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VOL3: 2017



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OPEN TO ALL DEALER MEMBERS ADAGP.COM/MEMBER-EVENTS

BLACK TIE TAILGATE

Date: Friday, Jan 26, 2018 Location: PA Convention Center

PHILADELPHIA AUTO SHOW

Date: Saturday, Jan 27-Feb 4, 2018 Location: PA Convention Center

FIXED OPS ROUNDTABLE

Date: Tuesday, Jan 30, 2018 Time: 12:00PM - 3:00PM

Location: PA Convention Center

Price: \$25/meeting

CFO/CONTROLLERS 20-GROUP MEETING

Date: Wednesday, March 21, 2018

Time: 9:00AM - 12:00PM Location: ADAGP Offices

Price: \$25/meeting

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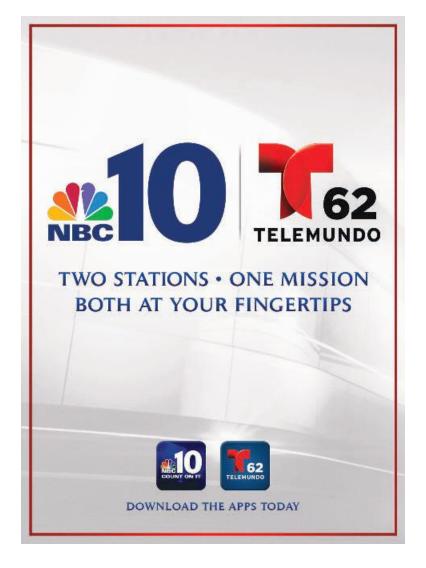
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From The President

Greetings Friends and Members,

It's our most exciting time of year at the Association and I am proud to give you an update on all activities and happenings.

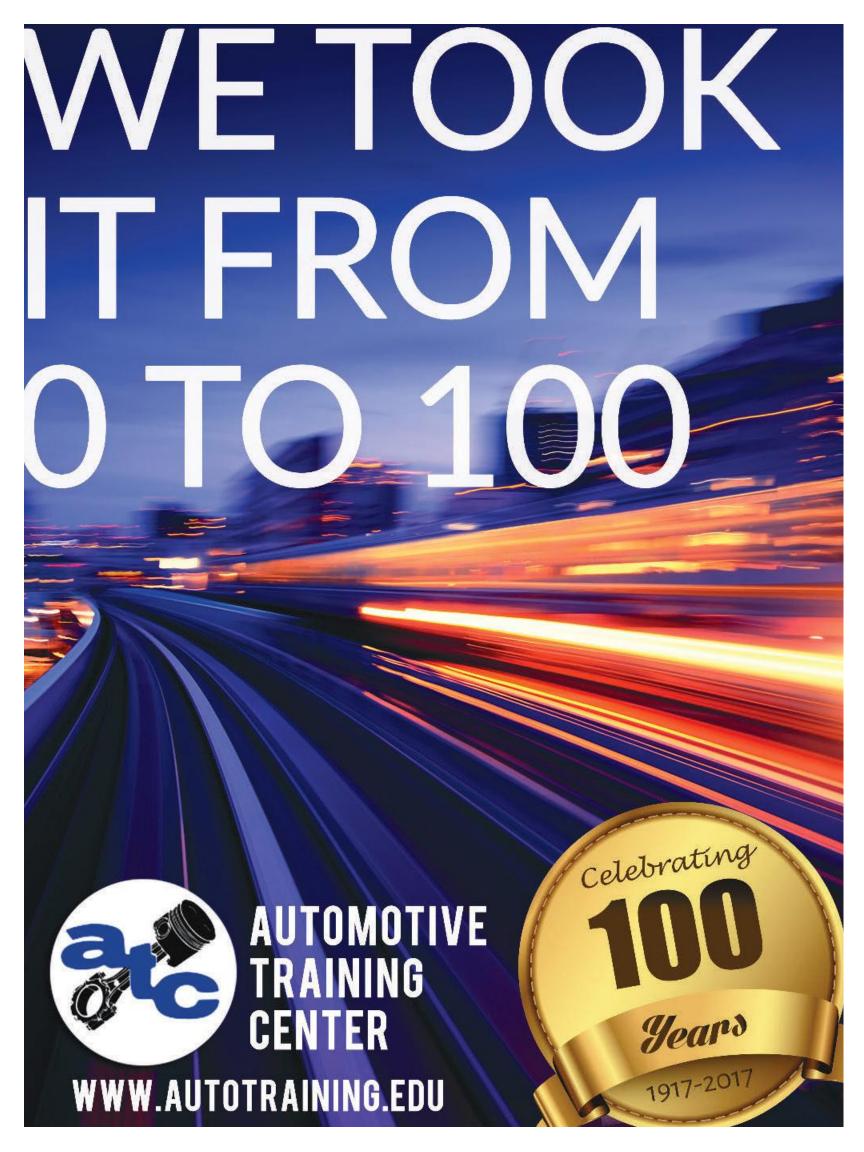
First, I'd like to thank your 2018 Philadelphia Auto Show Chairman Ian Jeffery and the entire Association staff for the hard work they have put into this year's event thus far. I know the level of dedication that is required and on behalf of the entire Board of Directors of the Association as well as the Board of Trustees of the Auto Dealers CARing for Kids Foundation, thank you for your efforts to produce another world-class Auto Show.

