

**MINUTES**  
**MICHIGAN STATE TRANSPORTATION COMMISSION MEETING**  
**June 23, 2011**  
**Lansing, Michigan**

Meeting noticed in accordance with Open Meetings Act, Public Act 267 of 1976.

Present:                Jerrold M. Jung, Chair  
                             Ted B. Wahby, Vice Chair  
                             Linda Miller Atkinson, Commissioner  
                             James S. Scalici, Commissioner  
                             Chuck Moser, Commissioner  
                             Todd Wyett, Commissioner

Also Present:         Kirk T. Steudle, Director  
                             Frank E. Raha, Commission Advisor  
                             Amy Dickenson, Commission Executive Assistant  
                             Jack Cotter, Commission Auditor, Office of Commission Audit  
                             David Brickey, Attorney General's Office, Transportation Division  
                             Brad Wieferrich, Division Administrator, Highway Development  
                             Myron Frierson, Bureau Director, Finance and Administration  
                             Brenda O'Brien, Pavement Operations Engineer, C&T  
                             Laura Mester, Chief Administrative Officer  
                             Jeff Cranson, Director, Office of Communications  
                             Bill Shreck, Public Outreach  
                             David Wresinski, Bureau Director, Transportation Planning  
                             Ed Timpf, Administrator, Finance and Administration  
                             Bobbi Welke, Southwest Region Engineer  
                             Jason Latham, Southwest Region Manager  
                             Dennis Kent, Grand Region Planner  
                             John Richard, Grand Region Communications Representative  
                             Kim Johnson, Manager, Transportation Services  
                             Ruth Hepfer, Federal Highway Administration  
                             Russ Jorgenson, Federal Highway Administration

A list of those people who attended the meeting is attached to the official minutes.

Chair Jung called the meeting to order at 9:00 a.m. in the M-Tec Center in Benton Harbor, Michigan.

I.        **PUBLIC COMMENTS**

The Shafer Lake Community members addressed their concern relative to the noise coming from I-94. The spokesman for the community stated they would like to know when their concerns about the increased noise would be addressed by the department. The community would like to have the improvements to I-94 included in the department's 5 YR Plan.

Another community member stated that it isn't just the ride quality, it is the noise issue. The noise travels across the lake and at the North end of the lake the noise is loud and is

terrible to even be in a boat.

Jack Nowicki presented hand written comments from the community.

Chair Jung stated that this is a quality of life issue and the department would be communicating upfront relative to the challenges MDOT is facing with funding and meeting all of the needs throughout the state. He stated the appreciation of the concerns that the Shafer Lake Community has and asked that the following comments presented by the residents be entered into the June 23, 2011; State Transportation Commission Meeting Minutes (See attached comments).

## II. **COMMISSION BUSINESS**

### **Commission Minutes**

Chair Jung entertained a motion for approval of the minutes from the State Transportation Commission meeting of May 19, 2011.

Moved by Commissioner Scalici, with support from Commissioner Atkinson, to approve the minutes from the State Transportation Commission meeting of May 19, 2011. Motion carried.

## III. **DIRECTOR'S REPORT**

Director Steudle's report was shared with Bobbi Welke and Dan DeGraaf, Michigan Concrete Association & CQP Executive Steering Committee Co-Chair, and focused on:

The director discussed the Battle Creek Emergency in Calhoun County that occurred last month. It took 11 days and 12 employees to address the emergency. They used 6 dump trucks and 4 loaders to take 610 loads of debris to city disposal sites. There were a number of agencies that assisted in the emergency response. When emergencies like this happen, the department stands ready to go out and help at the Governor's call to provide assistance. The director stated the department was very proud of the 12 employees that were out clearing the roads and streets in the City of Battle Creek and Calhoun County.

The director introduced Bobbi Welke, Southwest Region Engineer, to discuss a couple of projects in process in the Southwest region. Ms. Welke stated that the department is privileged to be part of projects that truly help communities and are important to support businesses and their growth.

### **I-94 Business Loop/Downtown Main Street Project**

Last November the region finished a two-year project on business loop I-94/downtown Main Street. It was a project to reconstruct downtown Benton Harbor. The first year, the downtown area was reconstructed and in the second year they worked on the residential area. It was a good project to work with the community, its citizens, and local government. Context Sensitive Solutions was supported and required because the project consisted of taking a five lane highway and change it to modern three lanes with bike lanes and two round-a-bouts. The community wanted a more "walk able community". It was a \$12 million project with final costs coming in at approximately \$11.7million.

