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Missouri State Auditor

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

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CITIZENS SUMMARY

Findings in the audit of the St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

Insufficient Planning for Future Needs of the Dome

The St. Louis Regional Convention and Sports Complex Authority (RSA) has not adequately planned to meet the future maintenance obligations of The Dome at America's Center (the Dome), bringing into question the long-term financial condition of the RSA and the Dome, despite receiving a substantial settlement from the NFL. Expected Dome maintenance needs exceed available resources by approximately \$67 million. Based on a recent facility condition assessment conducted for the RSA, the Dome will require an estimated \$155 million in repairs and maintenance over the next 10 years to keep equipment functional, deliver a positive guest experience, and remain locally and nationally relevant. As of December 31, 2023, the cash balance of the RSA was approximately \$87 million. This balance includes the \$70 million in NFL settlement funds the RSA received in 2023. After investment of NFL settlement funds, the cash balance of the RSA increased to approximately \$88 million by December 31, 2024. While significant, this balance is still well below what is needed to complete the necessary repairs and maintenance.

Revenues generated from the events and activities hosted in the Dome currently do not go toward funding the RSA and preservation of the Dome. For example, attendees of an event held at the Dome come to St. Louis, pay for admission to attend the event, pay for hotel stays that generate lodging taxes, eat at restaurants in the city and/or the county, and potentially shop and spend money on entertainment while attending the event. Currently, none of the revenues from any of these activities go toward the maintenance and preservation of the Dome. This includes a 3.5 percent Convention and Sports tax imposed by St. Louis County on hotel stays within the county. The statutory purpose of this tax is for "funding a regional convention and sports complex authority and for other recreational and entertainment purposes." St. Louis County previously used this tax to make the county's preservation payments to the RSA. While St. Louis County has stopped making preservation payments to the RSA, the county still collects this lodging tax.

The RSA also has an ongoing lease agreement with the Convention and Visitors Commission (CVC) that originated in 1991. The lease agreement allows the CVC to market the space in the Dome and attract vendors and events to use the facility. According to the RSA Executive Director, the RSA does not receive any money for events hosted at the Dome, and instead all money received from events goes to the CVC. However, the lease agreement states the CVC is not responsible for assisting the RSA with preserving the Dome, which remains an obligation of the RSA. Additionally, the CVC receives funds from a 3.75 percent Convention and Tourism tax charged on hotel stays within St. Louis County that was approved by voters in 1984. This tax is separate from, and in addition to, the 3.5 percent Convention and Sports tax assessed on hotel stays in St. Louis County and received by the county.

Invoice Reviews Are Not Adequate and Procurement Procedures Do Not Exist	<p>Significant weaknesses were noted in the oversight of the planning phase of the riverfront stadium project. Normal commission approval procedures were overridden for expenses related to the riverfront stadium. This change resulted in the payment of invoices without sufficient detail, payment of unreasonable expenses, and payment of invoices without any formal approval. In addition, the RSA did not use a formal policy for procuring professional services related to the riverfront stadium project and continues to not have a formal procurement policy in place.</p> <p>During the riverfront stadium project, a total of 44 vendors were contracted and paid, including 23 vendors for professional services and 21 vendors for land contract options. The audit judgmentally selected 30 invoices that collectively totaled \$2.1 million to determine if sufficient detail was included to describe the product or service. These 30 invoices were from 15 different vendors contracted by the RSA for planning, developing, financing, and constructing the riverfront stadium. These 15 vendors received \$15.1 million of the total \$19.4 million spent by the RSA on the riverfront stadium project. Testing of these invoices identified various issues including invoices that were not adequately detailed, unreasonable expenses that were paid because of inadequate review, and the project consultant approving his own invoices for payment.</p>
County Settlement Funds Spent Without Formal Analysis of Needs	<p>The St. Louis County Council has approved spending \$56.2 million of the \$169 million received for the settlement related to the Ram's departure from the City of St. Louis without a formal process to evaluate potential uses and to determine the most effective use of the funds. The Council has not established formal criteria for deciding which projects will receive settlement funding or established any potential restrictions on settlement fund use. Instead, the Council has decided on a case-by-case basis to use settlement funds for various purposes. In contrast to the county, the City of St. Louis has not allocated any of its settlement funds. Instead, it is performing planning to identify the best uses for its share of the settlement funds based on the needs of the city. The RSA similarly has not allocated any of its settlement funds, and is also developing a plan to identify how it can best benefit from this money.</p>

In the areas audited, the overall performance of this entity was **Fair**.*

*The rating(s) cover only audited areas and do not reflect an opinion on the overall operation of the entity. Within that context, the rating scale indicates the following:

- Excellent:** The audit results indicate this entity is very well managed. The report contains no findings. In addition, if applicable, prior recommendations have been implemented.
- Good:** The audit results indicate this entity is well managed. The report contains few findings, and the entity has indicated most or all recommendations have already been, or will be, implemented. In addition, if applicable, many of the prior recommendations have been implemented.
- Fair:** The audit results indicate this entity needs to improve operations in several areas. The report contains several findings, or one or more findings that require management's immediate attention, and/or the entity has indicated several recommendations will not be implemented. In addition, if applicable, several prior recommendations have not been implemented.
- Poor:** The audit results indicate this entity needs to significantly improve operations. The report contains numerous findings that require management's immediate attention, and/or the entity has indicated most recommendations will not be implemented. In addition, if applicable, most prior recommendations have not been implemented.

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

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SCOTT FITZPATRICK
MISSOURI STATE AUDITOR

Board of Commissioners
and
Marty Finn, Executive Director
and
Brian McMurtry, Preservation Manager
St. Louis Regional Convention and Sports Complex Authority
and
Honorable Cara Spencer, City of St. Louis Mayor
and
Honorable Dr. Sam Page, St. Louis County Executive
St. Louis, Missouri

We have audited certain operations of the St. Louis Regional Convention and Sports Complex Authority (RSA) and the use of Rams settlement funds by the RSA, City of St. Louis, and St. Louis County in fulfillment of our duties under Chapter 29, RSMo. The RSA spent approximately \$19.4 million to attract the St. Louis Rams to stay in Missouri, and a settlement of more than \$790 million was received to be allocated between the RSA, the city, and the county after the Rams departed the City of St. Louis in 2016. Both of these amounts are of significant interest to the public and to the St. Louis region. The scope of our audit included but was not necessarily limited to the fiscal year ended December 31, 2023. The objectives of our audit were to:

1. Evaluate procurement procedures, contracts, and work products related to professional services performed for the RSA.
2. Evaluate the use of the Rams settlement funds by the RSA, the City of St. Louis, and St. Louis County.
3. Evaluate the RSA's financial condition.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

For the areas audited, we identified (1) weaknesses in the RSA's procurement procedures and work products, (2) a deficiency in the use of settlement funds by St. Louis County, and (3) concerns regarding the RSA's financial condition.

The accompanying Management Advisory Report presents our findings arising from our audit of the St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds.

A handwritten signature in black ink, reading "Scott Fitzpatrick". The signature is written in a cursive, flowing style with a large initial "S".

Scott Fitzpatrick
State Auditor

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

Introduction

Background

The St. Louis Regional Convention and Sports Complex Authority (RSA) is established by Sections 67.650 through 67.658, RSMo. The RSA is empowered to plan, construct, operate, and maintain convention centers, sports stadiums, field houses, and indoor and outdoor recreational and entertainment facilities in the City of St. Louis. The RSA Board of Commissioners consists of its statutory maximum of 11 individuals, and 1 commissioner serves as the chairman. All of the commissioners are residents of either the City of St. Louis, St. Louis County, or a county that borders St. Louis County. In accordance with Section 67.652, RSMo, 3 commissioners were appointed by the City of St. Louis Mayor with the advice and consent of the Board of Aldermen, 3 commissioners were appointed by the County Executive of St. Louis County with the advice and consent of the County Council, and 5 commissioners were appointed by the Governor with the advice and consent of the Senate. The current commissioners¹ and their titles, if applicable, are as follows:

Rev. Earl Nance Jr., Chairman
David Spence, Vice Chairman
Joseph Blanner, Secretary-Treasurer
Charlie Dooley
Steve Brown
Sherita Haigler
Leah Harris
Zoe Wolkowitz Brannon
Chrissy Nardini
Christopher Saracino
Phil Torrisi

The RSA's primary responsibility is maintaining The Dome at America's Center (the Dome), a domed sports stadium that hosts various types of events including athletic events, conventions, concerts, and trade shows. These events generate direct and indirect economic benefits from a variety of sources, including admission fees, meals, and hotel stays. Attached to the Dome is the America's Center Convention Complex, which offers meeting rooms, exhibit halls, and ballroom and conference space. Although the Dome and the America's Center Convention Complex are physically connected, the RSA is only responsible for maintaining the Dome, and the Convention and Visitors Commission (CVC) maintains the America's Center Convention Complex.

Construction of the Dome began in 1992 as an eastward expansion to the already existing Cervantes Convention Center in downtown St. Louis.

¹ Current commissioners as of April 10, 2025, according to the RSA website <<http://www.stlrsoa.org/index.html>>, accessed April 10, 2025.



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Construction ended in 1995, and the Dome was completed to contain approximately 1.7 million square feet of multipurpose convention and trade show space and an indoor sports facility with 122 luxury suites. The Dome has a capacity of approximately 67,000 seats for viewing arena-style events. Project bonds with a total principal amount of \$258,670,000 were issued to pay the costs of acquiring land and constructing the expansion. The bonds were sponsored by the state of Missouri, St. Louis County, and the City of St. Louis.

On August 1, 1994, the RSA entered into an agreement with the City of St. Louis, St. Louis County, and the state of Missouri that required each entity to make semiannual preservation payments to the RSA for the purpose of maintaining and improving the stadium facility. The RSA continued to receive preservation payments until February 1, 2024, when the agreement was scheduled to end. According to the agreement, the payment amounts were as follows:

- State of Missouri - \$1 million (\$2 million annually)
- City of St. Louis - \$500,000 (\$1 million annually)
- St. Louis County - \$500,000 (\$1 million annually)

Preservation costs are distinctly different than other operating costs or regular maintenance. Preservation costs are considered the costs of repairs and replacements of the physical structure, fixtures, machinery, equipment, and furniture of the facility.