Next, other items of note that have kept us particularly busy include the launch of MoreThanAutoDealers.com-the new online home of the ADAGP and Auto Dealers CARing for Kids Foundation. By blending the two sites into one, we hope to tell "our story" better. From our philanthropic endeavors like Driving Away the Cold and the Black Tie Tailgate to producing the fifth biggest Auto Show in the country and everything in between, we want to create more awareness of what we do and how we are More Than Auto Dealers. You can read more about the new website in the coming pages.

Lastly, hats off to every single dealer that participated in our 2017 Driving Away the Cold effort. Collectively, we distributed 50,000 brand-new winter coats to area kids in need during the month of October. This was our biggest Driving Away the Cold effort to date and it simply wouldn't be possible without all of us coming together for the greater good. So, let's do it again in 2018. Until then, I wish you much success as we enter a new year of business.

David Kelleher David Dodge Chrysler Jeep Ram





From The Auto Show Chairman

Fellow Dealers and Associate Members.

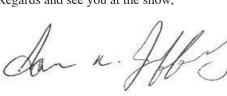
I hope your 2018 is off to a great start! It is an honor to serve as your current Philadelphia Auto Show Chairman. This is my first year in this role and I am thrilled to get a "behind the scenes" look at how the event comes together. From what I've learned thus far, I can promise you that the people of the Greater Philadelphia region are going to get another fantastic Auto Show, which parks at the Pennsylvania Convention Center from Saturday, January 27 to Sunday, February 4.

This year's event boasts a 700,000-square foot display floor, which is equivalent to 11 football fields! We are proud to welcome back 40+ manufacturers from around the world who will showcase their latest and greatest in design. As dealers, we all appreciate opportunities that welcome our manufacturers to display their best-of-the-best and ultimately help convert a consumer into a customer. And that's exactly what the Philadelphia Auto Show offers its attendees, the best venue to explore some of the best product ever to hit the market. There is simply no place like the Auto Show.

As you browse this latest issue of The Driving Force Magazine, I encourage you to check out this year's floor plan, as well as information on our 2018 Black Tie Tailgate. The Department of Nursing at Children's Hospital of Philadelphia has been selected as our beneficiary this year. If you haven't joined us in a while, please consider doing so on January 26. Last year's event raised more than \$580,000 for the Division of Neurology at Children's Hospital and we hope to do even more than that for the 4000-person strong Department of Nursing. As always, should you have any questions on the information discussed, please feel free to call the Association at 610.279.5229.

Regards and see you at the show,

Ian





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THERES ME PLACE LINE THE AUTO SHOWN

It's almost here! The 117th Philadelphia Auto Show is just around the corner and we all know there is no place like it. Here is your first look at this year's floorplan! Highlights include the following:

- 40+ brands, 700+ vehicles, 700,000 square feet of everything automotive
- 6 Ride & Drive opportunities including the return of the 30,000-square foot Camp Jeep experience as well as unique outdoor drive opportunities offered by BMW, Kia, Mazda, Toyota and Volkswagen at the 2018 Ride & Drive Zone.
- an enhanced 3,000 square foot Super Cars display hosted by CF Charities, which will again feature some of the most exotic cars ever made.
- an updated Hollywood Cars section for additional entertainment to our beloved guests
- the return of the ever-popular DUB Live display
- and much more!





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The Auto Dealers CARing for Kids Foundation is proud to announce the Department of Nursing at Children's Hospital of Philadelphia as the beneficiary of its upcoming Black Tie Tailgate. The event is set for Friday, January 26, at the Pennsylvania Convention Center. Similar to years past, it will serve as the official preview party of the 2018 Philadelphia Auto Show.

"We are unbelievably excited to show our support of the unsung heroes at Children's Hospital of Philadelphia--the 4,000-person strong Department of Nursing," said Kevin Mazzucola, executive director of the Auto Dealers Association of Greater Philadelphia, which produces the Philadelphia Auto Show and oversees the efforts of the Auto Dealers CARing for Kids Foundation. "This is the first time we have chosen a beneficiary of this size and scope and the enthusiasm is palpable amongst our counterparts at the Hospital who are serving on the event's steering committee. We are poised for a record Black Tie Tailgate."

