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**Fifth Annual Summit on Regional Competitiveness**  
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**Planning Leaders' Transportation Priorities for the Region**

MS. KELLY O'BRIEN: Thank you. Thank you for your patience, having a working lunch. And I am sorry to interrupt such great conversation, but as I mentioned we're trying to do everything we can to pack as much content into the day as possible.

And I know this is a panel that many have looked forward to as soon as we published the agenda. And not only are we thrilled to be able to have three MPO leaders speaking today, but I can say with a very grateful heart that they provide such wonderful leadership to the Alliance Board.

And it's really unique having their perspective as the Board meets, and also the opportunity to bring the staffs together to understand the different long-range plans that are in the region. So moderating today's panel is none other than the one and only Steve Schlickman, who serves as the Alliance Transportation Team Manager. Steve has been supportive of the Alliance, again really pretty much going back to the beginning, and he is highly regarded, as what I

often say in many of our calls, he is a transportation guru.

And he is currently retired and from his executive directorship from the University of Illinois at Chicago's Urban Transportation Center. Prior to that, Steve served as the Executive Director of the Chicago Area Regional Transportation Authority from 2005 to 2010.

During his career Steve has involved -- he's been involved in all major surface transportation initiatives in Illinois and on the federal level since 1980 and participated in obtaining billions of dollars of funding for Illinois and the Chicago region. It is an honor, again, to have Steve leave the Alliance Transportation Team and it's an honor to have all three MPO leaders here today.

And I know we're looking forward to hearing about the long-range plans and how their collaborations can really move this region forward in the future. So with that Steve, and our MPO leaders, thank you.

MR. STEVE SCHLICKMAN: Thank you, Kelly. The MPOs for our region carry out the planning programming requirements of the Federal Surface Transportation Law. They are organized by urbanized area and engaged in a planning process that establishes a cooperative, continuous and comprehensive framework for making transportation

investment decisions.

Two of their primary activities are to develop long-range plans and to prepare a multi-year transportation improvement program of specific surface transportation projects. In other words, they control the purse strings for what we want.

The Alliance's geographical area includes three MPOs: the Southeastern Wisconsin Regional Planning Commission, known as SWRPC; the Chicago Metropolitan Agency for Planning in Northeastern Illinois, known as CMAP; the Northwestern Indiana Regional Planning Council, known as NIRPC.

Our MPOs, though they have individual organizations, actually work under a cooperative agreement, and so they work quite nicely together. I want no fighting and we like each other. The panel is comprised of executive directors of the MPOs. From my left to right are Michael Hahn, of SWRPC; Joe Szabo of CMAP; Ty Warner of NIRPC.

As Kelly said, all three directors are on our Board of Directors for the Alliance and they have greatly assisted us in developing our transportation agenda. Each director will briefly summarize their agency's primary priorities for the coming year. We will engage in a brief conversation, and then hopefully, time permitting, we will

open up for Q&A. So I turn to Mike first.

MR. MICHAEL HAHN: Thanks Steve. I'm just going to briefly summarize three projects that will better connect the mega-region. They're all recommended within our 2015 Regional Land Use and Multi-Modal Transportation Plan, which we just recently completed.

I would say I'd characterize them in three ways. One is going to be implemented. One is likely to be implemented, and the third is going to be implemented on a bit longer timeframe than the other two. And because they are all recommended in our plan and it's a long-range plan, we'll be working in the coming years to hopefully attain implementation of all of these projects.

But I think when we talk about this, you'll see that the varying prospects for implementation kind of give you a sense of the challenges that we face in regional transportation planning, perhaps in the megaregion, but also certainly in Southeastern Wisconsin.

And first the project that will be implemented, and that's a megaproject in the I-94 Corridor just north of the Illinois/Wisconsin state line starting in Kenosha County, extending through Racine County and up into Milwaukee County and basically would go from the state line up to Mitchell International Airport in Milwaukee County.

Certain phases of this have already been completed. It's an I-94 expansion from four lanes, or excuse me, from three lanes to four lanes in each direction. It was identified and has been recommended for some time. It was not included in the state budget, but as we've heard earlier today the Foxconn project that's just recently been announced sort of preempting things there, and now there is \$252 million in bonding authority within the budget, or within the Foxconn bill actually, to accommodate that LCD screen plant and associated development.