Relationship with the Convention and Visitors Commission

The RSA has an ongoing lease agreement with the CVC that originated in 1991. The lease agreement allows the CVC to market the space in the Dome and attract vendors and events to use the facility. The CVC is authorized to enter into any contracts or agreements it deems necessary, and to define in these contracts the terms of payment. According to the RSA Executive Director, the RSA does not receive any money for events hosted at the Dome, and instead all money received from events goes to the CVC. In exchange for receiving the money for hosting the events at the Dome, the CVC is obligated to pay for various costs and charges including some operating expenses, the costs of insurance, and the costs of select taxes and governmental charges. However, the lease agreement states the CVC is not responsible for assisting the RSA with preserving the Dome, which remains an obligation of the RSA. Additionally, the CVC also receives funds from a 3.75 percent Convention and Tourism tax charged on hotel stays within St. Louis County that was approved by voters in 1984. The statutory purpose of this tax is "to provide



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funds for the promotion of regional convention and tourism and cultural and performing arts development."²

Riverfront stadium project

In 2014 the RSA began pre-construction on a new multipurpose stadium on the St. Louis riverfront (the riverfront stadium project) in an effort to entice the St. Louis Rams to remain in St. Louis instead of moving to Los Angeles, California. To assist the RSA with this project, former Missouri governor Jay Nixon appointed a task force consisting of two individuals: Robert Blitz and David Peacock. Robert Blitz is an attorney and founding member of the legal firm Blitz, Bardgett, & Deutsch (BB&D), and David Peacock was the former St. Louis Sports Commission Chairman in addition to having previously held other positions in the private sector. Along with the task force, the RSA contracted a third-party consulting firm, Unlimited Projects Inc., to be the primary project consultant. According to the task force, planning and consulting for the construction of a multipurpose sports stadium requires a very specialized skillset. The President of Unlimited Projects Inc. had previous experience with constructing sports stadiums, and therefore, was recommended to the RSA by the task force, and was selected without a formal procurement process. The RSA spent approximately \$19.4 million on the riverfront stadium project as shown in Table 1:

Table 1: Summarized riverfront stadium project expenses

Purpose	Expense Amount
Consulting services	\$ 14,286,937
Legal services	2,068,175
Land acquisition option fees	1,337,500
Other miscellaneous expenses	1,701,276
Total	\$ 19,393,888

Source: Prepared by the State Auditor's Office (SAO) using RSA-provided expense records. See Appendix D for the amount paid to each vendor in their respective categories.

The riverfront stadium project was canceled in January 2016 when the owners of the Rams made the decision to relocate the Rams to California. Following the Rams' relocation to California, the RSA took legal action against the NFL, believing the Rams owners were not transparent about their desire to relocate the team. The RSA claimed the Rams led the RSA to believe a new riverfront stadium would keep the team in St. Louis; however, the team left despite the RSA's planning efforts for a new stadium. Other accusations against the NFL included a breach of contract and violation of NFL relocation guidelines.

In addition to the RSA, the City of St. Louis and St. Louis County were plaintiffs in the lawsuit. All three parties were jointly represented by BB&D

² As authorized by Section 67.619, RSMo. This tax is separate from, and in addition to, the 3.5 percent Convention and Sports tax assessed on hotel stays in St. Louis County and received by the county. See page 11 for additional information on this tax.



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and Dowd Bennett. Based on conversations with the RSA, the city, and the county, no other firm offered to take the case, and the plaintiffs were satisfied with the terms of the contract with BB&D and Dowd Bennett. For example, the contract was a contingent agreement, so the firms would only be paid if they won the case, and the percentage of the winnings to be paid to the firms was agreeable to all parties. After almost 5 years of litigation, a settlement agreement was reached in November 2021, and \$790 million, collectively, was awarded to the plaintiffs. The contingent agreement between the law firms and the plaintiffs stated 35 percent of this sum was to be paid to BB&D and Dowd Bennett, leaving approximately \$513 million to be shared between the RSA, the city, and the county.

When the settlement agreement was signed, the RSA, the city, and the county entered into mediation to determine how to distribute the funds between the three entities. After approximately 1 year, the parties came to an agreement and a distribution contract was signed in November 2022.

The \$513 million collective sum was originally placed in a lawyer's trust checking account on December 23, 2021. The money remained in this account until April 29, 2022, when the sum was moved to a money market account. In total, the collective sum grew to \$519 million before a distribution contract was enacted and the settlement funds were distributed in January 2023 as follows:

- The City of St. Louis received \$250 million,³
- St. Louis County received \$169 million, and
- The RSA received \$70 million.

Scope and Methodology

The scope of our audit included, but was not necessarily limited to, the year ended December 31, 2023.

To evaluate procurement procedures, contracts, and work products related to professional services performed for the RSA, we reviewed the RSA's procurement requirements in Section 8.289, RSMo, and interviewed RSA personnel to identify relevant procedures. We also obtained a listing of all expenses paid by the RSA between January 2015 and December 2023 for professional legal services. In total, there were 158 invoices for legal services paid to 5 firms. We also reviewed all invoices for all services relating to the pre-construction of the riverfront stadium project. In total, there were 235

³ In addition to the \$250 million, the city also received \$30 million on contingency that it decided to appropriate to the convention center expansion project. Had the city decided not to appropriate the contingent funds, the RSA would have received an additional \$30 million.



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invoices for consulting services, land acquisition, project legal expenses, and advertising paid to 44 vendors.

During our testing of procurement procedures we identified deficiencies in the review process and a significant lack of controls regarding invoice review for services the RSA procured for the riverfront stadium project (see Management Advisory Report finding number 2).

To evaluate the RSA's use of the settlement funds, we met with the RSA Executive Director, the RSA Preservation Manager, and multiple RSA commissioners at various points during the audit to discuss use of settlement funds. We also reviewed long-range plans and budget analyses prepared by the RSA to identify the expected future costs and how the settlement funds might be used to pay for those costs. We also met with officials from the City of St. Louis and St. Louis County to discuss their plans for the settlement funds. We discussed current plans for the funds, as well as projects they already allocated funds toward, with members of the St. Louis County Council. The City of St. Louis Board of Aldermen provided us several sources of information including an online tool for collecting public suggestions and a proposed board resolution to prioritize select projects based on public suggestions.

To evaluate the RSA's financial condition we reviewed several different indicators of financial performance. We obtained copies of the RSA's audited and compiled financial statements from 2014 through 2023 and analyzed trends in net position and outstanding debt. To avoid duplication of work, we reviewed prior financial statement audits for any relevant information. We also received copies of the 2022 and 2023 monthly bank statements. We identified the three primary accounts that the RSA uses: a checking account, a preservation account, and an expense account. We analytically reviewed the various withdrawals and deposits to and from those accounts and reviewed the net changes to the beginning and ending market values of the preservation and expense funds. Using bank records we created a schedule of transactions for the RSA's checking account for analytical review. Additional discussions were held with RSA and county officials regarding potential funding sources and uses of those funds.

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

Management Advisory Report - State Auditor's Findings

1. Insufficient Planning For Future Needs of the Dome

The St. Louis Regional Convention and Sports Complex Authority (RSA) has not adequately planned to meet the future maintenance obligations of The Dome at America's Center (the Dome), bringing into question the long-term financial condition of the RSA and the Dome, despite receiving a substantial settlement from the NFL. Expected Dome maintenance needs exceed available resources by approximately \$67 million.

Future maintenance projections significantly exceed current financial resources, and the RSA does not currently have any significant sources of ongoing revenue beyond interest income from investments. Previously, the RSA was receiving annual preservation payments from the City of St. Louis, St. Louis County, and the state of Missouri, which allowed for a base level of funding for maintenance, but those payments contractually ended as of February 1, 2024. RSA commissioners were aware this funding stream was going to end, but the Commission has made no significant effort to seek additional reoccurring funding to replace the preservation payments. While the NFL settlement funds provided much-needed funding for maintenance, these funds alone are not sufficient to meet long-term maintenance needs. Without adequate resources in place to cover the long-term maintenance needs of the Dome, the long-term viability of the Dome may be at risk.

Preservation funds were insufficient for the maintenance needs of the Dome

Prior to receiving the NFL settlement in 2023, the RSA was almost entirely dependent on the ongoing preservation payments from the city, county, and state. Preservation payments of \$4 million per year were paid to the RSA from August 1994 until February 2024. These payments were to pay for operating expenses as well as maintenance of the Dome. Long range maintenance projections provided by the RSA show that those preservation payments had been insufficient to pay for all maintenance needs, and that significant levels of maintenance expenses were being deferred due to the limited funding.

It is unclear how the Dome's maintenance was going to be paid past 2024 with the expiration of these preservation funds. The payment of \$70 million in NFL settlement funds in 2023 provided a timely and significant influx of funds to the RSA for maintenance needs. However, even with this influx of funds, RSA resources are insufficient to meet short-term maintenance needs.

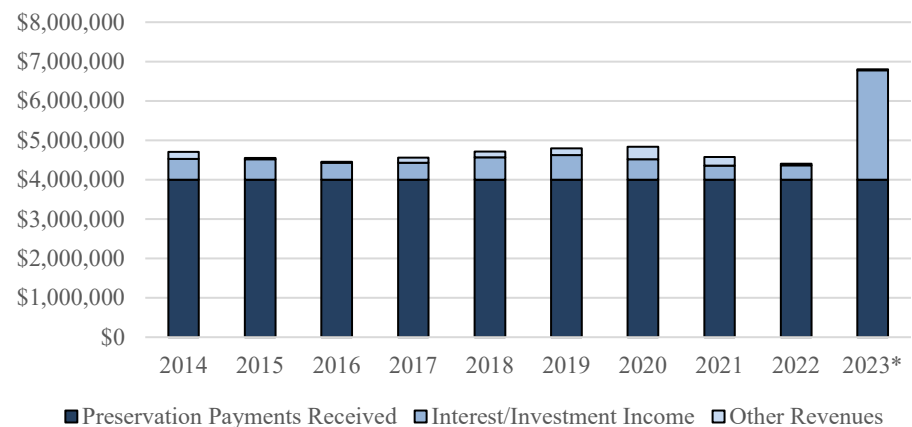
Based on a recent facility condition assessment conducted for the RSA, the Dome will require an estimated \$155 million in repairs and maintenance over the next 10 years to keep equipment functional, deliver a positive guest experience, and remain locally and nationally relevant. As of December 31, 2023, the cash balance of the RSA was approximately \$87 million. This balance includes the \$70 million in NFL settlement funds the RSA received in 2023. After investment of NFL settlement funds, the cash balance of the RSA increased to approximately \$89 million by December 31, 2024. While significant, this balance is still well below what is needed to complete the necessary repairs and maintenance.



