

I. Introduction

Downtown St. Louis City is experiencing an unprecedented resurgence. The recently completed Busch Stadium is a source of civic pride. Construction of the Ballpark Village is slated to begin. Washington Street's redevelopment is progressing apace. Downtown is experiencing a significant residential net migration in the vanguard of what appears to be a residential renaissance. Downtown St. Louis' reemergence and renewed vibrancy positively impacts the entire region. Downtown St. Louis, St. Louis County, the entire Bi-State Region, and the State of Missouri would be aided by a more vibrant and successful convention industry, which is based primarily at the area's most important convention facility – America's Center. However, improvement in the way operations are conducted at America's Center is needed if the Downtown area's potential is to be realized.

Over the years, we have dedicated a significant amount of public money to the construction of America's Center and related facilities. Our intention was to stimulate the regional economy by attracting convention visitors who would utilize our hotels, restaurants and other local attractions. Other regional convention facilities have, in competition with America's Center, made similar investments in the hope of attracting the same dollars to their communities.

America's Center's ability to compete with other regional facilities for convention business, however, is severely constrained by certain labor practices relating to audiovisual employees represented by IATSE, Local 6, IATSE, Local #143, and IBEW Local-1, hereafter referred to as the AV Locals. Unless changes are made, the situation will become worse.

II. The Convention Industry

America's Center is a public facility that hosts meetings, conventions and events of varying sizes, referred to hereafter as Events. Its customers are the organizations that stage the Events such as trade associations, religious groups, fraternal orders, political organizations, and corporations among others, hereafter referred to as Customers. Customers employ contractors who hire the tradesmen who work the Customer's Event. The tradesmen at America's Center and at many other convention facilities throughout the country are represented by various local unions. Among other Event functions, the contractors load and unload AV equipment, rig, set-up and monitor audio-visual and lighting needs and set-up and take down staging. The contractors, who are normally party to regional collective bargaining agreements, hire the tradesmen who work Events through local unions, including the AV Locals. America's Center does not employ any of the tradesmen who work the Events.

Certain union labor practices inhibit America's Center's ability to compete with comparable facilities elsewhere in the United States. A bad experience at a convention facility not only impacts the likelihood of a Customer's return to that facility, but, because of the intertwined relationships in the convention industry, one Customer's bad experience can result in the loss of numerous Events. For instance, Customers often employ Event Planners who necessarily work for a number of different Customers and potential Customers and will naturally, based upon one bad experience at a convention facility, discourage other potential Customers from staging Events at the problem facility. In addition, Customers and Event Planners advise their peers as to which cities' convention facilities should be avoided and trade associations that cater to potential Customers and Event Planners provide their members with routine updates on their members' experiences. Convention facilities develop reputations and those reputations impact those facilities' ability to attract Events.

America's Center has acquired a well-deserved and well-known reputation in the convention industry for having some of the worst AV labor practices of any convention facility in the country. These practices put America's Center at a significant competitive disadvantage.

III. Labor Practices At Issue

a. AV Featherbedding/Shadowing

Featherbedding is frequently defined as:

The situation that exists when a union insists on inefficient work rules that require the employment of more workers than is necessary. This is accomplished by mandating that a certain number of workers are needed to perform a job or task.

In the case of America's Center, featherbedding takes the form of "shadowing". Frequently, Customers employ AV tradesmen who they use at multiple Events held in cities throughout the country rather than hiring all of their tradesmen locally in the city in which each Event is held. These tradesmen may possess skills that are uniquely suited to a particular Customer's needs, they may be full-time employees of the Customer or they may simply be particularly reliable and efficient employees with whom the Customer has worked in the past and with whom they feel comfortable.

At America's Center, as of today, if a Customer or its contractors bring employees into St. Louis, the AV Locals often insist upon shadowing some of the Customer's tradesmen. The Customer is forced to pay both the employee who it originally hired to perform the work at issue and it must pay for an AV Local technician who performs no work whatsoever. In certain cases, because of the jurisdictional disputes addressed below, Customers have been forced to pay the employee originally hired to perform the work at issue and then 1 or even 2 AV Local employees who perform no work.