The department is more than just about projects. It has a responsibility to move people and goods. In 2010, there was difficulty on I-94 with a shared number of projects. People were delayed far too long due to the projects. The three regions that make up I-94 (Southwest, University, and Metro) have been working collaboratively to set a goal of what a tolerable delay would be for the public and what should drivers experience driving from New Buffalo to Port Huron. The regions established a maximum limit of 40 minute delays and then the projects have to be set up so the department is not exceeding that. The green routes mean traffic is moving at posted speeds and projects are not impacting traffic significantly. The yellow routes identify the area that will be under construction as a night project. The red projects in the Metro Region, there was one with very long delays. One metro project had a very long delay, but because of these metrics the established project was changed to minimize the impacts to traffic. TTD is Travel Time delay. We are looking at ways to move people and goods more efficiently.

At the national level you are more apt to measure delays by time. MDOT chose to look at the cost of those delays. FHWA allowed MDOT to use this type of measurement for the work from Kalamazoo to the Metro Region. Measurements are being done from New Buffalo to Benton Harbor. The goal for 2011 was established at \$10 million for acceptable user delay and the goal for 2012 is set for \$6 million in user delays. If the bar goes above the line, we didn't do well. If the bar is below the line, we did very well. Between January to early March, major crashes and weather caused delays. In May, the department started construction with minimal delays. After July 4, 2011, two major projects will be started.

A week ago, the data showed that we were at \$3.41 million in user delay costs; the goal was \$4.5 million so we were well below the established limit. In Southwest Michigan it is rare if drivers are traveling 70 mph, actually they are only traveling posted speeds 68% of the time.

The department was approved to by FHWA to use the process throughout the entire I-94 corridor. We are changing the way we make decisions on behalf of the economy and citizens of State of Michigan.

#### M-222 Slope Failure Kalamazoo River, City of Allegan

Mr. Frierson will be presenting this project for approval as part of Exhibit A. The river has eaten away at the slope for a number of years. The slope is failing. The department put a project together to repair the problem. Over the years, the department has increased drainage to try to address the deterioration.

Ms. Welke explained the process that will be used to fix the slope. The contractor will need to bring in 20 barges, install an 840 foot long temporary steel sheet wall, and place huge boulders along that wall and another wall, pulling the dirt out with clam shell buckets. This is an EPA super fund site due to the PCB in the area. The department is concerned and would like to get the project started so it can be finished and stabilized by winter.

Ms. Welke asked for questions or comments:

Commissioner Moser asked about the Context Sensitive Solutions process for the I-94/Downtown Main street project.

Ms. Welke stated the process worked very well. The department started the process with a Walkability Audit, taking community groups around the city. They had a three day workshop that brought the community to the table and during the design phase, the department held a series of workshops.

#### **MDOT Reinvented – Kirk Steudle**

The director discussed the impact the early out has had on the department. The department currently has a 20% vacancy rate. The department took a close look at what it is doing and how things can be done better. The department engaged staff to reinvent what it does. The director met with many legislators, commissioners, and others to offer up opinions on their thoughts of what they think MDOT should look like.

The department even reinvented the state map. On back of the state map, if you scan the links you will be redirected to Pure Michigan website. When you open the map, across the bottom you will see 6 bar codes that take you to the six most popular locations across the State of Michigan. There is even a link that will take you to the DNR website where you can see camp ground information and even make campsite reservations. It is just the beginning of where we are going to reinvent the department.

The department is reorganizing to leverage what has been accomplished. It has to focus on mobility, and support businesses and economic growth. The department has to find ways to retain highly qualified staff and make the most of the limited resources. We have to make better use of our resources and continue to be national leaders.

The realignment will result in having fewer staff, eliminating approximately 15% or approximately 450 positions. This will provide a savings up to \$45 million in potential state and federal funds each year, with the understanding some of the savings will be used for contracts, etc. It will help the department meet its match in federal aid. The department is choosing not to fill 60 manager, supervisor, and division administrator positions.