As previously indicated, event proceeds will benefit the Department of Nursing at Children's Hospital of Philadelphia and its patient/family education

initiatives, including the hiring of additional nurse educators and development of resources to innovate and expand patient and family education across the entire Children's Hospital of Philadelphia Care Network.

"We are honored to have this opportunity to highlight the outstanding clinical practice the Nursing Department staff provides to the region's children and their families," says Paula Agosto, RN, MHA, senior vice president and chief nursing officer of Children's Hospital of Philadelphia. "The support from this event will not only allow us to enhance our ability to reach all families in need, but it also furthers our mission to promote the profession of nursing. It is a proud moment for the Department of Nursing and for CHOP."

The ADAGP, in conjunction with the Foundation, has supported the extraordinary work of Children's Hospital since 1986 via proceeds from its annual Black Tie Tailgate and other philanthropic activities. Cumulative giving to the Hospital now exceeds \$7.5 million and continues today.

Ticket information and other details for the 2018 Black Tie Tailgate can be found at phillyautoshow.com.



THE EVENT PROUDLY THANKS THE FOLLOWING SPONSORS:

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It's a wrap on our 2017 Driving Away the Cold effort and what an effort it was. We proudly added 50,000 new coats to our program's grand total, which now sits at an impressive 315,000. To the 184 dealerships that participated in the effort, give yourself a pat on the back. You helped us set a new record of giving but more importantly, you just provided 50,000 more children with a brand-new winter coat that will keep them warm and smiling all winter long.

We've said it before and we will say it again. This program's mission is simple: to provide new winter coats to area children who need them most. It all started in 2008 when your Foundation's Board of Directors

learned that one in six children in the five-county area of Philadelphia lives in poverty. By federal standards, poverty is defined as a family of four living on an annual income below \$24,650. A new winter coat is one of the essential items these children often live without. So when we challenged our dealer members back in 2008 to give a new coat each time a vehicle was sold that "inaugural September," we were delighted and quite frankly, proud of how many of you stepped up in a time when the brightest light wasn't shinning on our industry. Nearly 18,500 new coats were distributed that first year. Fast forward to this fall and we just distributed 50,000 in one month. That is incredible.

So on behalf of the 50,000 additional children you are keeping warm this winter and helping get to school on time and ready to learn, we thank you. We also thank you from the 100+ social services agencies





More Coles More Smiles







who sing your praise all winter long and help us distribute this massive number of coats throughout the entire Greater Philadelphia region.

"Our 2017 Driving Away the Cold program was our strongest yet, both in terms of dealer involvement and the level of giving," said David Kelleher of David Dodge Chrysler Jeep Ram and president of the Auto Dealers CARing for Kids Foundation. "And for the first-time ever, members of the public can now donate to the effort. We are dedicated to this cause and we are going to make sure people know about it."

Promotional highlights of the 2017 Driving Away the Cold Program include:

An increased media buy: We strategically adjusted and extended the timeframe of our media buy to increase awareness of the program and our MoreThanAutoDealers messaging.

Public relations: Our public relations efforts remained strong throughout the entire campaign. The PR team used the local delivery events as a way to engage area print outlets while our large distribution events served as the opportunity to pursue television and radio coverage. The results? Every local news station (6abc, FOX29, CBS3 and NBC 10) attended and reported on our Driving Away the Cold efforts this year including KYW-AM 1060. Special highlights included a 6abc package by Jeannette Reyes, live hits from Jenn Frederick during FOX29's Good Day Philadelphia programming and CBS3's Ukee Washington joining in on the festivities and serving as our master of ceremonies for our distribution event with the Chester Upland School District.

Social media: We hosted our first-ever social media seminar that provided content and ways for our participating dealers to promote the program on their own channels. We also challenged all our distribution partners to spread the word about your giving. The response was fantastic. We had more engagement and activity than ever before including a 40 percent increase in our Twitter followers and a nearly 30 percent increase on page followers on Facebook.

"Between the efforts mentioned above and the new look and tone of MoreThanAutoDealers.com, there has been and there continues to be a lot of opportunity to increase the awareness of Driving Away the Cold and most importantly, the people behind it, our dealers," said Kevin Mazzucola, ADAGP executive director. "Quite simply put – that's good stuff."

Pictures, media highlights and other details about Driving Away the Cold can be found on MoreThanAutoDealers.com. Special thanks to our 2017 promotional partners including Brownstein Group, Chatterblast Media and MayoSeitz Media for helping spread the word about us spreading warmth!