Customers who are forced to pay two or three times for work that is performed once are unlikely to host another Event at America's Center. They are, however, likely to complain to their Event Planners and contractors who are, in turn, likely to steer other potential Customers away from America's Center.

b. Jurisdictional Disputes

The three local AV unions who provide their member AV technicians to Customers and their contractors each claim certain AV work performed at the Events as work that must be performed exclusively by their members. Jurisdictional disputes arise between the AV Locals themselves and between the AV Locals and the Customers as to what work the Customers may perform themselves. Such disputes result in unpleasant experiences and additional costs for the Customers.

For example, America's Center offers a large complex of meeting rooms to Customers who utilize the rooms for "breakout sessions" frequented by the Event attendees. A convention might break out into 12 smaller sessions and utilize 12 meeting rooms, each of which requires some monitoring of the AV systems. Under the current system, irrespective of the wishes of the Customer, IBEW Local 1 requires that 1 of its members be present for every 10 meeting rooms utilized in breakout sessions and IATSE Local #143 requires that 1 of its members be present for every 6 rooms utilized. Consequently, despite the fact that the Customer may determine that it needs only one or two AV technicians at most to monitor 10 rooms, the Customer is required to hire, and pay 3 AV monitors, thus either doubling or tripling its cost for breakout session labor.

Jurisdictional disputes between the AV Locals and between the AV Locals and Customers frequently result in unpleasant, and occasionally hostile, interactions between Customers and their contractors and AV technicians or AV Local representatives. Although America's Center created the position of AV Manager in an attempt to shield the Customers from the fallout over jurisdictional disputes and, although the current AV Manager has by all accounts performed admirably in that role, as long as jurisdictional disputes exist, Customers' impressions of America's Center will be negatively impacted by those disputes.

c. Customer Input

In the past year alone, a number of Customers have indicated to the Commission that they will not consider returning to America's Center to host a second Event because of negative experiences with the AV Locals. A significant number of potential Customers indicate that they will not consider hosting an Event in St. Louis because of the negative reports from other Customers and Event Planners.

Below are some real world examples of negative experiences reported by Customers and Event Planners who actually complained in writing:

- ***During a convention held in the spring of 2006, a Customer was charged \$1,186.50 for 3 AV technicians who did nothing more than set-up 3 microphones and then "monitored" 2 rooms.***
- ***The same Customer, during a different session, was billed \$420 to set-up 1 microphone.***
- ***One Customer who hosted an Event in the summer of 2006, wrote the following:***

"The contractors [we hire] are experienced and well seasoned professionals that have worked in most convention centers in the U.S. It was unsettling to hear them discuss the "absurdity" of some of the labor rules in St. Louis and their reluctance to have to work in that environment again. [We] had considered Chicago as a destination for the 2006 Annual Meeting . . . Upon reflection, St. Louis may have cost us more in labor fees."

- ***Here are a few additional quotes from Customers and Event Planners:***

"These union charges are killing us . . . This is the reason we don't go to Chicago, Philadelphia,

etc. and, frankly, had I known that the situation was just as bad [in St. Louis], we wouldn't have even considered St. Louis."

"I think this is the first time that we have come across [Shadowing] in cities other than Chicago, San Francisco, Las Vegas and Philadelphia . . ."

"[America's Center] is requiring us to have Swank AV personnel shadowing our own technicians for general sessions in the main hall . . . It has been our experience that the union issues we have to contend with . . . end up discouraging people from wanting to return to venues like St. Louis."

"In the case of just about every visit to St. Louis, I experience incompetence in the locals that complained the loudest and had to cover damage to equipment in one or two cases directly related to the incompetence of [AV technicians]."

IV. Competitive Review

a. Labor Practices In Competing Cities

Although all of the convention facilities with which America's Center competes are union facilities, none requires shadowing of AV employees brought into the facilities by Customers or their contractors to the extent that they are required in St. Louis. These cities include Cincinnati, Dallas, Houston, Indianapolis, Kansas City, Louisville, Minneapolis, Nashville, Milwaukee, and San Antonio. In addition, none of the convention facilities in the cities referenced above suffer from jurisdictional disputes among AV Unions to the extent that St. Louis does, primarily because the existence of more than one AV local in a facility is exceedingly rare.

b. Business Losses Attributable To AV Labor Issues

America's Center operates at a competitive disadvantage with comparable facilities because of the labor practices described in Section 3 of this Report and Plan. Appendix A to this Report and Proposal enumerates Events that did not take place at America's Center and/or did not return to America's Center in the previous 5 years and for which the Customer or Potential Customer informed America's Center that it was not selected because of difficulties with the AV Locals. Appendix A is extremely conservative in its loss estimates because it (1) does not include potential Customers who simply never contacted America's Center because they were aware of its reputation, (2) assumes that the Events that did not return would have only returned once during the 5 year period, and (3) does not include Customers who cancel or do not return and do not volunteer a reason for the decision. It is, therefore, impossible to gauge the entirety of the loss attributable to America's Center's labor woes. Nevertheless, even the most conservative analysis of America's Center's inability to compete reveals the staggering toll that labor problems take on America's Center's ability to attract Events.

