DIAGONAL COLOR TOUCH SCREEN!
 - KEYLESS OPEN AND START!
 - REAR VISION CAMERA!
 - 7 PASSENGER SEATING!
 - ALUMINUM WHEELS!
 - BLUETOOTH FOR PHONE!
 - ONSTAR w/4G LTE w/BUILT-IN WI-FI HOTSPOT!
- STK# BG1419

Was \$33,375
Sale Price \$28,999*

**NO EMPLOYEE
DISCOUNT REQUIRED!**

The Best Price...
PERIOD!

24 MONTH LEASE
\$179* PER MONTH
\$999 DOWN
NO SECURITY DEPOSIT REQUIRED

2017 GMC SIERRA DOUBLE CAB 4x4

Elevation Edition



- 4.3L ECOTEC3 ENGINE!
 - INTELLINK RADIO w/7" DIAGONAL COLOR TOUCH SCREEN!
 - REAR VISION CAMERA!
 - MONOCHROMATIC APPEARANCE!
 - TRAILERING PACKAGE!
 - REMOTE START AND ENTRY!
 - 20" ALUMINUM WHEELS!
 - ONSTAR w/4G LTE w/BUILT-IN WI-FI HOTSPOT!
- STK# BG1846

Was \$40,155
Sale Price \$34,343*

The Best Price...
PERIOD!

36 MONTH LEASE
\$199* PER MONTH
\$999 DOWN
NO SECURITY DEPOSIT REQUIRED

2017 GMC SIERRA DENALI 4x4 CREW CAB



- 5.3L V8 ECOTEC3 ENGINE!
 - INTELLINK RADIO w/7" DIAGONAL COLOR TOUCH SCREEN!
 - ENHANCED DRIVER ALERT PACKAGE!
 - REMOTE START AND ENTRY!
 - FULL-FEATURE LEATHER-APPOINTED HEATED BUCKET SEATS!
 - 6" RECTANGULAR CHROME TUBULAR ASSIST STEPS!
 - 20" ULTRA BRIGHT MACHINED ALUMINUM WHEELS!
 - ONSTAR w/4G LTE w/BUILT-IN WI-FI HOTSPOT!
- STK# BG1407

Was \$57,225
Sale Price \$49,999*

**NO EMPLOYEE
DISCOUNT REQUIRED!**

The Best Price...
PERIOD!

36 MONTH LEASE
\$412* PER MONTH
\$999 DOWN
NO SECURITY DEPOSIT REQUIRED

GMC WE ARE PROFESSIONAL GRADE

We'll Give You **\$2000 MINIMUM** for Your Trade-In... **GUARANTEED!***



GMC

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Tuesday	8:00 AM - 6:00 PM
Wednesday	8:00 AM - 6:00 PM
Thursday	8:00 AM - 9:00 PM
Friday	8:00 AM - 6:00 PM

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