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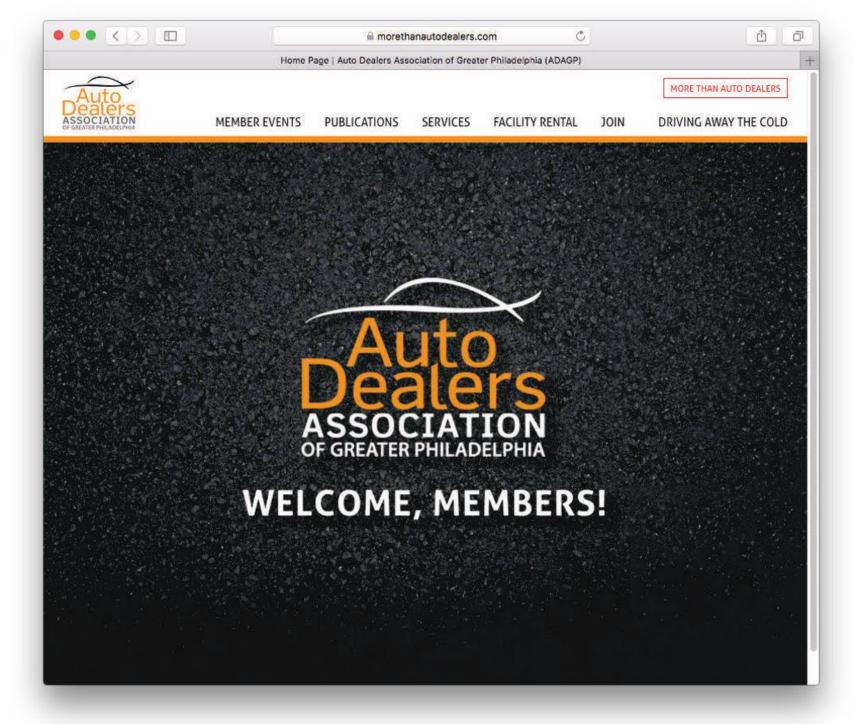
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More Than A Website

Eighteen months ago, the ADAGP Board of Directors embarked on a new strategic plan for the Association. The plan has many focuses, including creating synergy between all our facets, increasing awareness of what each facet does and improving dealer image. Since we began this plan, we've done a number of things to help us meet those goals. One of the most important tasks being the launch of our new website.

If you haven't been to MoreThanAutoDealers.com yet, please check it out. It is the new online home of the ADAGP and Auto Dealers CARing for Kids Foundation. It has the same functionality as adagp.com and caringforkids.com, just a new (and stronger!) web address. Phillyautoshow.com will remain as is although information on the event will also be featured on MoreThanAutoDealers.com.

"There are many things that are exciting about this new website but what really gets me pumped is what it represents," said Kevin Mazzucola, executive director of the ADAGP. "I've been with the ADAGP for more than 20 years. I've seen it go through many phases and the evolution of MoreThanAutoDealers.com is one of our biggest ones. By merging our Association and Foundation sites, people are obviously going to start to see how we are all intertwined and that is a huge step in the direction we want to go. But more importantly, it lets us tell our story, or should I say your story, better."

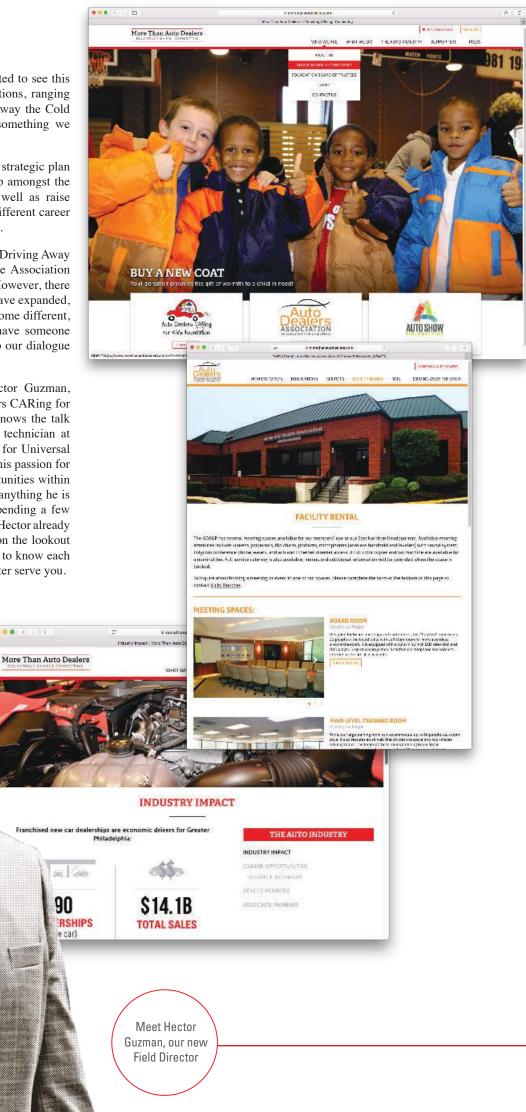
So, yes, MoreThanAutoDealers.com is our website name. But it's also our new mantra around here. First and foremost, you are auto dealers. We know that. But we also know that you are so much more than that. You are philanthropists, you are small owners in an industry that offers a plethora of career opportunities and above all, you are people. And, this new "sub-brand" lets us highlight all