In the last 5 years, at an absolute minimum, America's Center lost 31 major Events because of either Customer problems with the AV Locals or because of the AV Locals reputation in the convention

community. America's Center estimates conservatively that these events would have generated approximately \$132 million for the local economy including 443,250 hotel room nights. It is not difficult to imagine that America's Center lost an equal number of Events because of its reputation for labor difficulties about which it is not even aware.

V. The Proposal

For America's Center to overcome the competitive disadvantage under which it operates, changes are required. Its Customers and their contractors must have the freedom to determine the number of AV technicians they will employ and whether they will utilize their own AV technicians or hire AV technicians locally just as those Customers do in other convention facilities at which they host Events throughout the country. The practice of Shadowing and the increased costs and negative experiences associated with jurisdictional disputes must be eliminated. Any solution that does not aim to eliminate all of the practices that inhibit America's Center's ability to compete will be insufficient. To that end, the St. Louis Convention and Visitor's Commission Committee on Competitive Review proposes the following:

- ***America's Center will become the employer of all AV technicians utilized by Customers and their contractors in hosting Events at America's Center and will charge Customers no more than its actual costs.***
- ***America's Center will attempt to enter into a 3 year Joint Memorandum of Understanding with IATSE Local #6, IATSE Local #143, and IBEW-Local 1.***
- ***The Joint Memorandum Of Understanding will prohibit Shadowing of AV technicians brought to the Events by Customers and contractors from outside the St. Louis region. Customers and contractors who do not bring their own AV technicians from out of town must hire AV technicians through America's Center. Because of safety concerns, Customers and contractors will not be allowed to utilize their own Riggers.***
- ***Jurisdictions will be defined in the MOU and will be honored by America's Center in the MOU's first year.***

- ***After the first year, certified technician members of each local will be placed into an AV Labor Pool. AV technicians will be hired exclusively from the AV Labor Pool and America's Center will assign work to each employee at its discretion without regard to historic jurisdictional lines. Each employee in the AV Labor Pool can be assigned to perform any AV work.***
- ***An AV technician becomes certified by completing training in the jobs historically performed by members of the other 2 AV locals to which the AV technician does not belong. Training will be conducted at America's Center or at a facility acceptable to it. Training will be conducted by members of each of the AV Locals who will be compensated by America's Center for time spent instructing.***
- ***AV technicians will be hired from the AV Pool according to their representation at America's Center in year 1 of the MOU. Hence, if members of Local-1, Local-6, and Local 143 are employed in equal proportion pursuant to the jurisdictional descriptions contained in the MOU for year 1, their members will be called from the AV Labor Pool in a 1-1-1 ration for the remainder of the MOU.***
- ***The MOU will contain Customer Satisfaction Rules that govern AV technician behavior including a prohibition on AV technicians or union officials addressing disputes directly with Customers or Customer's representatives. America's Center will strictly enforce the Customer Satisfaction Rules. An AV technician's failure to abide by the Customer Satisfaction Rules will result in the loss of the AV technician's certification.***

VI. Conclusion

America's Center does not compete on an even playing field with comparable convention facilities throughout the country because of the labor practices imposed on it by the AV Locals as described in this Report and Plan. The plan detailed in this report is clearly in the best interests of the community, America's Center, its customers, and the AV technicians themselves. A rising tide lifts all ships and the more convention business America's Center can attract, the more work there will be for the AV technicians. Hopefully, all those involved will come to understand that the voluntary adoption of the Commission's plan will increase America's Center's ability to compete for convention dollars and that it will provide greater opportunities for all of us who live and work in the St. Louis metropolitan area.

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September 18, 2006

Bruce Sommer, Executive Director
America's Center
701 Convention Plaza
St. Louis, MO 63101

AVHQ

Dear Mr. Sommer:

The 2006 AALL Annual Meeting and Conference was a success this past July in St. Louis and I want to thank you and the efforts of your staff in helping to make this happen. The America's Center offered a facility that was able to accommodate our logistical needs and offered our members an inviting atmosphere to gather and network.