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Figure 2 shows the RSA's non-settlement revenue during the 10 years ended December 31, 2023.

Figure 2: RSA non-settlement revenue, year ended June 30, 2014 to 2023



* The RSA received \$70 million in settlement money in January 2023, resulting in the significant increase in interest/investment income in 2023.

Source: Prepared by the State Auditor's Office (SAO) using the RSA Financial Statements for years ended December 31, 2014, through December 31, 2023.

In anticipation of the preservation payments ending, the RSA commissioners reduced short-term maintenance expenses in an attempt to extend the life of remaining preservation funds. The Commission began discussions in June 2022 to reduce 2023 budgeted maintenance from \$4 million annually to less than \$2.5 million annually. This adjustment was necessary because mediation for the distribution of the collective settlement funds was still ongoing at the time, and the RSA had not yet received its share of the funds.

RSA settlement was less than the amount requested

During negotiations for distributing the NFL settlement funds, the RSA prepared a document to detail the RSA's needs and potential uses of the settlement funds. The RSA asked for \$135 million from the collective settlement to reimburse funds spent on the riverfront stadium project, fulfill various financial obligations, pay for 15 years of operating expenses, and pay for various preservation projects that were not already scheduled in the preservation budget. The RSA estimated the total costs for these projects as \$108 million. The \$70 million received from the settlement was significantly less than what was requested, leaving a substantial gap in funding needed to maintain and operate the Dome.

RSA Commission has not requested additional funding

Despite the substantial gap in needed funding, the RSA Commission has taken no significant effort to pursue additional sources of funding. For example, as of May 1, 2025, the RSA has not contacted the city or the county to begin discussions about obtaining continuous funding, according to



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representatives of the City of St. Louis Board of Aldermen and the St. Louis County Council.

According to the RSA Executive Director, the decision to abstain from requesting additional funding was based on a perceived lack of need. The RSA felt that it could not justify a request for additional funding because of the significant financial windfall from the NFL settlement. Furthermore, legal counsel for the RSA indicated the RSA frequently communicates with its governmental affairs consultant who provides legislative updates. The consultant indicated there could be some animosity at the state level toward the RSA if it pursues funding after the unsuccessful riverfront stadium project, and recommended to the RSA not to request additional funding from the state at this time. No attempts to obtain additional funding from the state have been made as of May 1, 2025.

Additional funding options
are available to the RSA, but
are not dedicated

St. Louis County currently imposes a 3.5 percent Convention and Sports tax charged on hotel stays within St. Louis County, and deposits these revenues into the Convention and Recreation Trust Fund. The statutory purpose of this tax is for "funding a regional convention and sports complex authority and for other recreational and entertainment purposes."⁴ St. Louis County previously used this tax to make the county's preservation payments to the RSA. While St. Louis County has stopped making preservation payments to the RSA, the county still collects this lodging tax.

Statute requires collections for the tax to be used to pay the county's share of any rent, fees, or charges payable to any contracts or agreements with the RSA. Any funds in excess of these obligations may be retained by the county for general revenue purposes if the county has another qualifying project. The RSA Executive Director indicated the only relevant agreement that defined what the county was required to pay was the agreement previously establishing the preservation payments. Since this agreement has expired and the preservation payments have ended, all Convention and Sports tax collections are considered to be in excess of the county's now-fulfilled obligation. As a result, the county may continue collecting the tax and use those collections for its own general revenue purposes. According to the county's Council Budget Policy Coordinator, the portion of the county's collections from the tax that do not go to the RSA are used for refunding various county bonds, paying trustee fees, and performing a feasibility study for a track and field complex in the county.

⁴ As authorized by Section 67.657.4, RSMo. This tax is separate from, and in addition to, the 3.75 percent Convention and Tourism tax assessed on hotel room stays in St. Louis County that is distributed to the CVC.



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The county's 2023 Annual Comprehensive Financial Report indicated the Convention and Recreation Trust Fund, which receives the collections from this tax, had an increase of \$9.1 million in 2023, and an ending fund balance of \$37.9 million. When asked if the RSA had considered requesting additional funding from the county because the county is still receiving the Convention and Sports tax, the RSA Executive Director indicated no such conversations have taken place. When asked if the county would consider making payments to the RSA now that the preservation payments stopped, county officials indicated they do not have intentions of providing future funding to the RSA given the county's weak financial position.

Conclusions and insight

The settlement funds received have provided the RSA with the ability to perform a level of maintenance on the Dome that otherwise would not be able to be performed. However, based on the RSA's own projections, current resources are not sufficient to maintain the Dome in the long term.

The RSA has a fiduciary responsibility to the public to preserve the Dome. By neglecting to prudently plan for the future of the Dome, the resources available to the RSA are significantly less than the amount needed for long-term repairs and maintenance. This brings into question the financial condition of the RSA and its ability to meet its statutory obligations to continue providing maintenance and repair to the Dome.

Funding options for the RSA and the preservation and maintenance of the Dome are limited, but available. However, there are no longer any ongoing sources of revenue dedicated to the Dome's maintenance and preservation. Revenues generated from the events and activities hosted in the Dome currently do not go toward funding the RSA and preservation of the Dome. This includes indirect economic activity generated by events held at the Dome, direct revenue from the events hosted at the Dome, and the specific lodging taxes meant for convention and tourism purposes.

For example, attendees of an event held at the Dome come to St. Louis, pay for admission to attend the event, pay for hotel stays that generate lodging taxes, eat at restaurants in the city and/or the county, and potentially shop and spend money on entertainment while attending the event. Currently, none of the revenues from any of these activities go toward the maintenance and preservation of the Dome. All economic activity taxes go to the city and county, a convention and lodging tax goes to the CVC, and an additional convention and lodging tax goes to the county.

Recommendation

The RSA pursue additional recurring sources of revenue to provide the funds necessary for expected long-range needs of the Dome, and continue to develop a maintenance plan that maximizes available resources. In addition, the RSA, City of St. Louis, and St. Louis County should engage in discussions



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Management Advisory Report - State Auditor's Findings

to help ensure the preservation of the Dome to allow the facility to continue to serve the St. Louis region in the long term.

Auditee's Response

The RSA agrees with this recommendation. The full response to our recommendation is included at Appendix A.

St. Louis County partially agrees with this recommendation. The county's full response to our recommendation is included at Appendix B.

The City of St. Louis agrees with this recommendation. The city's full response to our recommendation is included at Appendix C.

Auditor's Comment

The St. Louis County Executive's response agrees with the portion of the recommendation that the RSA should continue to have discussions to identify ongoing funding for the Dome. However, the county's response indicates the county's involvement in any discussions will be limited to county representation on the RSA board, and that county funding needs to be used for the county and not for Dome maintenance. The county's response implies the report is recommending the county use its settlement funds to support the Dome or establish a new funding stream to support the Dome. The report does not recommend this, but rather, it mentions the possibility of the county using a portion of the restricted convention and recreation funds the county collects from hotel stays for this purpose. Based on the county's response, the county has effectively taken the position that it will continue to collect revenue from Dome events and the activities these events create, but will not provide any funds for ongoing maintenance for the Dome. Using a portion of the restricted convention and recreation funds the county collects from hotel stays to help fund Dome maintenance is a reasonable use of these restricted funds, and would help ensure the county continues to benefit from Dome events.

2. Invoice Reviews Are Not Adequate and Procurement Procedures Do Not Exist

Significant weaknesses were noted in the oversight of the planning phase of the riverfront stadium project. Normal commission approval procedures were overridden for expenses related to the riverfront stadium. This change resulted in the payment of invoices without sufficient detail, payment of unreasonable expenses, and payment of invoices without any formal approval. In addition, the RSA did not use a formal policy for procuring professional services related to the riverfront stadium project and continues to not have a formal procurement policy in place.



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Normal Commission oversight policies and procedures were overridden for the riverfront stadium project

According to conversations with the former RSA Executive Director and meetings with members of the task force,⁵ the RSA commissioners passed a resolution allowing the Chairman of the RSA and the Executive Director to take any and all action in their discretion necessary to plan, develop, finance, and construct the new stadium. This change in procedure removed the requirement for the full RSA commission to approve RSA expenses. According to the former RSA Executive Director and David Peacock of the task force, this resolution was necessary because of the significant scope, and short timeline, of the riverfront stadium project. Although the RSA Executive Director and Chairman had authority to act at their own discretion, all decisions made during the riverfront stadium project were substantially guided by instructions from the task force and the project consultant, who is the president and owner of the company Unlimited Projects Inc.

Expense review and approval delegated to project consultant

According to the former Executive Director, approval of riverfront stadium project expenses was delegated to the project consultant hired by the RSA. When the RSA received an invoice from a vendor, it would defer to the project consultant and ask if the invoice was appropriate to pay. According to the project consultant, when he reviewed invoices, he would typically compare the services described on the invoice to the construction plans. If the services billed to the RSA were part of the plans, the project consultant concluded they were appropriate services and were necessary to pay, and would relay the approval to the RSA. The project consultant could not recall further specifics about the review.

During the riverfront stadium project, a total of 44 vendors were contracted and paid, including 23 vendors for professional services and 21 vendors for land contract options. We judgmentally selected 30 invoices that collectively totaled \$2.1 million to determine if sufficient detail was included to describe the product or service. These 30 invoices were from 15 different vendors contracted by the RSA for planning, developing, financing, and constructing the riverfront stadium. These 15 vendors received \$15.1 million of the total \$19.4 million spent by the RSA on the riverfront stadium project. Testing of these invoices identified various issues.

2.1 Questionable expenses paid because of inadequate review

Approved invoices were not always adequately detailed, and as a result, the project consultant could not always determine if the expense was necessary and appropriate for payment. Of the 30 approved invoices tested, 6 invoices (20 percent) did not indicate the product or service provided by the vendor. Despite this, the project consultant approved those invoices for payment on

⁵ Former Missouri Governor Jay Nixon appointed a two-person task force to assist the RSA with the riverfront stadium project. According to separate interviews with RSA personnel and the task force members themselves, Robert Blitz and David Peacock were selected because they collectively had the expertise and connections necessary to assist with the pre-construction of a multipurpose sports stadium.