The department will have fewer facilities. Eight facilities with either be closed or consolidated, which will save approximately \$300,000 per year. The department is still committed to providing the same level of customer service. The Cass City and Howard City Transportation Service Center Facilities will be closed, the Escanaba TSC functions will be consolidated to other Upper Peninsula TSCs, the Grayling TSC will be relocating to Gaylord, and the Macomb and Port Huron TSCs will be combined into one facility, but still providing the coverage for that geographic area. The Allen Park, Rockford, and Tecumseh construction offices will also be closing.

By consolidating in Lansing, the department will be eliminating duplicate efforts and integrating the former cylinder of excellence program “silos”, which will enable the department to operate more efficiently. The employee to supervisor ratio increased to approximately 7.5 to 1, with some field supervisors having up to 30 employees to manage.

The Bureau of Aeronautics and Passenger Transportation will be reclassified into offices, reducing the number of Bureaus throughout the organization. Activities will be consolidated to improve coordination, alignment, and central function. Activities being consolidated include passenger & freight rail; building & facilities work; maintenance, construction, traffic, and operations; and environmental activities.

As the department moves forward, its mission will remain the same. Providing the highest quality integrated transportation services for economic benefit and improved quality of life.

#### BETTER

MDOT is keeping bridges and roads in 90% good or fair condition. It continues to measure performance and is recognized nationally for context-sensitive solutions that increase cost-effectiveness & customer benefits

#### FASTER

The department is using technology to address traffic incidents. It reduced auditing time on small contracts 70% and automated environmental classification to double speed of project classification over the course of implementation. All of which provide an annual savings of \$8 million.

#### CHEAPER

The finance area used Build America Bonds to save \$22 Million in debt service compared to traditional bonding and restructured CTF bonds to improve cash flow & make more than \$41 million available for transit capital over 3 years. The aeronautics program costs were cut by \$2.4 million by reducing services or using alternate funding. Accounting processes have been simplified to provide MDOT with savings of \$100 thousand per year. The department also partnered with transit associations to provide safety and customer service training more cost effectively. There was also a big savings by incorporating recycled asphalt and concrete in MDOT’s 2010 projects.

#### SAFER

There were 109 fewer fatalities from 2008 to 2009 and 214 fewer serious injuries from 2008 to 2009. We are nationally recognized for the Safe Routes to School program, which improves safety and provides healthy walking options for over 35,000 students in 81 schools.

#### SMARTER

The department is using technology to speed service. Electronic bidding saves State & private sector time and money, reduces the potential for errors, and eliminates 10,000

pieces of paper per bid letting. We have invested \$76 million in economic development grants, helping to create or retain 28,000 jobs by leveraging \$9 billion in private investment over 5 years. For every \$1 of economic development funding invested leverages \$123 of private investment.

#### TRANSPORTATION SUPPORTS MICHIGAN'S ECONOMY

The current 5 Year Program investments provides \$3.6 billion in personal income, a \$3.4 billion contribution to Gross State Product, \$37.9 million in 2011 increasing to \$76.1 million in 2015 in household travel-time savings, and \$96.1 million in 2011 increasing to \$125.5 million in 2015 in business savings. The Amtrak service provides communities with stations \$62 million annually in benefits attributable to rail service. Transit services provide 11,469 jobs and \$805 million in financial benefit to communities. Aviation contributes \$20 billion annually to Michigan's economy.

#### CHALLENGES AHEAD

The 2012 Transportation Budget passed, but there is a reduction in state revenue. Federal reauthorization is 2 years overdue and the Highway Trust fund expenditures are higher than revenues. Demographics are changing due to an aging population that is shifting, along with a decline in population. There are changing needs that include increased demand for mobility & system reliability, broader demand for multi-modal alternatives, maintaining an aging infrastructure, enhance financial and environmental sustainability.

#### **Michigan's Quality Partnership Awards – Brenda O'Brien and Dan DeGraaf**

The partnership enhances Michigan's economic growth, provides the highest quality in construction projects, enhances value through joint training and skill development, improves industry wide relationships, and increases public trust in transportation.

Today we are here to honor a couple of projects. The Award for Small Highway Construction Project and the Award for Large Highway Construction Project. The partnership evaluates by quality process and results, customer focus, teamwork, concentration on mobility, safety, and innovation.