At our pre-conference meeting, you asked me to provide you with feedback after the meeting about our experiences in the Center. I have asked Paul Graller, our Exhibits Manager, to have a discussion with our contractors to determine if there were any issues that should be brought to the forefront. These contractors included GES (decorator), Datasis (computer provider), Mobiltape (audio recorders for CD sales) and AVHQ (audio/visual provider). Post-meeting figures show that we were forced to assume expenses that we had not been aware of until just before the meeting and had not been able to budget for. Most of these expenses involved labor fees that we had never had to assume before at any other convention center in either first-tier or second-tier cities. I would like to share these issues with you as they would be influential in determining whether we would return to St. Louis with our meeting and to assist you in attracting new business. These are the issues that provided us with the most inconvenience and expense:

Audio Tape Reproduction - Approximately one month prior to the event, we were informed that duplicating of recordings is stagehand work and the audio taping contractor would have to hire a union employee to perform this work. The estimated cost was an additional \$3500. The audio taping contractor and AALL decided this was cost prohibitive. The decision was made to take orders on-site, duplicate back in their offices and mail recordings after the event. The end result was lower on-site sales and increased mailing costs.

Risers - The policy in the convention center is that outside of meeting rooms, the stagehand union must install and remove the risers. This required a separate labor call to install the three risers for the ribbon cutting ceremony and the two risers for the prize drawing stage. It was also necessary to have stagehands to remove the ribbon cutting stage on Sunday, which would have been a 4-hour call. We decided not to make the labor call and left the stages in front of the exhibit hall until the building staff assumed responsibility to pick them up. In addition, the convention center does not skirt risers, which required additional expenses with the general contractor.

Internet Lines - The association routinely plans internet services in their staff office and for association functions to reduce the number of drops. By grouping computers and ordering additional IP addresses, we have realized cost savings. Not only were electricians required to perform these installs, they refused to run lines off a hub in the registration area even though the service was needed at service counters next to registration. They also refused to run a line from the internet room to the staff office located on the show floor. At the close of the event, our registration contractor was told he was not allowed to unhook the internet connections from his computers and was required to wait for an electrician to perform this work, causing unnecessary tear down delays.

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Housekeeping Office - The main housekeeping office is in the lobby and was directly across from the AALL HQ office. Housekeeping staff were consistently hanging around outside of this office, especially during shift changes and were usually speaking loudly and were disruptively to the association activities occurring in the nearby meeting rooms. This behavior was observed in many of the meeting room corridors throughout the week. The supervisor was approached by staff about this behavior.

Quality of Furnishings Numerous times during the meeting, especially in the general session room, AALL staff requested that various blue chairs be removed or replaced. There are many with filthy backs and stained seats. The carpet in most of the 101-107 meeting rooms is also stained and unattractive.

Comments from the Computer Rental Contractor:

Prior to every event, it is a tradition to check with each facility as to the unions and crew sizes that will be required to deliver and install computer rental equipment. This call was made in March, prior to setting rental prices, to double check on procedures that were used at a larger tradeshow in St. Louis in October of 2005. A return call from the convention center confirmed that the procedures outlined were fine, that we can do our own work in the center using our own people, with the exception that we cannot touch the networking. The person assured me that he had the authority to tell me this.

Upon arrival at the center and throughout the event, the electrical contractor kept coming back to Datasis staff, claiming more and more work was theirs. First to deliver equipment, then to unpack and install all equipment. Attempts to resolve the challenges with convention center staff, were met with an attitude of, 'it must have been missed last time'. Although some of the work was done at no charge, this slowed the process and seemed to leave the electrical contractor with an attitude of 'you're getting a good deal, so that's what you get'.

From the Audio Visual Contractor:

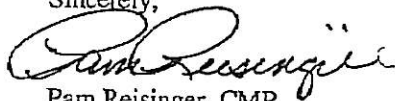
A stagehand must be hired to do a specific task such as lighting, audio and large screens. Some of these tasks take less time than the minimum hourly requirement, and you can not use the stagehands for anything else. This adds unnecessarily to our labor costs. In addition:

- Any screen larger than a 10x14 Fast Fold must be done by a stagehand. That's an hour of set up or strike that pays out for a (4) hour minimum.
- The Audiovisual Company is responsible for setting facility-owned risers/stages that requires hiring stagehands to set and strike. This does not occur in any other American City.
- A stagehand lighting operator is required for simple lighting set-ups and a camera operator runs the camera and absolutely nothing else.