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Invoices are not adequately
detailed

behalf of the RSA. Neither the RSA Executive Director nor the commission reviewed the invoices before paying them, but relied on the project consultant's review and approval.

Of the 6 invoices that lacked detail, 4 invoices only included a generalized description of the services, such as "professional services" or "expenses," but did not elaborate further to indicate what those services or expenses were. For example, an invoice totaling \$24,492.01 for consulting services only included the hours worked and the hourly rate of the Principal, Senior Manager, and Consultant, and indicated it was for "Professional Fees - 12/16/15 through 1/19/16." A separate line on the invoice included a description of "Travel (Air/Hotel/Taxi/Meals/Etc.)" as a reimbursable expense, but supporting details, such as the date or location of the travel, were not specified. See Appendix E for a copy of this invoice.

The remaining 2 of the 6 invoices that lacked detail were submitted by the project consultant himself. Invoices for these services did not have sufficient documentation and only included the number of hours the project consultant worked multiplied by a flat hourly rate for a total of each day worked; there was no generalized description of the services, only dates and total hours worked. Because we noted issues with the invoices submitted by the project consultant, we reviewed the remainder of the invoices submitted by the project consultant during the riverfront stadium project. The remaining invoices also lacked documentation and only included dates, hours worked, and the flat hourly rate. In total, the project consultant submitted 25 invoices and was paid \$525,122.

Unreasonable expenses paid
because of inadequate review

During our review of expenses we identified an instance in which a firm was paid \$22,999.78 for services that did not appear reasonable. This firm was contracted to provide analysis and consideration of various financing options to construct the riverfront stadium. However, the RSA spent significantly more money to reimburse the firm for travel-related expenses than for professional work products. Of the nearly \$23,000 paid to the firm, only \$1,300 related to reports, presentation, and other professional services. The remaining \$21,700 was for entertainment and travel, including airfare, carfare, lodging, and meals. The entertainment expenses included \$3,280 paid to a hotel in New York City, New York. The travel expenses reimbursed included hotels in Austin, Texas and New York City, New York where the firm is headquartered, in addition to other travel expenses in St. Louis. Based on review of this invoice it is unclear how any of these travel expenses related to the riverfront stadium project or how they were a necessary and prudent use of RSA money. See Appendix F for a copy of this invoice.

Project consultant approved
his own invoices for payment

The project consultant indicated part of his duties included reviewing and approving invoices, including his own invoices from his own firm. The RSA did not establish any controls that could have prevented the consultant from



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abusing this authority and approving a fraudulent bill. When asked if any controls existed to prevent abuse, the project consultant could not identify any protections and only indicated, "[he] would never" instruct the RSA to pay a fraudulent invoice to his company.

Based on the lack of oversight to prevent abuse by the project consultant, we performed a review of additional invoices sent from Unlimited Projects Inc. For any given month, the project consultant would submit 1 invoice for professional services, and 1 invoice for travel reimbursement. We judgmentally selected 4 months of invoices (8 invoices total), totaling \$193,850.87, to review for propriety and reasonableness.

The project consultant submitted expense reimbursement invoices that were disorganized and frequently did not follow a strict chronological recount of what dates travel was occurring or the method of travel used. The project consultant requested reimbursement for lodging at the maximum amount allowed by the contract, even when evidence of travel was not apparent. For example, in the September 2015 expense reimbursement invoice, the only line item for reimbursement was \$1,920 for lodging. In all other months we reviewed, at least one other expense type, usually mileage reimbursement or airfare, was incurred with the lodging. The project consultant always recorded the first of each month as the date of the lodging expense, regardless of when the lodging occurred, further hindering our ability to evaluate the legitimacy of the invoices. Given the nature of the invoices, we were unable to determine the appropriateness of the amounts billed.

See Appendix G for copies of the Unlimited Projects Inc. invoices from September 2015 submitted by the project consultant for consulting work and the related expense reimbursement invoice. All invoices submitted by the project consultant were structurally identical to how these invoices were formatted.

RSA did not perform due diligence to review invoices

When asked why the questionable invoices were approved and paid without indication as to what good or service was actually provided, RSA personnel indicated they were instructed by the project consultant to pay the invoices. We further asked how the RSA knew it was receiving the projects or services it was billed for, and the former Executive Director indicated that was the responsibility of the project consultant to know, so if the project consultant decided an invoice needed to be paid, the RSA would pay it.

Keeping detailed documentation about the professional services received can be beneficial to ensure transparency about what is being charged, resolve potential disputes about services provided, and assist the purchaser with planning and budgeting. Furthermore, proper segregation of duties can help prevent fraud or abuse of funds. Had the RSA been more involved with



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2.2 RSA does not have formal procurement procedures

reviewing invoices before paying them, it could have identified potentially unknown and unreasonable costs and reacted accordingly.

The RSA does not have a formal written policy for procuring professional services. Informally, when the RSA needs to hire a firm for professional services such as legal counsel, service contracts may be procured by the commission by a majority vote, except for contracts for architectural, engineering, or land services, which must be procured in accordance with Section 8.289, RSMo. However, this procedure is not formally documented in the RSA's policies or bylaws. Rather, the RSA Executive Director indicated this was informally agreed upon by previous RSA commissioners in 2011.

We reviewed all 5 of the firms that provided legal services and counsel to the RSA for purposes other than the riverfront stadium project to determine if the firms were selected using the RSA's informal policy. We identified 3 firms (60 percent) that were contracted without commission resolution.

For the first firm, the RSA commissioners needed to find an independent firm separate from its existing legal counsel due to a conflict of interest. A recommendation was made to the commissioners by an attorney from the RSA's external counsel, but there was no formal resolution or vote by the commission to hire the firm.

The second firm has been assisting the RSA as bond counsel for many years. The RSA could not identify when or if a commission resolution was passed to hire this firm for its services.

The third firm was already hired by the City of St. Louis and St. Louis County for the mediation of NFL settlement funds. No formal resolution or motion by the RSA occurred because the firm was already hired by these other entities.

Establishing a formal procurement policy would clarify the procurement process and provide a guide for future commissions to follow. Additionally, following established procedures helps ensure expenses are appropriate and a prudent use of RSA funds.

Recommendations

The RSA:

- 2.1 Ensure commission approval procedures remain in place for all expenses, and ensure invoices contain sufficient detail and are for reasonable purposes before making payment.
- 2.2 Establish a formal procurement policy to guide commissioner decisions for contracting firms, and follow established procedures for future procurement actions.



St. Louis Regional Convention and Sports Complex Authority and Use of
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Auditee's Response

The RSA agrees with these recommendations and indicates policies and procedures are being developed to improve both expenditure review and procurement. The full response to our recommendation is included at Appendix A.

3. County Settlement Funds Spent Without Formal Analysis of Needs

The St. Louis County Council has approved spending \$56.2 million of the \$169 million received for the settlement related to the Ram's departure from the City of St. Louis without a formal process to evaluate potential uses and to determine the most effective use of the funds. As a result, the Council and taxpayers have less assurance the settlement funds are being used in the most effective manner.

The Council has approved spending \$56.2 million of the \$169 million received (33 percent) on 5 unrelated projects, as follows:

- Subdivision Streets Projects (\$40 million) - street repair and replacement, and sidewalk and curb maintenance projects.
- IT Department and Cybersecurity Upgrades (\$9.9 million) - maintain current cybersecurity protections and support addressing key vulnerabilities associated with the Human Resources Information System.
- Building Maintenance Contract (\$5.2 million) - comprehensive facility maintenance and repair services for 49 county facilities over a period of 2 years.
- Climate Action Plan (\$765,000) - help identify how the county can reduce greenhouse gas emission in the county and identify vulnerabilities across the area. Included in this amount is \$15,000 for support of the salary and benefits for one planning manager.
- Spanish Lake Study (\$340,000) - a small area study of the greater Spanish Lake area for potential development.

While the majority of the settlement funds spent have been used for infrastructure improvements, which appears to be an appropriate use of such one-time funds, the Council has not gone through a formal process to establish potential needs and identify the most effective and strategic use of settlement funds. Additionally, the Council has not established formal criteria for deciding which projects will receive settlement funding or established any potential restrictions on settlement fund use. Instead, the Council has decided on a case-by-case basis to use settlement funds for various purposes.

The Council indicated it informally considers the current and future costs of a project and the benefit the project could have on the county before allocating funds to a project. The Council indicated it has chosen to select projects



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without an already existing revenue source that requires a one-time payment to complete and will not cause recurring future payments from the county.

A formal process to identify and consider potential uses of settlement funds, possibly including input from the public, would help ensure the county is considering both short- and long-term needs, would increase transparency, and would ensure all factors are being considered before using these one-time funds. In addition, using a strategic planning process to identify potential uses of settlement funds would help ensure the funds are used in the most effective manner. According to Government Finance Officers Association (GFOA) best practices, the use of strategic planning processes can help "provide a vision for the future that can be used to align budgeting with organizational priorities."⁶

Planning by the other plaintiffs

In contrast to the county, the City of St. Louis has not allocated any of its settlement funds. Instead, it is performing planning to identify the best uses for its share of the settlement funds based on the needs of the city. The Board of Aldermen created a five-phase plan⁷ that relied on input directly from city residents to identify priority projects that could be funded with the settlement money. With each phase, the Board of Aldermen is reviewing ideas for feasibility and ultimately planning for projects to be budgeted in future city legislation.

The RSA similarly has not allocated any of its settlement funds, and is also developing a plan to identify how it can best benefit from this money. Commissioners and members of the preservation committee communicate to discuss the status of the Dome and the expected upcoming maintenance projects. The most pressing issue the RSA is planning for is the expected repair needs for the Dome. A recent facility condition assessment report⁸ indicated the Dome will require significant maintenance and/or replacement of key equipment over the next 10 years, and the estimated costs for these repairs will be significantly more than what the RSA could spend given its current financial position. See Management Advisory Report finding number 1 for additional details about this issue. Despite this financial shortcoming, the RSA continues to develop a plan to prioritize projects based on necessity.

Recommendation

St. Louis County formalize a process to identify and consider potential uses for remaining settlement funds, including input from the public, to ensure the

⁶ "Best Practices / Strategic Planning" <<https://www.gfoa.org/materials/bp-strategicplanning>>, accessed on September 23, 2024.