Just a little bit about Foxconn. It is a thousand-acre site just for the industrial operation, a 460-acre plant under roof. A \$10 billion dollar investment by Foxconn, \$3 billion dollars in state tax credits, 3000 to 13,000 jobs directly created, and estimates that anywhere between 10 and 30 percent of the workers attracted could be from the state of Illinois.

The remainder would largely be from Wisconsin, but we're really thinking it's going to attract people to our area from certainly the Midwest and perhaps around the nation. And it will provide an efficient highway connection from Illinois to Milwaukee.

So the next project, which I'd say may be implemented, is one that we've recommended, and that's a new truck/rail

intermodal facility in or near Southeastern Wisconsin. Currently, the only such facility in the Midwest is in the upper Midwest in Chicago. And right now, containers that are loaded on trucks in Milwaukee travel south to Chicago where they're eventually loaded on the trains, many of which travel back up north past Milwaukee on their way to points beyond. So it's not a very efficient system.

And this recommendation, if implemented, would improve the efficiency of freight handling in Southeastern Wisconsin and alleviate some of the significant pressure and congestion on the Chicago facility as well. So we think it's a benefit for the megaregion as a whole. And finally, the project that's going to, we hope, be implemented on a bit longer timeframe is extension of commuter rail from Kenosha.

Metra runs up to Kenosha, but it doesn't go any farther. Extending that up through the city of Racine and Racine County into Milwaukee, and then even beyond that. And this would provide an important interstate connection certainly, and could also connect workers to Foxconn and the I-94 Corridor.

It's not likely right now because we don't have a good dedicated source of funding for transit. A regional transit authority was proposed around 10 years ago, it was

very close to being established by state law, but it did not happen. This is something we feel needs to be done, and we're going to continue and keep it at the forefront as we go forward.

MR. SCHLICKMAN: Next up: Joe.

MR. JOSEPH SZABO: So I will quickly talk about four things, and any one of these could take up the whole five minutes, so I will be brief, but I want to open up first off by obviously thanking Kelly and the Alliance and Steve for moderating the panel. And it's great to be up here with Mike and Ty.

As Steve mentioned, you know, we do work together very collaboratively and not just the three of us, but a fourth partner would be the Executive Director from the MPO in Southwestern Michigan. And we meet together quarterly, move the meetings around, and make sure that our staff share information on priorities that we're working on and learn from each other. And like I joked earlier, we really do like each other, so that helps.

Four things I want to talk about is first off, kind of setting the table for our work on our long-range vision. As we're working on our next plan, Title 9 to 2050, it'll be set for adoption a year from now in October of 2018, so we're two years into its preparation. But there's three

overarching principles that I think are important as we then talk about the transportation priorities that we're focusing on.

So the three overarching principles, as we do our work plan to drive economic prosperity and high quality of life for the region, priority number one is resilience. And not just in a climate sense, but it's a matter of being resilient to those shocking shockers, those stressors that will hit local communities, and making sure that we're well-prepared and strong regardless of shifts in the economy, in demographics, limited financial resources, and of course weather patterns.

The second overarching principle is inclusive growth and it comes back quite a bit to some of the things that Dr. Brazier was talking about earlier. But this is a principle that will permeate the entire 2050 Plan and ensure that we're providing that high quality of life for all the region's residents, and that it will enable all of our residents to participate in the economy and civic life, and make sure that throughout our region we don't have the pockets -- the pockets of "haves" and "have nots".

The third overarching principle is one of prioritizing investment, which is about carefully targeting those limited resources that we have to make sure for every penny



that we're investing, we're getting the highest level of return and broadest level of benefits to the region as a whole.

As part of that 2050 Plan, we're required to identify our regionally significant transportation projects for funding. And as we look at this, I don't think it's any surprise to anybody, there are significant constraints in the financial resources that are available that list the regionally significant projects have to be fiscally constrained.

And we've identified that we're going to need \$486 billion dollars, \$486 billion over the next 30 years to simply operate and maintain the transportation system that we have today. This is without any expansion. And so, even as we start taking a look at what we might reasonably expect for new revenues, that we feel we can generate perhaps about \$55 billion in new reasonably expected revenues.

That still leaves us with about \$31 billion dollars that would be available to simply enhance the system and meet performance targets for the system. So financing for the future is going to continue to be a challenge and something that we're going to have to have a conversation on here in our region.