The contractors AALL hires are experienced and well seasoned professionals that have worked in most of the convention centers in the United States. It was unsettling to hear them discuss the "absurdity" of some of the labor rules in St. Louis and their reluctance to have to work in that environment again. AALL had considered Chicago as a destination for the 2006 Annual Meeting and decided to go to St. Louis to avoid the stringent and expensive labor policies of McCormick Place. Upon reflection, staying in St. Louis may have cost us more in labor fees.

I hope this information assists you in positioning St. Louis as an affordable city to host an association convention. We do appreciate the total experience and welcoming attitude we received. You have several staff members, which I noted in previous letters, that took good care of us.

Sincerely,



Pam Reisinger, CMP
AALL Director of Meetings

Cc: Susan Fox, AALL Executive Director
✓ Kitty Ratcliffe, President, St. Louis Convention & Visitors Commission
Paul Graller, Hall-Erickson Vice President/Show Director



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May 23, 2006

Mr. Kevin Macchi
Swank Audio Visual
America's Center
701 Convention Plaza, Suite 307
St. Louis, MO 63101

Hello, Kevin:

Thank you for your assistance with the audio requirements associated with the 97th AOCs Annual Meeting & Expo. I received the final invoice yesterday, and I need clarification regarding a few charges before I can process the final payment.

At your earliest convenience, please clarify or detail the following issues:

Sunday, April 30 – Labor Charges for Audio Technicians

On Sunday, April 30, AOCs used a total of 3 microphones as follows:

Room 130: 1 wired at podium; 1 wired lavalier

Room 222: 1 hand-held microphone

AOCs was invoiced a total of \$1,186.50 (28.25 hours for 3 audio technicians). **Is this correct?** At first I thought the technicians were setting for the Monday sessions, but, as noted below, the labor charges for set-up on Monday are not consistent with any time being devoted on Sunday for pre-set.

NOTE: 2 microphones also were used in Room 280 on Sunday, April 30, but there was a separate charge of \$252 (6 hours) for the audio technician.

Also, please note that since I had to call Jen Hammer at 1:50pm (for a 2:00pm start) to inquire about the hand-held microphone that wasn't in place, I know the time associated with installing this piece of equipment was less than 5 minutes.

www.aocs.org

Mr. Kevin Macchi
May 23, 2006
Page Two

Monday, May 1 – Labor Charges for Audio Technicians

As noted on the invoice, each technical session room required 3 microphones (1 wired at podium, 1 wired lavalier, and one wired aisle microphone). On Monday morning, we had 15 technical session rooms starting 8:00am. Only 13 of these sessions reconvened for Monday afternoon and broke as follows:

1 @ 2:30pm
1 @ 3:00pm
5 @ 3:40pm
3 @ 4:00pm
2 @ 4:20pm
1 @ 5:00pm

I assumed the audio technicians struck the rooms as the sessions were completed. Is this not correct? AOCS was invoiced a total of \$1,480.50 (35.25 hours for 3 audio technicians – 11.75 hour average). Assuming each technician arrived one hour prior to the sessions' 8:00am start time, the invoice indicates each audio technician worked until 6:45pm, even though the last session ended at 5:00pm.

Also, is AOCS required to pay for the technicians' lunch time/break? Granted, we had a few luncheon meetings, but the audio equipment had to be set prior to 12:00pm and struck no later than 2:00pm.

Tuesday, May 2 – Labor Charges for Audio Technicians

Similar to my questions regarding Monday's labor charges, our Tuesday morning's schedule included six sessions that started at 9:00am and one session at 11:00am. The afternoon schedule was comprised of 16 sessions that started at 2:00pm and ended at 5:00pm.

AOCS was invoiced a total of \$1,323 – to cover 2 technicians at 11 hours each and 1 technician at 9.5 hours for a total of 31.5 hours or 10.5 hours average. I am assuming the two technicians who worked 11 hours were the two who came in by 8:00am to set the six a.m. session rooms. However, is it correct that all three worked until 7:00pm removing 3 microphones in each of the 16 technical session rooms?

Again, are we responsible to pay the technicians for their lunch break?

