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We Put a Face on the American Auto Industry

MAY 11, 2020

Ford Unveils Its **Return To Work**

Plan for May Ford is targeting a phased restart for its North America operations beginning May 18, including restarting vehicle production in North America and bringing back the first wave of employees that are not able to

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do their jobs remotely. 'We've been working intently with state and federal governments, our union partners and a cross-section of our workforce to reopen our North American facilities," said Jim Farley, Ford's chief operating officer. "We have reopened our facilities in China, successfully begun our phased restart in Europe and have been producing medical equipment in Michigan for more than six weeks and are using the lessons from all of that to ensure we are taking the right precautions to help keep our workforce here safe.

In this phased restart, Ford's North American parts depots will resume full operations on Monday, May 11, said Ford spokeswoman Kelli Felker. On May 18, Ford's North American assembly plants previously operating on three-shift patterns will return with two-shifts, most two-shift plants will return on one shift and most one-shift plants will operate on one shift. Flat Rock Assembly Plant in Flat Rock, Mich. and Oakville Assembly Complex in Oakville, Ont., are expected to resume production the week of May 25 on one

plants Components restart production as needed to support this plan.

The ramp-up process will be gradual as workers adjust to the new health and safety protocols and the entire supply chain comes up to speed.

'We've developed these safety protocols in coordination with our union partners, especially the UAW, and we all know it will take time to adjust to them," said Gary Johnson, Ford's Chief Manufacturing and Labor Officer. "We are in this together and plan to return to our normal operating patterns as soon as we are confident the system is ready to

support." Ford is implementing a staggered approach to bring back approximately 12,000 "location-dependent" employees who are not able to do their jobs remotely, encompassing functions including product development, IT, facilities management and more. The staggered approach allows Ford to effectively implement new safety protocols and provide proper personal protective equipment (PPE) for all employees as they return to work.

To guide the workforce with the new health and safety protocols, Ford has compiled a comprehensive Manufacturing Return to Work Playbook to help protect its workforce, assembled using best practices and input from experts around the world. Some of the safety protocols include dDaily online employee and visitor health self-certifications completed before work every day. Employees or visitors

FCA Expands Participation in Food Program

A good idea is worth repeating when it works.

To that end, in response to the coronavirus crisis, Fiat Chrysler Automobiles (FCA) announced a commitment to provide more than a million meals to ensure that children who depend on school meals continue to have access to nutritious food, said spokesman Kevin Frazier.

FCA is moving closer to achieving this goal, partnering with No Kid Hungry to support its grantees - schools, food banks and community groups across the country – in serving 640,000 meals during school closures due to the pandemic. FCA's corporate partnership is incremental to the expanded partnership with No Kid Hungry that the Chrysler brand announced in mid-March.

There has never been a more important moment to help children and their families," said Mark Stewart, chief operating officer of FCA - North America. "FCA and the Chrysler brand are pleased to support No Kid Hungry in its mission to end childhood hunger."

Millions of vulnerable children are losing the healthy meals they depend on as the coronavirus has closed schools nationwide, Stew-

No Kid Hungry has a plan to



 $\textit{FCA has extended its partnership with No Kid Hungry to help feed children during the COVID-19\ crisis.}$

No Kid Hungry is providing emergency grants to schools, food banks and community groups all across the country, and diverting staff and resources to the hardesthit communities.

"We are incredibly grateful to help feed them. As part of its coro- FCA and to the Chrysler brand for navirus relief and recovery efforts, stepping up even more so for

America's kids," said Tom Nelson, president and CEO of Share Our Strength, the organization behind the No Kid Hungry campaign.

"This incremental support will help us feed more vulnerable kids who are currently missing the school meals they rely on."

In addition to its national part-

is working with more than 40 local nonprofit organizations that are providing meals to children in the communities around its principal manufacturing plants in Illinois, Indiana, Michigan and Ohio. Similar programs are under way in Cana-

da and Mexico.

nership with No Kid Hungry, FCA

Despite Virus, GM Earns a Profit in 2020 First Quarter

Because of the COVID-19 outbreak, the first quarter of 2020 was a tough one for General Mo-

The company issued its first quarter statment on May 6. And the document stated that GM had revenue of \$32.7 billion and a total income of "\$0.3 billion, and EBIT-adj. of \$1.2 billion, which includes a \$(1.4) billion COVID-19 impact."