⁷ For a full description of each phase, see <<https://stlouis.govocal.com/en/projects/rams-settlement>>, accessed September 6, 2024.

⁸ *Technology, Vertical Transport & Food Service Equipment Facility - The Dome At America's Center Facility Condition Assessment Report*, prepared by Venue Solutions Group and published on August 9, 2024.



St. Louis Regional Convention and Sports Complex Authority and Use of
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Management Advisory Report - State Auditor's Findings

use of these funds aligns with the county's short- and long-term needs and priorities.

Auditee's Response

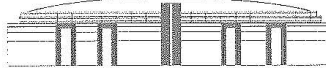
St. Louis County disagrees with this recommendation and indicates it has engaged in various outreach efforts. The full response is included at Appendix B.

Auditor's Comment

The county's response outlines numerous outreach efforts the council and the executive have engaged in to obtain public input on budget and strategic priorities. The SAO commends the county on such efforts. However, the Ram's settlement funds represent a unique and significant influx of one-time funds. As such, a more formalized process for these one-time funds would help ensure adequate transparency and use of the funds is in the best interests of the residents of St. Louis County. Additionally, the County Council, as well as the County Executive, provided limited comments regarding any planning and strategic discussions of these funds during the audit or during the exit meeting process.



Appendix A
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
RSA Responses to Audit Recommendations



ST. LOUIS REGIONAL CONVENTION & SPORTS COMPLEX AUTHORITY
901 NORTH BROADWAY • ST. LOUIS, MISSOURI 63101
314/342-5320 • email: finn@stlrsc.org

REV. EARL NANCE, JR.,
CHAIRMAN

June 16, 2025

MARTIN FINN,
EXECUTIVE DIRECTOR

Honorable Scott Fitzpatrick
Missouri State Auditor
P.O. Box 869
Jefferson City, MO 65102

**RE: 2025 Missouri State Auditor's Draft Management Advisory Report for the St.
Louis Regional Convention and Sports Complex Authority**

Dear Auditor Fitzpatrick:

Below is the St. Louis Regional Convention and Sports Complex Authority's ("Authority") written response to the Missouri State Auditor's draft Management Advisory Report, which was prepared following the Auditor's recent audit of the Authority. The Authority's response follows the numerical outline of the findings in the Report.

Section 1. Insufficient Planning For Future Needs Of The Dome

The Authority has been pursuing additional sources of revenue since September, 2024, to provide the funds necessary for expected long-term needs of the Dome. These meetings will continue to take place. Furthermore, the Authority will continue to develop and update a maintenance plan through the Preservation Committee that maximizes availability of resources.

Section 2. Invoice Reviews Are Not Adequate and Procurement Procedures Do Not Exist

Section 2.1 Questionable Expenses Paid Because of Inadequate Review— All invoices that come to the Authority are reviewed to ensure that each has proper detail and are reasonable before payment is made. The Authority is currently updating its Organizational Procedures manual and the commission will review before finalizing.

Section 2.2 The RSA Does Not Have Formal Procurement Procedures—The Authority currently decides whether to obtain bids and/or proposals for professional services on a case-by-case basis. The Authority is currently formalizing a procurement policy to guide commissioner decisions for contracting firms. This will be included in the Organizational Procedure manual and the commission will review before finalizing.

Sincerely,

Martin Finn,
Executive Director

COMMISSIONERS: Joseph Blanner • Steve Brown • Charlie Dooley • Sherita Haigler • Leah Harris
Chrissy Nardini • Christopher Saracino • David Spence • Phillip Torrisi • Zoe Wolkowitz-Brannon
Office Assistant: Tristen Weaver



Appendix B
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
St. Louis County Responses to Audit Recommendations



SAINT LOUIS COUNTY
County Executive

June 20, 2025

Honorable Scott Fitzpatrick
Missouri State Auditor
P.O. Box 869
Jefferson City, MO 65102

RE: 2025 Audit, St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

Dear Mr. Fitzpatrick:

Please consider this letter as St. Louis County's official response to your findings in your 2025 audit of "certain operations of the St. Louis Regional Convention and Sports Complex Authority (RSA) and the use of Rams settlement funds." Thanks to you and your team for the professionalism exhibited during the audit process. I would like to also thank the County Council for their partnership and cooperation with the audit process. Please see below for the County's response to audit findings numbers 1 and 3.

1. Insufficient Planning for Future Needs of the Dome

Recommendation: The RSA pursue additional recurring sources of revenue to provide the funds necessary for expected long-range needs of the Dome, and to continue to develop a maintenance plan that maximizes available resources. In addition, the RSA, City of St. Louis, and St. Louis County should engage in discussions to help ensure the preservation of the Dome to allow the facility to continue to serve the St. Louis region in the long-term.

Auditee's Response: *St. Louis County disagrees in part with this recommendation.*

The County Executive emphasizes fiscal responsibility by protecting taxpayer dollars through smart governance. Tough decisions must be made about the use of limited financial resources. The Rams settlement funds are an important spending option for the County's budget shortfall.

St. Louis County faces significant budget challenges. The County Council cut \$72,000,000 from what the County Executive recommended to the Council for the County's budgetary needs. We currently estimate a \$50,000,000 shortfall in our General Revenue Fund for 2025.

For over 30 years, St. Louis County invested taxpayer money to support the Dome. In that time, St. Louis County taxpayers invested a total of \$180,150,000 in support of the Dome, including \$150,000,000 in "Base Rental Payments" and \$30,000,000 in "Preservation Payments." In October 2014, the County paid \$150,000 for sound system upgrades as part of a consent fee the County earned for agreeing to the refunding of Dome bonds in that year.

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Appendix B
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
St. Louis County Responses to Audit Recommendations



SAINT LOUIS COUNTY
County Executive

In 2017, St. Louis County, St. Louis City, and the RSA sued the National Football League and Rams owner Stan Kroenke after the Rams moved to Los Angeles in 2016. The case ultimately settled. In November 2022, the three plaintiffs agreed to split the settlement proceeds; the County received \$169,000,000, the City received \$250,000,000, and the RSA received \$70,000,000. Another \$30,000,000 was allocated to the City and set aside for an expansion of the America's Center convention center, which is attached to the dome.

Despite criticism by many County Council members for the agreed upon settlement allocation of \$70,000,000 to the RSA, we are pleased to see the RSA now spending these funds on Dome maintenance. These settlement funds are intended for future needs of the Dome, albeit received in one lump sum as opposed to a yearly \$1,000,000 allocation from the County.

The County supports the auditor's suggestion that the RSA should continue discussions about the future of the Dome. The County is represented on the RSA Board through appointed members who are experienced and engaged. They will play an important part of these discussions. However, any implication that County government will spend County Rams settlement proceeds or establish a new funding stream to support the Dome is impractical considering the current state of the County's budget shortfall. County dollars must be allocated to the needs of the people of St. Louis County at this time.

3. County Settlement Funds Spent Without Formal Analysis of Needs

Recommendation: St. Louis County formalize a process to identify and consider potential uses for remaining settlement funds, including input from the public, to ensure the use of these funds aligns with the county's short- and long-term needs and priorities.

Auditee's Response: *St. Louis County has already accomplished this recommendation.*

The County engages in continuous community conversations designed to give feedback and input on community priorities and budget allocation recommendation such as Rams settlement money. There have been hundreds of community engagement events and opportunities that have occurred since the settlement announcement.

The County Executive has an extensive and ongoing process to engage the public and incorporate community input into spending decisions, including those related to the Rams settlement funds. Community engagement is accomplished through several channels, such as newsletters, open houses, town halls, coffees with the County Executive, our interactive website, and a robust social media footprint. Constituents are invited to communicate with County Executive staff on policy matters through a dedicated email address at cecomments@stlouiscountymo.gov. These opportunities for engagement allow for consistent feedback from our constituents.

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Appendix B

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

St. Louis County Responses to Audit Recommendations



SAINT LOUIS COUNTY

County Executive

The County Council also practices regular engagement with the community and receives consistent feedback through public forum and committee meetings. Individual Council members receive constituent communication and hold community meetings and town halls.

The information gathered from our constituents in our continuous community engagement shapes the County's priorities. Excellence in routine functions of County government, such as a commitment to maintaining roads and bridges, public safety, parks, and public health, are key areas of importance to our community. The top priority of our community is public safety. As a result, over 50% of the County's general fund budget is dedicated to public safety programming, including salary increases for police employees and the construction of new police buildings. County spending is consistent with what the community tells us they care about. The Rams settlement money will be spent taking care of the people in St. Louis County.

In 2025, the County Executive hosted three open houses in North, South, and West County for residents to learn more about the services provided by County government. At these events residents connected with the County Executive and representatives from County departments and programs, including Public Health, Parks and Recreation, Transportation & Public Works, Human Services, Police, and more. Open house dates:

- Saturday February 1, 2025: North County Recreation Complex
- Tuesday, February 25, 2025: Pavilion at Lemay Recreation Complex
- Tuesday March 25, 2025: Greensfelder Recreation Complex

Since January 2024, the County has held 160 community engagement events such as open houses, focus groups, and stakeholder meetings to discuss the formation of the St. Louis County 2050 Comprehensive Plan. The STLCO 2050 Comprehensive Plan is a forward-thinking initiative designed to address the evolving needs of Saint Louis County residents, and these open houses offer an opportunity for the community to voice their opinions and ideas. The County called on residents to participate in shaping the future of our region. Community members had the opportunity and provided input on issues that will impact the county for decades to come, including housing affordability, transportation, and sustainability.

The Planning Commission held a Public Hearing on June 16, 2025, for a presentation of STLCO 2050: An Equitable and Sustainable Comprehensive Plan. There was a public forum where residents shared feedback. Currently, the County is accepting feedback on its draft plan. To date, our 2050 website received almost 2,000 views and over 65 survey responses on our plan since launching at the beginning of June 2025.