those things. You have probably already started to see this new language in several of our communications, ranging from hashtags to email footers to Driving Away the Cold materials and everything in between. It's something we believe in and we know you will too!

Another important component of our current strategic plan is to strengthen and maintain the relationship amongst the Association and our membership base, as well as raise awareness about the employment need and different career opportunities available at the dealership level.

Over the last few years, mostly thanks to our Driving Away the Cold effort, the relationship between the Association and our members has grown tremendously. However, there is still much room for growth. As programs have expanded, the industry has changed and needs have become different, the ADAGP decided it was time for it to have someone in the field who can assist all of us and keep our dialogue constantly open and flowing.

With that said, we proudly welcomed Hector Guzman, field director, to the ADAGP and Auto Dealers CARing for Kids Foundation this past summer. Hector knows the talk because he has walked the walk. A former technician at Bergey's and field admissions representative for Universal Technical Institute, Hector prides himself on his passion for the automotive industry and the career opportunities within it. His positive attitude and mindset towards anything he is involved in is quickly apparent after only spending a few minutes with him. Some of you may have met Hector already but for those of you that haven't, please be on the lookout for a meeting request from him so he can get to know each one of our dealer members and ultimately better serve you.



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Good News & Good Works

JL Freed Honda Teams Up with I-CAR to Help Area Students

In an effort to provide local career schools current model platforms to improve their technical training, local I-CAR Volunteer Committee Members, including the team at JL Freed Honda, worked together to arrange the donation of two vehicles to North Montco Technical Career Center's Automotive and Collision Repair Programs.

"Working with the schools builds our future," said Donald Franks, owner of JL Freed Honda and I-CAR Committee Member. "Dealers often ask themselves, 'Where's my next technician, my next service writer?' We need to begin building tomorrow's workforce today," added Franks.

To help this effort, Matthew Beatty, fixed operations director at JL Freed Honda, worked with the local I-CAR Volunteer Committee and State Farm employees to donate two vehicles to the school's Automotive and Collision Repair Programs.

"State Farm has been historically supportive of education," noted Senior Estimatics Training Manager Jack Finnell. "For us, it's really been about channeling resources into the right outcomes—that means helping interested students who need and deserve a lift."

Once North Montco Technical Career Center was identified as a deserving candidate, Beatty and Finnell were able to work jointly in cementing the donation of a damaged vehicle for the school's Automotive and Collision Repair Programs.

"Volunteers are what I-CAR is all about. Folks from all walks of the Collision Repair Industry can come together and support the next generation of capable technicians," said Allan Smith of I-CAR. More information on I-CAR can be found at i-car.com.

Lansdale Auto Group Turns 50

Congratulations are also in order for Lansdale Auto Group who celebrated fifty years of business this past fall. The anniversary celebrations included a number of activities including a Raminator Car Crush by Hall Racing, an event open for the public to enjoy. The next day, Lansdale Auto Group hosted its second annual All Mopar Show, also open for the public to enjoy. The All Mopar Show, and the 125 participating Mopars, helped to raise money for the local food pantry. Lastly, all dealership employees enjoyed a special 50th Anniversary luncheon in which the organization's local and regional FCA representatives were in attendance. Congrats to all!

Automotive Training Center Receives Elite Award

This past September, the Accrediting Commission of Career Schools and Colleges (ACCSC), recognized by the United States Department of Education as the designated institutional accrediting body for over 650 post-secondary, trade and technical schools, presented Automotive Training Center with the 2017 ACCSC School of Excellence Award.



In earning this recognition as an ACCSC School of Excellence, Automotive Training Center joined an elite group of 15 post-secondary institutions located across the country that were recently recognized with ACCSC's most prestigious institutional award.