Mr. Kevin Macchi
May 23, 2006
Page Three

Wednesday, May 3 – Labor Charges of Audio Technicians

Similar to Monday's schedule, we had 11 sessions begin at 8:00am. In the afternoon, only 10 of these sessions reconvened and ended as follows:

- 1 @ 3:20pm
- 2 @ 3:40pm
- 2 @ 4:00pm
- 2 @ 4:20pm
- 1 @ 4:40pm
- 2 @ 5:00pm

AOCS was invoiced a total of \$1,659 – to cover 2 technicians at 12.5 hours each and 1 technician at 14.5 hours for a total of 39.5 hours or 13.25 hours average. Why so much more time on Wednesday than Monday or Tuesday? The session end times on Wednesday were much earlier than on Tuesday.

Awards Breakfast – Labor Charges for Audio Technicians

As noted on the invoice, we were charged a total of 10 hours or \$420 for the audio technician labor associated with the Monday afternoon Awards Breakfast rehearsal (from 3:30pm – 4:30pm) and the Tuesday morning breakfast (from 7:30am-9:00am). The invoice indicates 1 technician at 6 hours and one technician at 4 hours. The only sound used for the breakfast (and rehearsal) was one wired podium microphone plus one mono-mixer. As you may recall, we did not have any sound with our computer presentation.

I understand the four-hour minimum per day, but could you explain the extra two hours? Also, could you explain why one of the three audio technicians already on assignment for AOCS could not have covered the one hour rehearsal on Monday and/or the time on Tuesday morning?

Mr. Kevin Macchi
May 23, 2006
Page Four

Sunday, April 30 – Room 280 – Projectionist Technician

As noted on the invoice, we required the following equipment:

- 1 – data projector w/stand
- 1 – tripod screen

The workshop ran from 7:30am-12:30pm.

AOCS was invoiced \$441.00 (10.5 hours for 1 projectionist). I realize that we must pay for time associated with the set-up and removal of the equipment, but without further explanation, this time charge seems excessive.

CODE CDA4 – “PROCO DB-1 SPEAKER/LINE TO MIC LEVEL DIRECT BOX”

It appears that in each of the rooms used for technical sessions, AOCS was invoiced \$25.00 per day, per room for the above code (except in Room 263 when it was charged at a \$55.00 daily rate). AOCS was charged a total of \$1,310 for CODE CDA4. Could you please explain these charges and why they were necessary to ensure sufficient sound in the tech rooms? Although I am not sure, I am assuming these are, in effect, “patch fees” to the house sound system. Quite frankly, I have never been charged a separate fee to connect to or use the house sound when the in-house audio-visual company is providing the audio.

Rental Rate – CODE AIAA Shure M-68 4-Channel Mono Mixer

- In Room 280 on Saturday and Sunday, AOCS was charged \$40.00/daily
- In Room 222 on Sunday, AOCS was charged \$30.00
- In Room 275 on Monday, Tuesday and Wednesday, AOCS was charged \$95.00/daily

Since the mono mixer in the technical session rooms were charged at a \$30.00 daily rate, were the other rates charged in error? If not, can you explain the reason for the upcharges?

Mr. Kevin Macchi
May 22, 2006
Page Five

Rental Rate – CODE AB24 Shure SM-58 Microphone

In Room 280 on Saturday and Sunday, AOCS was charged \$25.00/daily for this item. It appears that in the other rooms, AOCS was charged \$30.00/daily for the same item. I'm guessing that we should be charged the \$30.00 daily fee for Room 280, as well. Is this correct?

Rental Rate – CODE AC10 Audio Technica AT-803B Lavalier Mic, Condenser

In Room 280 on Saturday and Sunday, AOCS was charged \$75.00/daily for this item. It appears that in the other rooms, AOCS was charged \$65.00/daily for the same item. I'm guessing that we should be charged the \$65.00 daily fee in Room 280, as well. Is this correct?

In order for me to process the remaining balance due Swank Audio Visual for audio services associated with our recent meeting, I would appreciate you clarifying the issues I noted above.

Thank you in advance for your assistance.

Sincerely,

Jeffrey L. Newman
Senior Director/Programs

JLN/tm

C: Jennifer Hammer, Event Manager
Paige Millard, Director of Event Management
Steve Stickford, Senior Vice President, Sales and Services, St. Louis Convention & Visitors Commission