At Coffee with the County Executive events local business owners engage with Dr. Page, County staff, and Council members. Two recent events include:

- February 14, 2025: Greater North County Chamber of Commerce
- March 21, 2025: Affton Lemay Chamber of Commerce

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Appendix B

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

St. Louis County Responses to Audit Recommendations



SAINT LOUIS COUNTY

County Executive

In 2023, the County Executive hosted four town halls with the goal of engaging the public in the budget process. Council members and department directors were present. At the meetings, the public learned about the budget process and discussed how to use existing County dollars for their budget priorities. The County's budget simulation tool, Balancing Act, provided residents the experience of balancing competing needs and limited resources. Residents learned about different budget funding streams, including the Rams settlement funds, and considered how much of these funds should be used to meet County budget needs. This process allowed the County to better understand what the public values in the services provided by County government. This tool made the budget process more accessible and transparent for our residents. Budget Town Hall dates:

- June 8, 2023, Florissant Valley Library
- June 14, 2023, Des Peres Lodge
- June 27, 2023, Oak Bend Library
- June 29, 2023, Grants View Library

Council members routinely hold town hall and community meeting events to engage with their constituents. County Executive staff attend these events and solicit feedback from attendees. Representative examples include:

- March 19, 2025, town hall with Councilman Harder and Prosecuting Attorney Melissa Price Smith: Ballwin Golf Club
- May 22, 2025, town hall meeting with Shalonda Webb: Hazelwood East Auditorium
- 2025, town hall meetings with Assessor Jake Zimmerman in each Council district

The Council hosts robust Budget Committee meetings annually to discuss each County department and office's budget. These meetings are informative and collaborative. They also include a public forum where constituents provide their budget priorities. Required by Charter, the Council hosts an opportunity for the public to provide their thoughts on the budget during an annual meeting as part of the budget process.

The Council also posts a "Weekly NFL Settlement Tracker" memorandum on its agenda. Councilwoman Lisa Clancy requests and shares this weekly report that gives an overview of the status of NFL funds and proposed expenditures.

Additionally, the County Council holds weekly meetings every Tuesday in Clayton. The meeting includes two public forums; one for agenda items and another for topics that are not addressed on the agenda. In these forums the County learns about community concerns and is a place for constituents to address their priorities. Since the initial Rams settlement in November 2021, there have been 170 opportunities at regular council meetings for the public to speak to their representatives about their goals for spending these funds. The public has spoken, and we have heard them. The community told us they care about public safety, public health, pool inspections, mosquito spraying, and our parks. They care about basic services that keep their families healthy and safe.

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St. Louis Regional Convention and Sports Complex Authority and Use of
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St. Louis County Responses to Audit Recommendations



SAINT LOUIS COUNTY
County Executive

Listening to this feedback, the County Executive recently asked the Council to appropriate \$20,800,000 of Rams settlement funds to address needs at the County's animal shelter. We have learned that humane and compassionate care of animals is a priority for our residents. The County Executive also requested \$1,752,920 from the settlement fund to support public safety initiative Save Lives Now! A partnership with surrounding counties supported by East West Gateway Council of Governments. This initiative is focused on reducing homicides and shootings by 20% over three years. Public safety is the top concern of our community.

In addition to the Council approved spending listed in this section of the audit, the Council has approved Rams settlement funds to be spent on the following:

- Election costs (\$520,000) – to fund election for the failed Council Proposition B ballot measure in April 2025.
- Pay increases for police union members (\$10,003,169) – to fund salary increases for law enforcement for 2025 as contemplated by collective bargaining agreements.
- Storm clean-up (\$5,000,000) – to pay for damage to County property caused 3/14/25 storms
- Postage costs (\$400,000) – for the Department of Revenue to fund costs associated with mailing tax bills to residents after the department's 2025 budget was cut by the Council.
- Land Bank seed funding (\$1,000,000) – to fund startup costs for new County land bank.

The Council has considered but not approved funding for the following projects:

- Climate Action Plan (\$765,000) – In 2024, the Council appropriated money to this item. However, it was not spent due to time constraints, and it has since lapsed. This item is on the Council's agenda but has not been funded for 2025.
- Spanish Lake Study (\$340,000) – In 2024, the Council appropriated money to this item. However, it was not spent due to time constraints, and it has since lapsed. This item failed to be perfected at the June 10, 2025, Council meeting. The County Executive supports this study as a vital step toward redeveloping the area surrounding the St. Louis Zoo's WildCare Park in North St. Louis County.

With the exception of the police department salary increases, which are reoccurring, the Council has appropriated Rams settlement funds to projects that require a one-time payment.

The County has accomplished the Auditor's recommendation. We are connected to the community, solicit their feedback, and incorporate this feedback into our spending priorities.

Regards,

Sam Page
St. Louis County Executive

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Appendix C
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
City of St. Louis Response to Audit Recommendation



CARA SPENCER
MAYOR

OFFICE OF THE MAYOR
CITY OF ST. LOUIS
MISSOURI

CITY HALL - ROOM 200
1200 MARKET STREET
SAINT LOUIS, MISSOURI 63103-2877
(314) 622-3201

City Response to the Applicable Audit Recommendation

The audit makes one recommendation pertaining to the City: “the RSA, City of St. Louis, and St. Louis County should engage in discussions to help ensure the preservation of the Dome to allow the facility to continue to serve the St. Louis region in the long-term.”


The City agrees with this recommendation. The findings of the audit pertaining to the gap in needed funding and lack of planning for the future of the Dome are surprising and concerning. The County and RSA are required partners if such discussions are to be productive.

Comment to Provide Clarity on City’s Approach Regarding Rams Settlement Funds Allocation

The City wishes to provide clarity to inform the “Planning by the other plaintiffs” section regarding how it may use its Settlement allocation. Some community surveys were conducted in 2023 and 2024 by some BOA offices regarding potential uses of those funds. Those surveys and their results are not binding, and instead reflect one component of the City’s commitment to conducting broad and ongoing community engagement regarding potential uses for these funds.

The City’s May 16, 2025, tornado recovery needs are a critical and recent addition to this ongoing community conversation. On June 17, 2025, following community engagement, the BOA passed a bill appropriating \$30 million in interest from its Settlement allocation to support the City’s ability to meet these needs in the near-term. The City is committed to continuing to ensure that any subsequent expenditures of its Settlement funds are also informed by community engagement that is responsive to and centers both emergent and ongoing community needs.

Sincerely,



Cara Spencer
Mayor, City of St. Louis



Appendix D
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
Riverfront Stadium Vendors by Expense Type

The following table documents all expenditures for the riverfront stadium project, by type and by vendor.

Vendor Name	Expense Type	Amount
Hellmuth, Obata & Kassabaum, Inc.	Consulting Services	\$ 11,324,703
Unlimited Projects Inc.	Consulting Services	525,122
Hunt/Clayco, A Joint Venture	Consulting Services	450,000
Environmental Operations, Inc.	Consulting Services	343,125
Ameren Missouri	Consulting Services	308,881
Geotechnology	Consulting Services	268,640
David Mason & Associates	Consulting Services	243,765
Downtown Now!	Consulting Services	196,525
SMG	Consulting Services	177,859
Barrett Sports Group, LLC	Consulting Services	159,302
Premier Partnerships, Inc.	Consulting Services	104,887
Darryl A. Piggee	Consulting Services	90,000
Design Nine	Consulting Services	48,716
Goldman Sachs & Co.	Consulting Services	23,000
Kwame Building Group, Inc.	Consulting Services	12,519
Missouri Department of Natural Resources	Consulting Services	7,735
Columbia Capital Municipal Advisors	Consulting Services	2,158
Subtotal		14,286,937
Blitz, Bardgett & Deutsch, L. C.	Legal Services	1,054,805
Thompson Coburn LLP	Legal Services	776,741
Husch Blackwell	Legal Services	143,007
Thompson Hine LLP	Legal Services	93,046
Gilmore & Bell P.C.	Legal Services	576
Subtotal		2,068,175
Lela & Michael J. Scauzzo	Land Acquisition Option Fees	250,000
Eubank Storage LLC	Land Acquisition Option Fees	160,000
The Larrison N. Broadway Relocation LLC	Land Acquisition Option Fees	150,000
North Riverside Holding LLC	Land Acquisition Option Fees	100,000
Percheron Investment Management, LLC	Land Acquisition Option Fees	100,000
Norbert & Lorene Beinsch	Land Acquisition Option Fees	85,000
R & P Williams LLC	Land Acquisition Option Fees	80,000
Collins Development Company, Ltd	Land Acquisition Option Fees	75,000
Winkelmann Real Estate, LLC	Land Acquisition Option Fees	62,500
Priority Property Holdings, LLC	Land Acquisition Option Fees	50,000
Adam Building LLC	Land Acquisition Option Fees	45,000
1255 Lewis, LLC	Land Acquisition Option Fees	40,000
O'Fallon Street, L.L.C.	Land Acquisition Option Fees	30,000
Kingston 1, LLC	Land Acquisition Option Fees	30,000
Robert T. and Levina M. Reese	Land Acquisition Option Fees	20,000
Tyler Investment Company, LLC	Land Acquisition Option Fees	15,000
Debbie Bommarito	Land Acquisition Option Fees	15,000
Georgia M. Bartlett	Land Acquisition Option Fees	15,000
Nature's Methane Farmworks, LLC	Land Acquisition Option Fees	9,500
John R. Derrick	Land Acquisition Option Fees	5,000
Frankie G. Settlemeir	Land Acquisition Option Fees	500
Subtotal		1,337,500
Various	Additional stadium costs	1,749,332
St. Louis Post-Dispatch	Other miscellaneous expenses	4,534
Ameren Missouri	Refund from stadium project	(52,590)
Subtotal		1,701,276
Total		\$ 19,393,888



Appendix E
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
Barret Sports Group, LLC Invoice

Barrett Sports Group, LLC

1219 Morningside Drive, Suite 101
Manhattan Beach, CA 90266

Invoice

Date	Invoice #
2/19/2016	1117

Bill To

Brian McMurtry
Executive Director
RSA
901 North Broadway
St. Louis, MO 63101

Description	Hours	Rate	Amount
Professional Fees - 12/16/15 through 01/19/16			
Principal	34.55	450.00	15,547.50
Senior Manager	24.34	250.00	6,085.00
Consultant	10.58	150.00	1,587.00
Reimbursable Expenses			
Travel (Air/Hotel/Taxi/Meals/Etc.)			1,272.51
Invoice for professional fees and expenses in connection with the St. Louis NFL stadium project.		Total	\$24,492.01
		Balance Due	\$24,492.01

[Handwritten signature]



Appendix F
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
Goldman Sachs Invoice

Goldman, Sachs & Co. | 200 West Street | New York | NY | 10282

St. Louis Regional Convention and Sports Complex Authority
901 North Broadway
St. Louis, MO 63101



Invoice # 0001-2015962

Goldman, Sachs & Co.