The School of Excellence Award is designed to recognize an ACCSC-accredited institution for their consistent commitment to the expectations and rigors of the accreditation process, as well as a commitment to delivering high quality educational programs and STORY CONTINUED ON PAGE 30



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Fine Art: Fine Company

This year's Annual Dinner Meeting was one to remember. Held at the breathtaking Barnes Foundation in Philadelphia on November 10, the evening was filled with both fine art and fine company. The ADAGP is proud to report that it was the largest-attended Annual Dinner Meeting in more than ten years. With approximately 230 guests including both dealer members and associate members, it was an enjoyable evening for all present.

"The energy in the room was fantastic," said Kevin Mazzucola, executive director of the ADAGP. "It's been awhile since we've had that level of energy and crowd size.It was awesome."

The agenda for the night included a welcome by Mazzucola followed by remarks from current ADAGP President David Kelleher of David Dodge Chrysler Jeep RAM. David also assumed the duties of Auto Dealers CARing for Kids Foundation president that evening. Outgoing foundation president, Don Franks of JL Freed Honda, will now serve as immediate past president of the Foundation. The ADAGP staff and Board of Directors thank Don for his work and leadership as foundation president over the last two years and looks forward to his additional contributions in the years ahead.







The night's menu was created and implemented by Starr Catering Group. Entertainment for the evening was provided by one of Philadelphia's best dance bands, Sid Miller Dance Band. In addition, guests were able to tour the one-of-a-kind 12,000 square foot art collection of Philadelphia-native Dr. Albert Coombs Barnes.



Dr. Barnes's legendary collection includes a treasure trove of impressionist, post-impressionist and early modern paintings, as well as old master works, Native American fine crafts and early American furniture and decorative art. He was also an early and influential collector of African sculpture. If you joined us that evening and viewed the collection, you experience its vastness and exquisiteness. It was a beautiful accompaniment to our event.

The Association proudly thanks its Annual Dinner Meeting Sponsors Automotive Training Center and The Inquirer/Daily News/philly. com for helping make the night possible. Until next year...

*If you would like to view photos from the Annual Dinner Meeting, please visit the member section of MoreThanAutoDealers.com and click on Member Events.









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Michael Mulhearn, CPA, Partner



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NADA Show 2018: Register Now Open

Attention Dealer Members! Details on the NADA Show in Las Vegas this spring, which is scheduled for March 22-25, 2018, are now available. Join NADA for a first-hand look at the latest news and innovations in the auto industry including:

Innovations & Solutions: Expo

The NADA Show Expo is the auto industry's premier marketplace of products, services and technologies specifically targeted to franchised new car dealerships. More than 700,000 square feet of exhibits highlight more than 500 manufacturers and suppliers of the hottest products and coolest technologies.

Ideas & Collaboration: Education

The event will deliver the most comprehensive education program in the auto industry with more than 120 sessions in eight tracks. Hear industry experts speak about important subjects at the workshops. Interact with peers on hot topics in the Exchange. Discuss solutions with facilitators in the Studio. Workshop tracks to include:

Dealer/Executive: Education solutions exclusively for the executive suite. Topics range from managing multiple locations, tax and succession planning, fraud prevention and more.

Employee Recruiting, Hiring and Retention: Training on talent management strategies, including employee recruitment and selection, as well as strategies on retaining talent.

Digital & Traditional Marketing: Training on digital and traditional marketing for both variable and fixed operations. Digital marketing includes online actions, social media, video and search marketing, computer policies, and selecting IT vendors. Traditional marketing includes TV and radio ads, print advertising and direct mail.

Legal & Regulatory: Training specific to legal and regulatory issues, such as cash reporting, OSHA compliance, Red Flags, UNICAP, HAPs and FMLA.

Fixed Ops, which includes Parts: Training on topics such as inventory control, accessories sales, service and parts communication. There is also body shop training specifically for service managers, service advisers, technicians and collision center/body shop staff. Tips and tools are provided to help with topics such as technician retention, RO analysis, performance analysis and absorption.













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Variable Ops; which includes Sales: Training covers advertising and marketing, new and used sales (including trade appraisals), CPO programs, leasing and auctions. There is also information on F&I, inventory management, automotive CRM and issues for controllers.

Relationships: Networking

Network with peers, industry experts and exhibitors at all the events, from the opening reception - co-hosted by J.D. Power to popular general sessions, receptions, supplier meetings and other gatherings.

OEM Connections: Franchise Meetings

NADA Show 2018 provides dealers and managers exclusive access to top automaker executives at each of the franchise meetings. This is a great opportunity to discuss challenges and opportunities with the manufacturers.

An impressive line-up of keynote speakers will also be at the event including:

Nick Saban

Head Football Coach, University of Alabama Crimson Tide

Mark N. Scarpelli

2017 NADA Chairman

2017 NADA Vice Chairman

Robert O'Neill

Former SEAL Team Six Leader, Naval Special Warfare **Development Group**

Registration for the event is now open and can be done via mail, fax or online. Details are listed on nada.org. Check it out!