So far, a hundred regionally significant projects have been identified, but they total more than a \$140 billion dollars. And so there's a shortfall of about \$101 billion, so you can certainly expect there's going to be a lot of honing down from that list to what will ultimately make the final plant; going to be a lot of difficult choices.

Something that we're working on that is in parallel to the 2050 Plan, it's not integrated but is separate from it, but I think very exciting. We've been asked by the Illinois Department of Transportation and the Illinois Tollway System to comprehensively do a study in visioning for the existing highway system regardless of ownership.

Currently, they're in silos, there's IDOT highways, there's tollway hallways; many of them are decaying, 60 years old past their useful life. And so how do we use modern technology? How do we strategically target investments and look at the system holistically to get additional throughput the system with the existing footprint?

And a key part of the visioning session will be truly treating these more as transportation corridors, less as just strictly roads. And again, understanding how technology can help us move freight more efficiently through the region. What are new, more cutting-edge

transit investments that might work in those corridors to better move people?

You know, how do we better coordinate operations? Just what is the role that well-targeted investments looking at the system comprehensively can help us achieve for a more modernized system? And we will have a draft available for public comment on that, this April in 2018.

Third thing I want to touch on, it's no surprise that you know Chicago is the epicenter of North America's freight goods movement. There's no place else like this on the continent. As was mentioned earlier, 50 percent of the nation's intermodal trains go through, terminate in, or initiate from Chicago.

And so any bottlenecks here impede global commerce. It constrains the flow of logistics, good movement for the nation as well as for the entire Midwest. And the line I like to use is, you know it used to be said that all roads lead to Rome. Well, when it comes to good movement, particularly rail, all roads lead to Chicago.

And so while we are the continent's largest freight hub, we also have the largest freight bottleneck, which is the 75th Street Corridor, a critical part of the Create Program. There are some flyers on the tables in back by the water stations, four pages, which does a nice job

talking about articulating why this is important to the Midwest as a whole.

Mike's right that opening up an intermodal facility around the Milwaukee area could help take some pressure off. But there's still no changing the fact that goods movement anywhere in the Midwest, whether it's in Wisconsin or whether it's in Indiana, the raw materials still have to flow through Chicago or finished products are still going to have to flow through Chicago.

And so ensuring that we are fluid here has to be a regional priority and a national priority. So I think with that, Steve, I'll stop and let Ty talk.

MR. SCHLICKMAN: Okay.

MR. TYSON WARNER: Right, thank you. As Joe had said, we worked very closely together. The Regional Collaboration along the southern shore of Lake Michigan is alive and well and it's been personally exciting for me just to see those boundaries between and across state lines continue to become more fluid all the time.

I was Planning Director for Will County for a lot of years and worked at CMAP just before Joe got there. And some of you may have heard me say this in other settings, but I think there was a long period of time where Northwestern Indiana, frankly, was overlooked by Illinois

because it was another state. And then it was also overlooked by Indianapolis because folks in Indianapolis said, "Well, that's just part of Chicago."

So consequently, we got overlooked a lot. That has rapidly and significantly changed in the last few years. I think the region -- what I've personally seen is the region has come together and embraced their part of the Chicago economy. And they say it's really important for our survival, our future growth, everything, to embrace being part of this large regional economy.

And it doesn't do any good to not try to break down those state lines. And so with that shift, a lot of wonderful things have happened. The South Shore Rail that a lot of you have taken, the historic South Shore Rail on the southern shore of Lake Michigan, that is in the process now of applications for it to be double tracked so that we can get competitive speeds to what Metra enjoys on a lot of its lines, and opens up those communities for growth and development.

In fact, the state legislature approved the Transit Development District piece of legislation to help recapture some of the growth around those stations for transit-oriented development. Also, an extension of that rail line in Westlake County, so just on the other side of the

Illinois state line; that's also in the works. And I talk to people all the time that are excited about those lines coming in and being able to improve their commute, and get them to jobs right here in Chicago, so that's a major part of what we're doing.

Some other things that have happened in conjunction with that rail line is just a simple thing that Metra has done for a while: We've finally been able to get bicycles on trains during certain periods of time. And I have personally seen a lot of folks take advantage of that to get out and experience the Indiana Dunes National Lakeshore, which may soon be the Indian Dunes National Park.