#### Small Highway Construction Project (Total project cost under \$20 million)

The I-94 Business Loop – Reconstruction in Benton Harbor Project received the award for the small construction project. The project included the reconstruction enhancements of Main Street. There was significant community involvement during both the planning and design phase and collaboration between project staff and the city. Economic development impacts included the Harbor Shores Development (\$450 million) and Whirlpool Corporation building a new world headquarters along the I-94 Business Loop. Brenda O'Brien presented the award to the following recipients:

- Citizens for Progressive Change – Marcus Robinson, Executive Director
- Fishbeck, Thompson, Carr and Huber, Inc. – Stephen Nichols, Vice President
- Hoffman Bros., Inc. Jess Pero, Project Manager

- Wilson Professional Services – Matt Schwach, Lead Inspector
- MDOT, Southwest Region – Jason Latham, Region Manager

Large Highway Construction Project (Total project cost over \$20 million)

The I-196 Construction Project in Grand Rapids received the award for the Large Highway Construction Project. The effort of this project was to improve access to the heart of Grand Rapids. Community input resulted in changes to the project plans and teamwork led to a successful project. There were several utilities upgraded and plans for future expansion were built into this project. The project was completed earlier due to a compressed schedule.

Dan DeGraaf presented the award to the following recipients:

- The Right Place, Inc. – Rick Chapala
- Grand Rapids Chamber of Commerce – Laurie Forte
- Grand Rapids Michigan – Mark DeClercq
- URS Corporation, Great Lakes – Susan Kelsch and Theresa Petko
- Walter Toebe Construction Company – Jeffrey Stover
- MDOT – Dennis Kent and John Richard

IV. **OVERSIGHT**

Commission Agreements (Exhibit A) – Myron Frierson

Mr. Frierson presented 73 agreements. Agreement #73 relates to the M-1 project in the City of Detroit, Woodward corridor. It is a light rail project that involves a TIGER Grant, which has a provision that the department enter into an agreement with the City of Detroit by July 29, 2011. This agreement is currently being worked on and still needs approval from the Attorney General's Office and the Office of Commission Audits. Given the urgency of the project execution dates, we are asking for Commission approval at this time. Mr. Frierson then presented information on the remaining 72 agreements. Pending any questions, Mr. Frierson asked for approval of Exhibit A, none were forthcoming. Mr. Frierson explained the need for Auditor General and Commission Audits approval of item #73.

Chair Jung entertained a motion. Motion was made by Commissioner Scalici, and supported by Commissioner Atkinson to approve Exhibit A, with the exception that item #73. Exhibit #73 was approved contingent upon approval by the Attorney General's office and Office of Commission Audits. Motion carried.

Commission Agreements (Supplemental Exhibit A) – Myron Frierson

Mr. Frierson presented information on the M-222 Slope Stability Project at the Kalamazoo River, City of Allegan. Mr. Frierson stated the price of the negotiated project is just over \$9 million dollars. He explained that the department contracted early on with a consultant and contractor to try to develop a solution to the project. As, Ms. Welke explained, due to the urgency of the situation the department is asking for Commission approval to move forward with the construction phase of the project. Pending any

questions, Mr. Frierson asked for approval of Exhibit Supplemental A. Commissioner Atkinson asked if there is an existing project this was being added to.

Mr. Frierson stated that it was actually a two-step process. The initial step was to contract with the consultant, URS, and the contractor, Millbocker, and the department to develop a solution. The second step was to negotiate a price to complete the project with the contractor.

Chair Jung entertained a motion. Motion was made by Commissioner Moser, and supported by Commissioner Wyett to approve Supplemental Exhibit A. Motion carried.

Bid Letting Pre-Approvals (Exhibit A-1) – Myron Frierson

Mr. Frierson gave a brief recap of the June 3, 2011 bid letting: 15 State projects with total engineers' estimates of \$30.3 million and low bid dollars totaling \$29.3 million were let. The State low bids for fiscal year-to-date 2011 total \$519.9 million compared to \$573.2 million for the same period of fiscal year 2010. The average number of bids received for the total number of projects let was 4.8, and the average number of bids received for the 15 State projects was 4.0. Of the 147 contracting companies eligible to submit bids for the June 4, 2010 letting, 123, or 83.7%, submitted at least one bid. During FY 2011, 338 State projects with a total of \$815.5 million in construction cost estimates were projected to be let. Through June 3, 2011, 218 State projects with \$545.4 million in total estimates were let, representing 66.9% of the total amount projected to be let in fiscal year 2011. Leading up to and including the June 3, 2011 letting, 90.3% of the projected construction cost estimate anticipated for this period was let. The July 1, 2011, bid letting has 18 State projects with engineers' estimates of \$64.0 million, 52 Local Projects with an engineer's estimate of \$35.3 million, and 3 Aeronautics projects with an engineer's estimate of \$927.6 thousand. Typically during the summer most of the lettings consist of local projects.