NADADATA

New Light-Vehicle Dealerships

Average Light-Vehicle Dealership Profile, June YTD

	2015	2016	2017
Total sales	\$27,921,799	\$29,459,808	\$29,429,124
Total gross ¹	\$3,334,841	\$3,427,940	\$3,458,788
As % of total sales	11.9%	11.6%	11.8%
Total expense	\$3,038,562	\$3,217,857	\$3,341,441
As % of total sales	10.9%	10.9%	11.4%
As % of total gross	91.1%	93.9%	96.6%
Total operating profit	\$296,142	\$211,131	\$117,349
As % of total sales	1.1%	0.7%	0.4%
As % of total gross	8.9%	6.2%	3.4%
Net profit before tax	\$789,912	\$767,767	\$736,50
As % of total sales	2.8%	2.6%	2.5%
As % of total gross	23.7%	22.4%	21.3%
New-vehicle department ²			
New-vehicle department total sales	\$15,930,503	\$16,791,680	\$16,620,63
New-vehicle department sales as % of total sales	57.1%	57.0%	56.48%
New-vehicle department gross as % of total gross	28.8%	26.8%	26.30%
New-vehicle selling price (retail) ³	\$33,103	\$34,221	\$34,33
Gross as % of selling price	6.5%	6.1%	5.99
Retail gross profit per new vehicle retailed	\$2,148	\$2,075	\$2,01
Retail net profit per new vehicle retailed	(\$42)	(\$227)	(\$396
Average number of new vehicles retailed	447	447	44
F&I income as % of new-vehicle department sales	2.9%	2.7%	2.99
F&I penetration (new)	88.7%	89.7%	89.09

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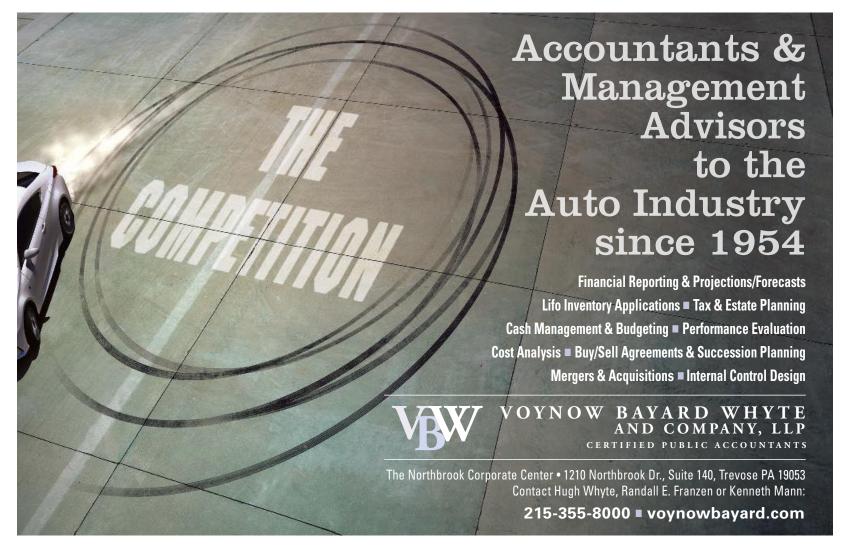
Foundation Receives Top Honors

Nominated by Children's Hospital of Philadelphia, the Auto Dealers CARing for Kids Foundation was recently recognized as the 2017 Outstanding Volunteer Fundraising Group of the Year at the Association of Fundraising Professionals (AFP) Philadelphia Chapter's National Philanthropy Day Awards Gala.

Founded in 1960 as the National Society of Fund Raisers, AFP fosters development and growth of fundraising professionals and promotes high ethical standards in the fundraising profession. The Greater Philadelphia Chapter was established in 1968 and now has over 500

members. AFP is a nonprofit organization dedicated to providing innumerable benefits and fundraising resources to its members as well as acknowledging those who excel in the field.