So people have taken advantage of what used to be only about 13 miles of paved trails in 1990. We now have over 150 miles of paved trails through Northwest Indiana. So folks are -- yes, that is huge. That's great. And, in fact, I'll tell this quick story and then I know we want to have some discussion. But I was at one of the lakefronts and a group of cyclists came up and asked us to take their picture and they were all going "oohh" by the lake and all that you can see the Loop off across the lake there.

And so I was asking them what the what the deal was. They were all from Columbia University, and a professor had

taken this group out to experience the Indiana Dunes, they road all the way from the Loop out to the dunes. Folks had never been out there before, a lot of those students' first time experiencing what that was like. And they were remarking on how they could actually look back and see where -- there's not too many places you can see where you started like 60 miles away, see your origin point and see where you were you ended up.

And so those kind of experiences, it's like we're building assets and the attraction for folks to be able to come to Northwest Indiana, but it works the other way, too, for folks to be able to come down to the Loop and ride down there. So we've talked about all the freight connections. Obviously, we've shared that. We've done a massive at-grade crossing study to identify the top 15 locations where we need to do something to try to improve traffic at those locations.

The collaboration -- again, I can't say it enough -- it's working really, really well and getting better all the time. We've supported the 75th Street Corridor Project even though it's not in our state. Joe was kind enough to provide a letter of support for an application we are making as we speak today for a \$24 million TIGER grant to improve the Market Greenway. So you actually do have a

very easy connection that goes all the way from Southwestern Michigan to Chicago.

And those kind of things that's what helps our region grow and become interconnected. And it may be a cliché to say it, but you know, all boats float with that scenario. And fortunately I think we're all working together to make that happen.

MR. SCHLICKMAN: Thank you, thanks very much. These are great priorities. What the Alliance looks to do is to add value in some way. So if you could go back and think about what you just said, what role do you think the Alliance could play in helping you achieve your objectives? Whoever wants to go first.

MR. HAHN: I will dive in. Like what was said, we have this fourth partnership, it's called the Wingspread Accord because it was signed at Wingspread some time back, not that long ago, that that goes to for the three, and then four adding southwestern Michigan, to be part of that discussion. So we were working together collaboratively for a long time, but the Alliance for Regional Development has helped to accelerate that and plug us into other organizations that are doing regional work.

Every single one of us up here, we have -- as Steve described, we have a specific federal designation as a MPO,



Metropolitan Planning Organization, that has to do with distribution of federal funds. But we all have taken steps to say it's not just about laying down roadways or even transit things. It's all the impacts that those have towards economic development, towards environmental issues, towards housing, that there's a much broader picture than just transportation investment work. And I think the Alliances helps plug us into a broader discussion to help make those larger activities connected.

MR. WARNER: Yeah, I think when it comes to our transportation network there is an old line I like to use that no economy will ever grow any faster, any further than its transportation network will carry it. And so having that conversation about our transportation network, whether it's the interstate, whether it's a rail system, even aviation, while it hubs out of Chicago, these are tentacles that go out into the communities throughout Wisconsin, throughout Indiana, throughout the entire Midwest.

And so it's about making sure that whole network is fluid for the benefit of industry goods movement, the movement of people throughout the Midwest. And of course, that's one of the big reasons why I pushed the 75th Street Project as a project of national significance, of regional significance, because it is in fact impeding goods

movement, commerce, the movement of people throughout the entire Midwest. And so it's important to those businesses.

MR. SCHLICKMAN: Joe, can you talk about what you are trying to do specifically right now to get 75 Street funded and what support.

MR. SZABO: Yeah, so CMAP as well as others, we're a big part of creating the freight provisions in the FAST Act a couple of years ago when much of our work was done through a national coalition, CAGTC, a coalition for America's Gateway and Trade Corridors. CAGTC was very, very strong in making sure that those freight provisions were multi-modal. You know, historically our transportation investments, our funding streams, have been way too highway-centric.

And we were successful, and so a grant program was created within the freight program of the FAST Act. And so currently, there is a call for applications right now, and IDOT is leading the effort along with the city of Chicago. Cook County is a big player, CMAP is a supporter, and there is broad support from the Midwest DOTs. Aaron, how many now have signed letters? I think it's about five. I believe, Iowa -- yeah, roughly about five of the Midwest state DOTs have all signed letters of support.