*** Please quote invoice number on all payments and remit to the attention of the IBD Accounts Receivable Team***

Please wire funds to:
CITIBANK
111 Wall St
NY, NY 10005

Swift Code: CITIUS33
ABA# 021000089
A/C #: 30631962
Attention: IBD Accounts Receivable Team

October 04, 2016	Expenses	USD 22,999.78
	TOTAL	USD 22,999.78
		Payable upon receipt



Appendix F
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
Goldman Sachs Invoice

Expense Type	(All)
Row Labels	Sum of Unbilled Amt.
Airfare (including firm provided ticketing services)	8,889.35
Carfare/Taxis/Car Rentals while traveling	7,095.59
Client Entertainment and Presentations	769.75
Firm Entertainment	3,279.77
Hotels/Lodging	882.24
Meals from office (evening and weekend meals)	341.36
Meals while traveling	443.88
Presentation and Report Production (including firm-provided document services)	1,176.02
Telephone	121.82
Grand Total	22,999.78



Appendix F St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds Goldman Sachs Invoice

Expense Transac Category	SubCategory	Unbilled Amt. Description	Banker / Vendor	Travel Date	Travel Rptn.
Jan-7-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	86.58 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jan-7-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.60 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jan-7-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	27.29 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jan-7-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	3.18 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jan-8-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	63.13 Ride expense	Gregory Carey		
Feb-20-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	25.50 DOCUMENT PROD CHARGE/CS PROD PRICE			
Feb-20-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	253.50 DOCUMENT PROD CHARGE/CS PROD PRICE			
Feb-20-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.30 DOCUMENT PROD CHARGE/CS PROD PRICE			
Mar-12-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	18.15 DOCUMENT PROD CHARGE/CS PROD PRICE			
Mar-12-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	187.90 DOCUMENT PROD CHARGE/CS PROD PRICE			
Mar-12-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	27.29 DOCUMENT PROD CHARGE/CS PROD PRICE			
Mar-12-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	3.50 DOCUMENT PROD CHARGE/CS PROD PRICE			
Mar-2-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	360.22 SOUTHWEST AIRLINES PHI Rogers, Natasha [BD]		Mar-12-2015 STL EWR	
Feb-27-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	341.38 DELTA AIR LINES INC PHOE Rogers, Natasha [BD]		Mar-12-2015 LGASTLLGA	
Mar-10-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Mar-12-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	72.90 DELTA AIR LINES INC PHOE Rogers, Natasha [BD]		Mar-12-2015 LGASTL	
Mar-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	136.02 Ride expense	Rogers, Natasha [BD]		
Mar-11-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Feb-26-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	341.38 DELTA AIR LINES INC PHOE Gregory Carey		Mar-12-2015 LGASTLLGA	
Mar-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Mar-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	67.03 Ride expense	Rogers, Natasha [BD]		
Mar-13-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	138.92 RMT MANAGEMENT CCRM I Rogers, Natasha [BD]			
Mar-29-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	31.58 UBER UBER 866-576-1 Rogers, Natasha [BD]			
Mar-29-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	22.85 W E Meal	Rogers, Natasha [BD]		
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	67.03 Ride expense	Slay Sonenberg		
Jan-9-2015 Presentation and Production	Telephone	10.91 GOGOCARCOM 877-390 Gregory Carey			
Apr-20-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	540.85 AMERICAN AIRLINES Rogers, Natasha [BD]		Apr-16-2015 LGASTL	
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	88.19 Ride expense	Gregory Carey		
Apr-22-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	34.73 Ride expense	Gregory Carey		
Apr-21-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Apr-14-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	96.05 Ride expense	Rogers, Natasha [BD]		
Mar-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Mar-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-17-2015 Travel and Entertainment	Meals while traveling	25.89 C1 MUGGS BAR 0000000 SAI Rogers, Natasha [BD]			
Apr-17-2015 Travel and Entertainment	Meals while traveling	13.09 AUNTIEANNES 0001 FLUS Rogers, Natasha [BD]			
Apr-18-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	42.81 NYC TAXI 1J31 09017 ASTO Rogers, Natasha [BD]			
Apr-17-2015 Travel and Entertainment	Meals while traveling	7.46 STARBUCKS 02379 CIA Cia Rogers, Natasha [BD]			
Apr-22-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	30.88 UBER UBER 866-576-1 Rogers, Natasha [BD]			
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	34.13 VTS ST LOUIS AIRPORT ST I Rogers, Natasha [BD]			
May-2-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	146.25 PRESENTATION CHARGE/CS PROD PRICE			
Apr-21-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	453.67 AMERICAN AIRLINES Rogers, Natasha [BD]		Apr-17-2015 STLGA	
Apr-19-2015 Travel and Entertainment	Hotels/Lodging	167.31 CROWNE PLAZA CLAYTON S Rogers, Natasha [BD]			
Apr-21-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	497.26 AMERICAN AIRLINES Gregory Carey		Apr-17-2015 STLGA	
Mar-27-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	282.84 SOUTHWEST AIRLINES PHI Gregory Carey		Apr-17-2015 LGASTL	
Apr-18-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	198.18 DELTA AIR LINES ATLANT Gregory Carey			
Mar-27-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	147.39 SOUTHWEST AIRLINES PHI Gregory Carey		Apr-17-2015 LGASTL	
Jun-2-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	96.15 Ride expense	Rogers, Natasha [BD]		
Jun-11-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	27.29 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jun-12-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	96.24 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jun-12-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	18.15 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jun-11-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	3.50 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jun-11-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	6.00 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jun-11-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.40 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jun-11-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.20 DOCUMENT PROD CHARGE/CS PROD PRICE			
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	106.01 Ride expense	Gregory Carey		
Jan-9-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	47.93 NYC TAXI 9A77 090205 SOUT Gregory Carey			
Jan-8-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	37.00 Taxi - Travel	Gregory Carey		
Jan-8-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	47.00 Taxi - Travel	Gregory Carey		
Jun-3-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	215.10 DELTA AIR LINES INC PHOE Gregory Carey		Jun-12-2015 STLGA	
Jun-4-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	210.12 SOUTHWEST AIRLINES PHI Gregory Carey		Jun-12-2015 LGASTL	
Jun-4-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	220.10 SOUTHWEST AIRLINES PHI Gregory Carey		Jun-12-2015 LGASTL	



Appendix F

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

Goldman Sachs Invoice

Expense Transac Category	SubCategory	Unbilled Amt/Description	Banker / Vendor	Travel Date	Travel Rptn/
Jun-15-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	96.05 Ride expense	Rogers, Natasha [BD]		
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	46.81 UBER UBER 866-576-1	Rogers, Natasha [BD]		
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	30.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-18-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jun-3-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	24.89 PJ CLARKES ON THE 54 NEV Rogers, Natasha [BD]			
Jun-14-2015 Travel and Entertainment	Meals while traveling	29.49 CHILI'S C-15 S388161 ST LO Rogers, Natasha [BD]			
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	32.37 AIRPORT TAXI Clayton Rogers, Natasha [BD]			
Jun-13-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	46.49 NYC TAXI - VERIFONE LONC Rogers, Natasha [BD]			
Jul-15-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	67.03 Ride expense	Stacy Sonnenberg		
Jun-30-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	96.15 Ride expense	Rogers, Natasha [BD]		
Jul-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	366.63 Ride expense	Gregory Carey		
Mar-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	37.00 Taxi - Travel	Gregory Carey		
Mar-13-2015 Travel and Entertainment	Meals while traveling	54.10 A-06 BEERS OF 380309 ST L Gregory Carey			
Mar-13-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	46.44 NYC TAXI 2V46 090015 NEW Gregory Carey			
Jul-8-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	177.96 SOUTHWEST AIRLINES DAIGregory Carey		Jul-15-2015	LASSTL
Jul-28-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	21.51 WHOLEFDS TRB 10245 D NE Glessing, Joshua [BD]			
Jul-3-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	160.05 SOUTHWEST AIRLINES PHIGregory Carey		Jul-18-2015	STLMCI
Jul-8-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	387.71 SOUTHWEST AIRLINES PHIGregory Carey		Jul-15-2015	LASSTL
Jun-18-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	497.26 AMERICAN AIRLINES Gregory Carey		Jun-12-2015	STLLGA
Jul-3-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	67.01 SOUTHWEST AIRLINES DAIGregory Carey		Jul-18-2015	STLMCI
Jun-26-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	258.67 DELTA AIR LINES INC PHOEGregory Carey		Jul-15-2015	LASSLCSTL
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Aug-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Aug-21-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.20 DOCUMENT PROD CHARGE/CS PROD PRICE			
Aug-21-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	27.25 DOCUMENT PROD CHARGE/CS PROD PRICE			
Aug-21-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	3.50 DOCUMENT PROD CHARGE/CS PROD PRICE			
Aug-21-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	31.68 DOCUMENT PROD CHARGE/CS PROD PRICE			
Mar-13-2015 Presentation and Production	Telephone	27.84 GOGO AIR COM 877-355 Stacy Sonnenberg			
Mar-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	45.00 Taxi - Travel	Stacy Sonnenberg		
Mar-13-2015 Travel and Entertainment	Meals while traveling	4.37 STARBUCKS A-05381513 ST Stacy Sonnenberg			
Mar-13-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	52.18 RMT MANAGEMENT CCRM Stacy Sonnenberg			
Mar-14-2015 Travel and Entertainment	Meals while traveling	32.55 LAGUARDIA USA LLC NEW Stacy Sonnenberg			
Jan-10-2015 Travel and Entertainment	Meals while traveling	27.28 LAGUARDIA USA LLC NEW Stacy Sonnenberg			
Mar-12-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	282.84 SOUTHWEST AIRLINES PHISTacy Sonnenberg		Apr-17-2015	LGASTL
Jan-9-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	71.83 NYC TAXI BV88 090015 NEW Stacy Sonnenberg			
Feb-26-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	375.47 DELTA AIR LINES INC PHOESTacy Sonnenberg		Mar-12-2015	LGASTLLGA
Jan-9-2015 Presentation and Production	Telephone	18.87 GOGO AIR COM 877-355 Stacy Sonnenberg			
Feb-13-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	586.02 DELTA AIR LINES INC PHOESTacy Sonnenberg		Feb-24-2015	LGASTLLGA
Jan-9-2015 Travel and Entertainment	Meals while traveling	3.10 STARBUCKS A-05381513 ST Stacy Sonnenberg			
Apr-21-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	497.26 AMERICAN AIRLINES Stacy Sonnenberg		Apr-17-2015	STLLGA
Mar-27-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	147.39 SOUTHWEST AIRLINES PHISTacy Sonnenberg		Apr-17-2015	LGASTL
Aug-27-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	94.61 Ride expense	Rogers, Natasha [BD]		
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	30.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-15-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-15-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-15-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Sep-18-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Sep-24-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	24.92 RECLASS Seamless Web 671 GRUBHUB FKA			
Sep-23-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	25.53 RECLASS Seamless Web 671 GRUBHUB FKA			
Sep-24-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	111.53 Ride expense	Rogers, Natasha [BD]		
Sep-30-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	96.05 Ride expense	Rogers, Natasha [BD]		
Sep-21-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Sep-29-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	93.54 Ride expense	Rogers, Natasha [BD]		
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-29-2015 Travel and Entertainment	Client Entertainment and Presentations	124.63 ARAMARK SVCS C O KPM NI Gregory Carey			
Feb-24-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			



