



STATE OF MICHIGAN
EXECUTIVE OFFICE
LANSING

RICK SNYDER
GOVERNOR

BRIAN CALLEY
LT. GOVERNOR

April 22, 2013

Denise Brooks-Williams
19225 Parkside Street
Detroit, Michigan 48221

Dear Ms. Williams:

It is with great pleasure that I appoint you to the Certificate of Need Commission for a term expiring April 9, 2016.

Reinventing Michigan will take a team of people working together. In this spirit, I hope you will seize this opportunity and accept the challenge to help usher in a new era in our state's history.

The work ahead will not be simple nor will there be any easy answers. We can only achieve extraordinary things if we aspire beyond traditional thinking. The old unachievable goals will become the new achievable standard. You can help make that happen with a vision, plan and action.

Congratulations on your appointment. Serve with integrity and always remember you are in charge to be on guard for the best interests of the people of Michigan.

Warm personal regards.

Sincerely,

A handwritten signature in cursive script, reading "Rick Snyder".

Rick Snyder
Governor