Meaning the company made a profit of \$247 million, despite the effects of the COVID-19 virus.

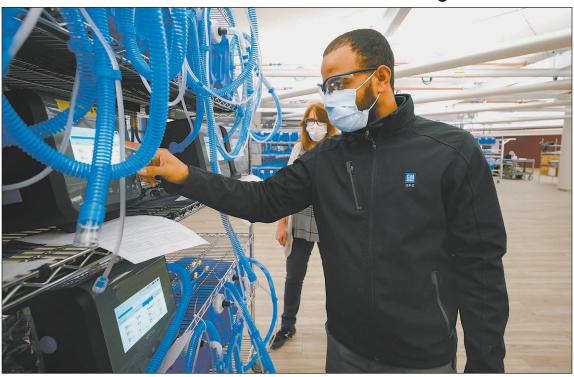
To protect the safety of employees in response to the COVID-19 pandemic, GM extended its January holiday shutdown in China, and suspended production in North and South America in March.

Under rigorous safety protocols, production was able to the first continue through guarter in Korea, and operations gradually restarted in Chimid-February, said GM spokeswoman Juli Huston-Rough. Considerable planning is under way to restart operations in North America.

Based on conversations and collaboration with unions and government officials, GM is targeting to restart the majority of manufacturing operations on May 18 in the U.S. and Canada ra, "and I am proud to stand with under extensive safety measures, Huston-Rough said.

These global, standardized measures were informed by learnings from GM facilities in China; Korea; Kokomo, Ind.; Arlington, Texas; Warren, Mich.; Customer Care & Aftersales operations, as well as collaboration for all of our stakeholders. with union leadership and supplier partners.

These procedures meet or exceed CDC and WHO guide-



GM stopped making cars in the first quarter of 2020, but the company did start making ventilators.

lines, and are designed to keep people safe when they arrive, while they work and as they leave the facility.

"The strength of this company has always been its people," said GM Chairman and CEO Mary Barour best as we confront these challenges together - as one team - while we continue our transfor-

"We have a track record of making swift, strategic and tough decisions to ensure our longterm viability and create value

When GM suspended operations, it also moved quickly to preserve its liquidity, Huston-Rough said.

GM ended the quarter with \$33.4 billion in automotive liquidity, including an approximately \$16 billion drawdown from its revolving credit fa-

In addition, the company extended \$3.6 billion under its three-year revolving credit agreement, and GM and GM Financial renewed their 364-day \$2 billion revolver. GM has implemented aggressive austerity measures to preserve cash to ensure the ongoing viability of its operations, Huston-Rough said.

This included global executive and salaried compensation deferments, and adjusted noncritical program timing. GM has suspended the quarterly dividend on its common stock, and the company's share repurchase program was paused.

In addition, GM has taken many actions over the past number of years to strengthen the business and ensure a strong foundation in preparation for a downturn, Huston-Rough said.

Early on in this crisis, GM recognized that it had the capability to quickly support production of crucial medical equipment, Huston-Rough said. In April, GM began producing and shipping critical care ventilators in collaboration with

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GM Makes a Slight Profit During the First Quarter

CONTINUED FROM PAGE 1

Ventec Life Systems at GM's Kokomo facility.

In less than a month, GM accepted a 30,000-unit order from the federal government. In a separate effort, GM temporarily converted its Warren plant to make personal protective equipment and has donated one million face masks.

SAIC-GM-Wuling in China and GM Mexico have also been manufacturing face masks, and GM is preparing a plant in Canada to do the same, Huston-Rough said.

> "The strength of this company has always been its people,"

> > - Mary Barra, CEO and GM Chairman

GM sales in the U.S. declined about 7 percent, driven by the effects of the pandemic, Huston-Rough said. While sales have been impacted differently across geographies, for many dealers, demand for full-size trucks remained strong.

Sales of GM's full-size pickups rose about 27 percent year over year, with a significant gain in retail market share.

They captured 41 percent of combined light- and heavy-duty segments in the first quarter, according to J.D. Power. In China, following the strongest sales im-

pact in February, the industry started to pick up in March, narrowing the monthly sales decline.