I tried to get a grant for funding the first half of

75th Street, and it would be one-third, one-third, one-third, roughly speaking, the private sector, the freight railroads would invest about a third, a third local dollars and a third in a federal grant. I think as everybody knows, those grant programs are always very, very competitive.

I was at USDOT before this position. I ran the Federal Railroad Administration and I know just how competitive those grants are where it is sometimes as high as 50 to 1 in the applications that come in versus the dollars that are available. And so ensuring there is a broad level of support from everybody in this room from the Alliances is critically important.

MR. SCHLICKMAN: Similarly with respect to the two projects in Northwest Indiana to the South Shore, you have a similar competitive situation, correct?

MR. WARNER: We do. I don't know the stats as well as Joe on what our chances are, who knows, but it is competitive. And it just goes to show I think the value and how much things have changed for regional collaboration.

We've gotten a ton of support from senators on both sides of the state line, congress people, the National Lakeshore itself, every mayor along the line for this

Market Greenway expansion; it just shows that collaboration. And of course, with the South Shore line of extension that you were asking about for Westlake and the double tracking, also huge support.

Secretary of Transportation, when she was up not too long ago, it's a live application, so of course can't comment. There's a limit to how much you can you can say in favor of it, but it is extremely encouraging. And I mentioned before about just things changing rapidly, both in Chicago's involvement and our involvement with Chicago, and Northwest Indiana, but also from Indianapolis.

A big part of that success for that train and being able to generate the local share for that from the state and from local communities had to do with finally being able to convey and tell the story about how important this part of the world is to Indiana's overall economy, not just in Northwest Indiana, but to the entire state.

And I'm happy to say it really just in the last few years, but finally the Indiana state legislature has come around to recognizing that and has gotten to understand, you know, we've got something that is -- there's no place else in Indiana that has a commuter rail line to start with. So you really can't have transit-oriented development in much else -- in the rest of the state.

So if you're going to attract the kind of talent that's here in the Chicago region and help build on that within Northwest Indiana, these kinds of projects are what has to happen. So finally, folks have started to recognize that.

MR. SCHLICKMAN: Mike, do you have any further comments about your initiatives and how we can help?

MR. HAHN: Well, I guess Joe is much more eloquent than I, but a lot of what he said about the 2050 Planning effort is very similar to what we're trying to achieve in Southeastern Wisconsin. And I think within our region, we're doing a good job of getting the word out. And with the other regional planning agencies, we're doing a good job of coordinating.

But I do think that the Alliance offers through events like this, they offer a broader forum to inform a broader group of very interested individuals, what's going on in this in this megaregion so to speak, and I think that builds support and it builds better awareness of it as well.

MR. SZABO: Just two comments I'd like to make about Wisconsin. One, I think all of us need to make sure that we're supportive of Wisconsin's needs as they move forward with Foxconn. Because even though it's in their state, I

believe that the economic growth is important all of us, even over into Ty's Indiana.

And secondly, just talking a little bit about what we learn from each other, Mike did a great job of putting together a session on autonomous vehicles where all of our staffs ended up getting together and learning on research that his team had put together, and it led to a broader conversation of sharing of information amongst our staffs and what we can learn from each other.

And so it may not be about the Alliance as much as it is about us talking and cooperating with each other, but Alliance helps make that happen.

MR. SCHLICKMAN: Thanks. I think I just got a note that we have more time? Okay, cool. So what are some of your biggest challenges in maybe working together?

MR. SZABO: Well, I mean you guys want to work together. Is there anybody else that thinks you maybe shouldn't? Are there barriers?

MR. WARNER: Getting into an area where there are some controversial projects out there that have some you might call friendly competition. So there's only so far you can go into this, but I will say I think there's recognition. The Federal Highway Administration helped put together a megaregions workshop recently on freight that most of us

were at or had representatives there.

And a big part of that theme that came up time and time again was the challenge of being able to apply some of these federal funds across state lines.

MR. SCHLICKMAN: Yes.

MR. WARNER: And especially in a region like ours, which really -- I was going to say, "bleed over", but that seems to have negative connotations; we need a better phrase. But where it expands beyond state lines, you need to be able to invest in projects that may actually make more sense on the other side of a state line for the region. But there are certain restrictions because of the state funding that don't allow you to do that. So a big part of that message is flexibility, and so that's a challenge.