Mr. Frierson asked for approval, pending any questions.

Chair Jung entertained a motion. Motion was made by Commissioner Atkinson and supported by Commissioner Scalici to approve Exhibit A-1. Motion carried.

Bid Letting Pre-Approvals (Supplemental Exhibit A-1) – Myron Frierson

Mr. Frierson stated the additional project was delayed and is scheduled to start on July 15, 2011. Pending any questions, Mr. Frierson asked for approval of Supplemental Exhibit A-1.

Chair Jung entertained a motion. Motion was made by Commissioner Atkinson and supported by Commissioner Scalici to approve Supplemental Exhibit A-1. Motion carried.

Bid Letting Not Pre-Approved (Exhibit A-3) – Myron Frierson

Mr. Frierson presented an information item on a single bid. No action required.

Letting Exceptions Agenda (Exhibit A-2) – Brad Wieferich

Mr. Weiferich provided information on 3 State projects that were over/under the engineers' estimates and is accompanied by a justification memo where needed. Pending any questions, Mr. Wieferich asked for approval of Exhibit A-2; none were forthcoming.

Chair Jung entertained a motion. Motion was made by Commissioner Wyett and supported by Commissioner Moser to approve Exhibit A-2. Motion carried.

Contract Adjustments (Exhibit B) – Brenda O'Brien

Ms. O'Brien provided information for 4 MDOT extras and 1 MDOT overrun totaling \$815,102.76 and 4 Local extras and 1 Local overrun totaling \$117,718.80. Pending any questions, Ms. O'Brien asked for approval of Exhibit B; none were forthcoming.

Commissioner Atkinson asked a question about MDOT Extra 2011-85. She stated she did not understand what it meant by the project is entirely funded by the Michigan State Police, but there is no offsetting.

Ms. O'Brien stated that there is no offsetting payment.

Commissioner Atkinson asked if it is 100% funded by State Police, why is it something the Commission is seeing?

Ms. O'Brien stated that MDOT is administering the contract so it still needs to come before the State Administrative Board and State Transportation Commission.

Chair Jung entertained a motion. Motion was made by Commissioner Wahby and supported by Commissioner Atkinson to approve Exhibit B. Motion carried.

**IV. PRESENTATION**

Harbor Shores Development Project – Jeff Nowell, Whirlpool

Mr. Nowell gave a presentation on the Harbor Shores Development Project. He stated that Whirlpool doesn't think the most important thing MDOT does is build roads. They rely on MDOT as being the anchor, heart, and soul of bringing economic change. Way too many projects are just "projects" and there needs to be strategy of how the investment brings change in the community.

The Harbor Shores Development site consists of 585 acres that use to consist of Whirlpool factories. The development spans in parts of Benton Harbor, St. Joseph, and Benton Charter Township. Its purpose was to revitalize and turn the community around. It is about helping people and creating a more inclusive community.

Whirlpool was founded in 1911. It is the worlds #1 major appliance company that generates over \$18 billion in revenue. Whirlpool products are sold in over 130 countries and the company is driven by common values. At Whirlpool we give back, investing in the United States. Whirlpool is part of the community and wants to be part of shared

opportunities.

MDOT has worked with Whirlpool, creating a vision to change the community. MDOT came and told us to show them a plan that would tell us if they could help transform the Benton Harbor community. MDOT came forward and said if there was a commitment by the community, they may have a chance to invest in some of these opportunities. The vision was to engage citizens in resolving economic, social and human development issues with the ultimate goal of improving the quality of life for Benton Harbor residents.

Harbor Shores is an anchor. It is an example of one of the pieces holding the community together due to the transportation system. Some of the Harbor Shores Development projects include Edgewater, HOPE VI, Habitat for Humanity's Jimmy Carter Work Project, Boys and Girls clubs, and the Jack Nicklaus Golf Course.