During the pandemic, product development work on the company's future EV and AV portfolios is progressing at a rapid pace. In addition, ongoing work continues at Detroit-Hamtramck to convert the facility to be GM's first assembly plant fully devoted to EVs.

In March, GM shared its EV strategy and showcased how its technical expertise, flexibility and scale position the company to lead in the future of EVs, growing sales quickly, efficiently and profitably, Huston-Rough said.

This strategy includes a modular propulsion system and a highly flexible, third-generation global EV platform powered by the proprietary Ultium battery system.

The Cruise Origin was revealed in San Francisco earlier this year, and production timing remains on track for the yet-to-be-revealed Cadillac Lyriq and GMC HUMMER EVall powered by the Ultium system, Huston-Rough said.

GM's broad EV portfolio will offer a GM-estimated driving range of up to 400 miles on a full charge, with DC Fast Charging capability to charge over 100 miles of range in 10 minutes with a path to even faster charging with next-generation technology, Huston-Rough said.

Also in March, GM and Honda agreed to jointly develop two all-new EVs for Honda, based on GM's new global EV platform and Ultium battery system. Honda will leverage GM's platform to drive scale.

Ford's Return To Work Plan

CONTINUED FROM PAGE 1

who indicate they may have symptoms or may have been exposed to the virus will be told not to come to Ford facilities.

There will also be no-touch temperature scans upon arrival - anyone with a raised temperature will not be permitted to enter and will need to be cleared of symptoms before returning to work.

Required face masks for everyone entering a Ford facility. Every Ford team member will be provided a care kit including face masks and other items to help keep them healthy and comfortable at work.

Safety glasses with side shields or face shields will be required when jobs don't allow for social distancing.

interaction between employees and allow for additional clean-

Ford is producing face masks at Van Dyke Transmission Plant for use at its facilities across North America and face shields at its Troy Design & Manufacturing facility in Plymouth, Mich. Company-provided face masks will be required for anyone working at a Ford site, in line with the company's global protocols, while safety glasses or face shields will be required in some instances.

By producing face masks and face shields, Ford is helping reduce demand on stretched supply chains for personal protection equipment also needed by medical services and other industries, Felker said.

Employees able to do their There will be more time be- jobs remotely will continue to do

COVID-19 Causes FCA Drop In Profits

MILAN (AP) – FCA on May 5 reported a first-quarter net loss of 1.7 billion euros (\$1.84 billion) due to a steep decline in car sales triggered by the coronavirus pandemic, and said the impact on the second-quarter would be even more severe.

The carmaker has withdrawn full-year earnings forecasts due to the volatility of the economic crisis provoked the virus, which includes stalled production and shuttered dealerships. But it said that an internal stress-test indicates it could survive a 50 percent reduction in volumes by slashing costs and cash burn.

CEO Mike Manley told analysts that despite the crisis, the terms of a full merger deal with French carmaker PSA Peugeot had not been changed, and that the aim remains to complete it by the end of 2020 or early 2021.

The first-quarter loss compared with earnings of 619 million euros during the same period of 2019.

Revenues sank 16 percent to 20.5 billion euros as global shipments slumped 21 percent to 818,000 with production suspended in all regions and global demand collapsing. Manley said the company expects a net loss and "significant" negative cash flows" in the second quarter.

"The pandemic and its impact is here for the foreseeable future, and it has caused us to rethink our entire business model." Manley said. He said the recovery depended on what economic incentives governments devise.

"If the situation extends further than people expect, then clearly there will need to be interventions to support the industry," Manley said.

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DETROIT AUTOMOTIVE MANUFACTURING AND TECHNOLOGY INDUSTRIES

AGE 3

Ford is Lighting Way to New Autonomous Future

Every second that a self-driving vehicle is operating, it's gathering information about the world around it.

Cameras and LiDAR help it identify vehicles, pedestrians, signs and anything else that might be in or near the streets, said Tony Lockwood, Autonomous Vehicle manager of Ford's Virtual Driver Systems. Radar helps the vehicle keep track of how fast things are moving around it.

Without all this data, self-driving cars wouldn't even be able to leave a parking lot, Lockwood said.

These vehicles need to process a constant stream of information to safely navigate their surroundings, but even before they can do that, high-quality data is needed to help engineers and researchers create software that can properly teach self-driving vehicles how to analyze their environments.