MR. SCHLICKMAN: Don't you need the partnership of two DOTs to accomplish that? And how is that going at your level? Aaron, do you want to comment?

AARON: I think it continues to grow. Obviously, there are always political challenges that the tendency for any of us is to be somewhat parochial. But you know, I see the cooperation through the group, MAASTO, is the name of the organizing group for the Midwest DOTs, and I see it strong.

I've seen that in the support for 75th Street Create application, that there's been an understanding by those DOT secretaries that this is important to them even though the investment is in Chicago. And so I think there's a growing understanding of the importance of working together. It could always be stronger.

MR. SZABO: Yeah, again wading into somewhat controversial waters, but the LEN Expressway when that was a live project -- and it's not actually dead, yet.

AARON: It depends who you talk to.

MR. SZABO: Yes, right, it's still out there. But I think that showed a lot of cooperation between the two DOTs. Obviously other things happened with gubernatorial elections have put that on pause. But I think the DOTs were working closely together in that particular project.

MR. SCHLICKMAN: Again, for the panel on that?

MR. HAHN: That's very fraught with political overtones, I think. But I would say that at the staff level we're certainly working, and we work very closely, and I think our objectives and our planning, which I think mesh well with our partner, our PCs, are in line. And I think we promote those with DOT at that level, so I hope that that will have some impact.

MR. SCHLICKMAN: So are there any questions in the



audience? Right here.

MALE SPEAKER: Sorry, it will be a quick question. So in New York, you've got sort of the MTA, and there's a lot of coordination or lack of coordination between Connecticut, New York, New Jersey. What do you guys learn from that situation?

And maybe more importantly, what do the sort of political players above your level learn from governing agencies and overseeing agencies like yours for the benefit of the Midwest?

MR. SZABO: You know, just I think a couple of comments at least from my perspective. I was actually out in New York about three months ago. I was asked to come out there and be part of a peer review with their MPO in New York City, and share with them the CMAP experience. I know they were certainly looking to learn from how CMAP was created and the broader level of regional cooperation that we've been able to generate within our seven county, 284 communities.

But there's no question that when there are state borders, it poses challenges. They are politically driven, that's natural. And so because there is more smaller states, especially, you know up there, New York certainly isn't small, but smaller states in the Northeast. I think

it does create a larger level of challenges for them.

And of course, the population is very intense there. And so there does need to be a higher level of coordination. From my perspective, I'm very, very fortunate that our DOT secretary here in Illinois I held my job before me. And so Randy by nature understands CMAP's role and is supportive of it. And so it's made it very, very easy for me.

And so because Randy was the one that built CMAP and understood a regional perspective, it's a philosophy that he has naturally carried to Illinois DOT, and I think drives his relationship you know with his peers in the Midwest. But man, there's no silver bullet for that stuff; it's tough.

MR. SCHLICKMAN: The gentlemen, here.

MALE SPEAKER: Yes, I have a question about Foxconn. Is it going to be built on a green field?

MR. SZABO: Yes, it is.

MALE SPEAKER: And my other question with that is: Does your planning authority do land use? Because I assume from the way you're talking, that may not be the best use of the former land that used to be agricultural.

MR. SZABO: Well, we do we do land use planning and we do sort of (inaudible 0:02:12.9)

MALE SPEAKER: By "land use planning", I mean you have a legislative mandate that people have to follow?

MR. SZABO: No. We are an advisory organization.

MALE SPEAKER: All three of you are advisory, as opposed to legislative?

MR. SZABO: That was real important when CMAP was created when the legislation was put together. Those 284 mayors, I was one of those back 20 years ago. But they are very, very strong in clinging to their local autonomy. And so you know, we certainly had the ability to advise and to influence, but not to directly control.

MR. WARNER: To add to that, too, it's a little different topic, but it's the same principle that's important to recognize is we obviously have no land use authority. That's up to the local communities and counties and whatnot.

So the best that we can do in trying to impact those local decisions is to try to explain the impact of those local decisions on a larger region. But that does go a long way, and the transportation investments go a long way.

MR. SCHLICKMAN: Well, I've been told we're out of time. I want to thank Ty, Joe and Mike for this really good discussion. And I look forward to our future

cooperative efforts together. Thank you.

(END)