The community is being revitalized by this development. The Jack Nicklaus Signature Golf Course was built in 2010.. Whirlpool is sponsoring the 2012 and 2014 Senior PGA Championship at the Harbor Shores Golf Club. This has brought national media coverage, talking about a community that is trying to bring change. Thanks to the commitment to build roads and improvement to the road system the 500 acres of condemned facilities is being transformed.

Investments were made to the Jean Klock Park, which is now maintained by Harbor Shores. The investment restored the beach and now provides easy access due to the a new entrance road, extra parking, and a shorter walking paths to the beach.

Whirlpool has had a century of achievement. Michigan's great southwest is a new century of opportunity. There was a commitment made to help the people in the Benton Harbor Community.

He thanked the Commission and Department for helping a community that needed to make a change. Without the transportation needs being met, this project would not have been possible.

Mr. Nowell concluded his presentation and asked if anyone had questions.

Commissioner Atkinson stated that we need to change the title from Planner to Visionary.

Mr. Nowell stated there is no better way to create hope and optimism than to create a vision. It is about economic growth and moving people and goods.

Commissioner Atkinson stated that it is also to create community.

Mr. Nowell stated that shared responsibility does lead to shared opportunity.

## VI. **PUBLIC COMMENTS**

Chair Jung asked if any member of the audience wanted to address the Commission.

Ed Noyola, the deputy of the County Road Association (CRA) of Michigan. There has been a big buzz word about Best Practices be a part of what local government does to ensure the money is being spent in an efficient, responsible manner. The CRA gives out awards annually. They have tried to do things leaner and more efficient, which have been done with a lack of funding. CRA will continue to provide the service, but without the new equipment and technology it will be a struggle. They do the best they can with what they have. The County Road Commissions are constantly reinventing themselves. It is a bad situation for road agencies. The struggles with Lansing and the legislature is a big one.

Joanna Johnson, Kalamazoo County Road Commission thanked the Southwest region and stated that they appreciate the opportunity to collaborate with MDOT.

Mr. Noyola asked if there are any questions.

Chair Jung stated that infrastructure is a high priority.

Mr. Noyola stated that 64 counties provide maintenance to MDOT. He stated it is good that the Commission travels to have their meetings because they reach a broader range of people.

Commissioner Atkinson asked how small communities get on the radar with the County Road Association.

Mr. Noyola state that their advocacy has to continue, but sometimes funding is the reason why these smaller communities get left out of the plan. He explained the counties have and receive less money than MDOT. The communities need to come forward and see how they fit into the short and long term plans.

Mr. Rusty Rathburg stated he heard about monitoring goals, score boards, data collection, and other important information by attending the meeting today. He stated he believed Governor Snyder made the right decision keeping Mr. Steudle as director because of his vision and understanding of where we need to go in the future. He stated there are cars that are more efficient, but we need to get our legislature to get us new reforms.

Mr. Tim Kenyon, from Central Dock, provided comments relative to the bulk cargo dock in Benton Harbor. Benton Harbor is dangerously close to losing their dredging due to the aggregate wear index (AWI). Less and less has been used since the late 1980s. He would like to bring awareness as to whether these state AWI indexes mean anything anymore. He asked if the AWI factor still applies. The federal government will not dredge for four loads of salt. The community has realized how important dredging is to shipping, but they need to bring product in to ship. The only savior is to bring in limestone.

Chair Jung discussed the possibility of shipping shock rock.

Mr. Kenyon stated they are within two years from the port being closed. Director Steudle informed Mr. Kenyon that AWI was instated because of the safety of the roads.

Commissioner Wyett stated that he should talk to the DEQ to discuss the dredging concerns.

Commissioner Moser stated that limestone has its properties. Dolomite has pretty high magnesium levels. There are different types of limestone. He is aware of the federal dredging stipulations and what it can do to local communities. The magnesium content of the stone may affect the AWI rating.

Mr. Nowell said it isn't just unique to Benton Harbor. Once you lose the dredging you have lost it forever.

VII. **ADJOURNMENT**

There being no further business to come before the Commission, Chair Jung declared the meeting adjourned at 11:10 a.m.

The next full meeting of the Michigan State Transportation Commission will be held on Thursday, July 28, 2011, in the 1<sup>st</sup> floor Bureau of Aeronautics and Freight Services Auditorium in Lansing, Michigan, commencing at the hour of 9:00 a.m.

---

Frank E. Raha  
Commission Advisor