"To further spur innovation in this exciting field, Ford is releasing a comprehensive self-driving vehicle dataset to the academic and research community," Lockwood said. "There's no better way of promoting research and development than ensuring the academic community has the data it needs to create effective self-driving vehicle algorithms.

"As part of this package, Ford is releasing data from multiple self-driving research vehicles collected over a span of one year – part of advanced research efforts separate from the work we're doing with Argo AI to



Ford is gathering LIDAR data as part of the company's efforts to develop a working AI vehicle for the future.

develop a production-ready self-driving system."

This dataset includes not only LiDAR and camera sensor data, GPS and trajectory information, but also unique elements such as multi-vehicle data and 3D point cloud and ground reflectivity maps, Lockwood said. A plug-in is also available that can easily visualize the data, which is offered in the popular ROS format.

There are a number of reasons why these data points are noteworthy to researchers.

Since this dataset spans an entire year, it includes seasonal variations and varied environments throughout Metro Detroit. It features data from sunny, cloudy and snowy days, not to mention free-

ways, tunnels, residential complexes and neighborhoods, airports and dense urban areas.

Toss in construction zones and pedestrian activity, and researchers now have access to diverse scenarios that self-driving vehicles will find themselves in, helping them design more robust algorithms that can account for dynamic environments, Lockwood said.

Most datasets only offer data from a single vehicle, but sensor information from two vehicles can help researchers explore entirely new scenarios, especially when the two encounter each other at different points along their respective routes.

"Right now, one vehicle has lim-

ited 'vision' in terms of what it can see; you'll note in our visualizations that some parts are not colored in, which is because the vehicle's sensors could not penetrate those areas," Lockwood said. "But with multiple vehicles in the same general area, it's feasible one would detect things the others simply cannot, potentially opening up new routes for multivehicle communication, localization, perception and path planning."

To aid this endeavor, this set includes high-resolution timestamped data from Ford's vehicles' four LiDAR and seven cameras that can help researchers explore solving perception problems – improving the ability of a self-driving vehicle to recognize and identify people, places and things in its environment.

Precise localization and ground truth data allows researchers to see exactly how accurate their algorithms are, giving them a baseline for performance they can measure against in their own research.

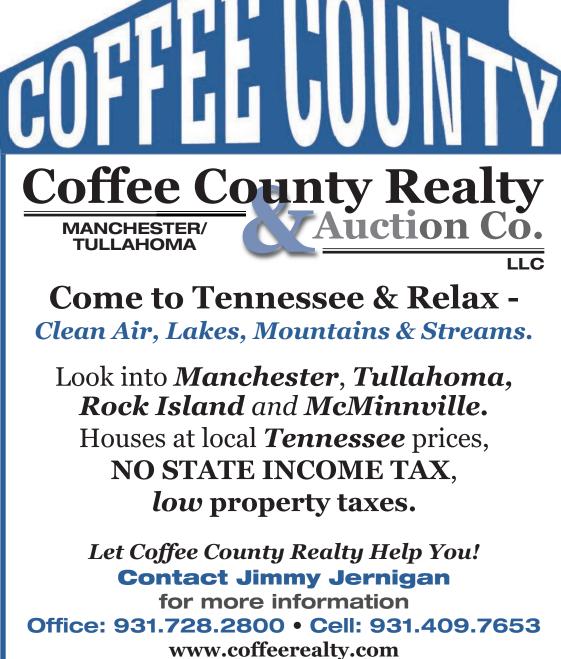
"In addition to releasing 3D point cloud maps from our LiDAR, we are also giving the research community access to high-resolution 3D ground plane reflectivity maps," Lockwood said. "Together, these maps give researchers a comprehensive understanding of what our self-driving vehicles 'see' in the world around them."

The whole point of this effort is to not only improve the way selfdriving vehicles navigate their environment and interact with personal cars, pedestrians and other self-driving vehicles, but also to support the next generation of engineers.

"Offering researchers a comprehensive package of information will enable them to create advanced simulations based on real data - and we are excited to see how this will all be used," Lockwood said. "Available through our collaboration with the Amazon open data program, you can find out more about our self-driving data package by visiting avdata.ford.com. The first set of data logs is already available, and we will continue updating the site until all our logs have been uploaded."



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