And, that's exactly what November 17th was all about—honoring those who have gone above and beyond in the world of philanthropy. The Auto Dealers CARing for Kids Foundation was thrilled to be a part of the festivities and honored to be nominated by Children's Hospital of Philadelphia. The nomination addressed not only the Foundation's charitable giving to the Hospital but also its other altruistic efforts including its ever-growing Driving Away the Cold program. The event took place at the Sheraton Philadelphia Downtown Hotel and was



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Foundation Honors

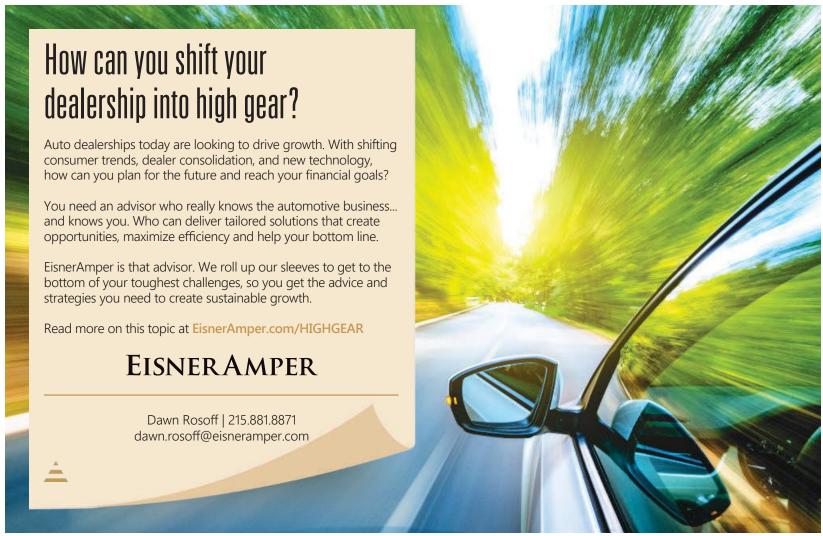
attended by some of Philadelphia's most notable philanthropists and non-profit organizations. Other top honors went to GlaxoSmithKline for Outstanding Corporation of the Year and the Healthspark Foundation for Outstanding Foundation of the Year.

"As the philanthropic endeavors of our Foundation and its dealer members continue to grow, it is wonderful to be recognized by top-notch organizations in the fundraising sector such as AFP," said Mary Lynn Alvarino, director of operations for the Auto Dealers CARing for Kids Foundation. "The acknowledgement demonstrates the strength of our organization and is a true testament to the great work we are doing collectively for the greater good."

If you are an Associate Member or individual who would like to support the Auto Dealers CARing for Kids Foundation and its efforts there are several ways you can do so. It's never too late to donate to the Driving Away the Cold program, which you can do by visiting MoreThanAutoDealers.com and clicking on "Buy a new coat." Or, as you will read in this issue, 2018 Black Tie Tailgate tickets are now available for purchase at phillyautoshow.com and all event proceeds will benefit the Department of Nursing at Children's Hospital of Philadelphia.

Benjamin Franklin once said, "The best thing to give to your enemy is forgiveness; to an opponent, tolerance; to a friend, your heart; to your child, a good example; to a father, deference; to your mother, conduct that will make her proud of you; to yourself, respect; to all men, charity."

Do your part today and support us in some way!



Good News:

services to students and graduates. As part of the recognition process for this award, ACCSC conducted a comprehensive assessment of a school's educational programs and student services, and required the school's graduate employment records to be verified by an independent agency. Additionally, in recognition of Automotive Training Center's outstanding performance in ACCSC's accreditation process, as a 2017 School of Excellence, Automotive Training Center qualified for an additional 6th year grant of accreditation, an honor reserved for ACCSC's highest performing institutions.

"ACCSC and its 650 accredited member institutions have a shared goal to support workforce development and bridge the growing skills gap in the United States," noted Dr. Michale McComis, ACCSC's Executive Director. "We are incredibly proud of the work being done by our accredited member institutions to ensure that students not only have a high-quality education, but graduate with the critical skills they need in order to enter and advance in their chosen occupational field."

"The management, staff, faculty and students are extremely proud and honored to receive ACCSC's highest award. The school's commitment to student success is evident by the strong student graduation and employment rates achieved in all of the programs" said Don VanDemark, vice president and chief operating officer of Automotive Training Center.

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SUPPORTING YOUR FOUNDATION

For sales to ADAGP dealer members, Office Basics will donate a percentage of the gross sales of these programs to the Auto Dealers CARing for Kids Foundation to support its Driving Away the Cold new coat program.

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Auto Dealers CARing for Kids Foundation





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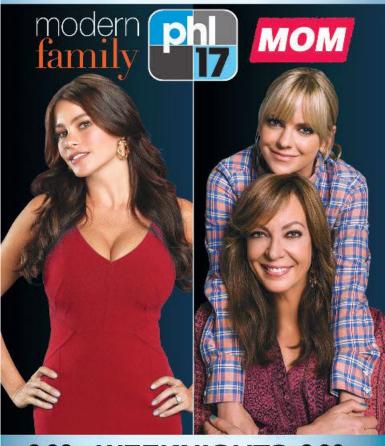
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