Appendix F

St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds

Goldman Sachs Invoice

Expense Transac Category	SubCategory	Unbilled Amt. Description	Banker / Vendor	Travel Date	Travel Route
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	30.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jun-14-2015 Travel and Entertainment	Meals while traveling	21.55 SCHLAFLY S SPO380226 SAIGregory Carey			
Jun-13-2015 Travel and Entertainment	Meals while traveling	6.26 LAGUARDIAAUBONPAIN79 NGregory Carey			
May-15-2015 Travel and Entertainment	Client Entertainment and Presentations	71.21 THE COTTAGE 65000000 NEIGregory Carey			
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	50.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Mar-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Apr-18-2015 Travel and Entertainment	Meals while traveling	4.97 LAGUARDIAAUBONPAIN79 NGregory Carey			
Apr-17-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	54.00 Taxi - Travel	Gregory Carey		
Jul-11-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	368.58 DELTA AIR LINES INC PHOESTacy Sonnenberg		Jul-15-2015 LGASTL	
Oct-8-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Jul-9-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	28572 DELTA AIR LINES INC PHOESTacy Sonnenberg		Jul-18-2015 STLLGA	
Aug-20-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	335.11 DELTA AIR LINES INC TAMP Stacy Sonnenberg		Aug-24-2015 STLLGA	
Aug-20-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	395.32 AMERICAN AIRLINES IN TAM Stacy Sonnenberg		Aug-24-2015 LGASTL	
Jul-20-2015 Travel and Entertainment	Airfare (including firm provided ticketing services)	179.59 AMERICAN AIRLINES Stacy Sonnenberg		Jul-16-2015 STLORD	
Oct-8-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	101.28 Ride expense	Rogers, Natasha [BD]		
Oct-13-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	96.05 Ride expense	Rogers, Natasha [BD]		
Oct-6-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.02 Ride expense	Rogers, Natasha [BD]		
Oct-1-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	101.17 Ride expense	Rogers, Natasha [BD]		
Oct-19-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	25.75 RECLASS Seamless Web 671 GRUBHUB FKA			
Apr-17-2015 Presentation and Production	Telephone	8.00 Internet	Stacy Sonnenberg		
Apr-24-2015 Telecommunications	Telephone	5.39 FOUR SEASON AUSTIN H AL Stacy Sonnenberg			
Apr-24-2015 Travel and Entertainment	Meals while traveling	5.39 FOUR SEASON AUSTIN H AL Stacy Sonnenberg			
Apr-18-2015 Travel and Entertainment	Meals while traveling	4.26 DUNKIN 342262 Q FLUSHI Stacy Sonnenberg			
Jun-2-2015 Presentation and Production	Telephone	19.87 GOGOAIR.COM 877-353 Stacy Sonnenberg			
Apr-24-2015 Travel and Entertainment	Meals while traveling	45.18 FOUR SEASON AUSTIN H AL Stacy Sonnenberg			
Sep-29-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	25.00 Overtime meals	Rogers, Natasha [BD]		
Apr-24-2015 Travel and Entertainment	Hotels/Lodging	253.11 FOUR SEASON AUSTIN H AL Stacy Sonnenberg			
Oct-28-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	25.75 RECLASS Seamless Web 671 GRUBHUB FKA			
Apr-17-2015 Presentation and Production	Telephone	8.00 Internet	Stacy Sonnenberg		
Oct-1-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	1274 BATTERY PLACE MARKET N Rogers, Natasha [BD]			
Apr-17-2015 Presentation and Production	Telephone	8.00 Internet	Stacy Sonnenberg		
Oct-6-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	25.00 Overtime meals	Rogers, Natasha [BD]		
Sep-22-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	25.00 Overtime meals	Rogers, Natasha [BD]		
Nov-10-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	57.60 DOCUMENT PROD CHARGE CS PROD PRICE			
Nov-1-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	36.30 DOCUMENT PROD CHARGE CS PROD PRICE			
Oct-23-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	91.03 Ride expense	Rogers, Natasha [BD]		
Nov-10-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.30 DOCUMENT PROD CHARGE CS PROD PRICE			
Nov-10-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	36.30 DOCUMENT PROD CHARGE CS PROD PRICE			
Nov-11-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.40 DOCUMENT PROD CHARGE CS PROD PRICE			
Nov-11-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	43.20 DOCUMENT PROD CHARGE CS PROD PRICE			
Oct-26-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	32.50 Ride expense	Moschella, Michael [BD]		
Jul-15-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Jul-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Aug-24-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Aug-24-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.00 TRAVEL TRANSACTION FEE CS PROD PRICE			
Oct-27-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	24.90 WHOLEFDS TRB 10245 0 NE Moschella, Michael [BD]			
Oct-28-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	24.31 WHOLEFDS TRB 10245 0 NE Bracho, Daniel [BD]			
Dec-1-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	3.60 DOCUMENT PROD CHARGE CS PROD PRICE			
Dec-1-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	0.20 DOCUMENT PROD CHARGE CS PROD PRICE			
Dec-1-2015 Presentation and Production	Presentation and Report Production (including firm-provided document services)	3.63 DOCUMENT PROD CHARGE CS PROD PRICE			
Nov-11-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	37.99 NYC TAXI 1R30 090222 PHU Moschella, Michael [BD]			
Oct-9-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	9.49 McDONALDS F11163 00 NEI Rogers, Natasha [BD]			
Nov-6-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	46.42 UBER UBER 866-576-1 Rogers, Natasha [BD]			
Oct-27-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	46.74 UBER UBER 866-576-1 Rogers, Natasha [BD]			
Oct-26-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	46.94 UBER UBER 866-576-1 Rogers, Natasha [BD]			
Nov-11-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	29.89 UBER UBER 866-576-1 Moschella, Michael [BD]			
Dec-1-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	40.30 Ride expense	Moschella, Michael [BD]		
Dec-18-2015 Travel and Entertainment	Meals from office (evening and weekend meals)	23.72 WHOLEFDS TRB 10245 0 NE Moschella, Michael [BD]			
Sep-3-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	37.84 LIBERTY VIEW PARKING NEIGregory Carey			
Jun-12-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	60.00 Taxi - Travel	Gregory Carey		
Jun-15-2015 Travel and Entertainment	Meals while traveling	6.29 Breakfast Lunch Travel	Gregory Carey		
Jul-6-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	22.00 Taxi - Travel	Gregory Carey		



Appendix F St. Louis Regional Convention and Sports Complex Authority and Use of Rams Settlement Funds Goldman Sachs Invoice

Expense Transac Category	SubCategory	Unbilled Amt. Description	Banker / Vendor	Travel Date	Travel Route
Jul-15-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	42.00 Taxi - Travel	Gregory Carey		
Jul-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	41.00 Taxi - Travel	Gregory Carey		
Jul-17-2015 Travel and Entertainment	Client Entertainment and Presentations	102.42 FOUR SEASONS ST LOU ST Gregory Carey			
Jul-17-2015 Travel and Entertainment	Hotels/Lodging	230.91 FOUR SEASONS ST LOU ST Gregory Carey			
Jul-17-2015 Travel and Entertainment	Meals while traveling	5.17 FOUR SEASONS ST LOU ST Gregory Carey			
Aug-25-2015 Travel and Entertainment	Meals while traveling	23.48 SCHLAFLY S SPO380226 SAI Stacy Sonnenberg			
Aug-25-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	25.59 NYC TAXI 7C18 090158 BRO Stacy Sonnenberg			
Jul-17-2015 Travel and Entertainment	Hotels/Lodging	230.91 FOUR SEASONS ST LOU ST Stacy Sonnenberg			
Jul-17-2015 Travel and Entertainment	Meals while traveling	60.46 FOUR SEASONS ST LOU ST Stacy Sonnenberg			
Aug-25-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	33.26 VTS ST LOUIS AIRPORT ST L Stacy Sonnenberg			
Aug-26-2015 Travel and Entertainment	Meals while traveling	9.45 LGA AIRPORT RESTAURANT Stacy Sonnenberg			
Jul-16-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	44.82 VTS ST LOUIS AIRPORT ST L Stacy Sonnenberg			
Jul-18-2015 Travel and Entertainment	Meals while traveling	40.85 CHILI S C-15 S388161 ST LG Stacy Sonnenberg			
Jul-22-2015 Travel and Entertainment	Client Entertainment and Presentations	132.35 EL VEZ NY NEW YORK Stacy Sonnenberg			
Aug-25-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	65.17 NYC TAXI 6H43 090011 BRO Stacy Sonnenberg			
Jul-17-2015 Travel and Entertainment	Client Entertainment and Presentations	339.14 FOUR SEASONS ST LOU ST Stacy Sonnenberg			
Aug-25-2015 Travel and Entertainment	Meals while traveling	13.20 A-9 INTERNAL B382115 ST L Stacy Sonnenberg			
Aug-25-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	38.00 VTS ST LOUIS AIRPORT ST L Stacy Sonnenberg			
Jul-17-2015 Telecommunications	Telephone	14.94 FOUR SEASONS ST LOU ST Stacy Sonnenberg			
Nov-11-2015 TETEL	Firm Entertainment	3,279.77 OMNI BERKSHIRE NEW Y Gregory Carey			
Nov-22-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	1,637.95 OMNI BERKSHIRE NEW Y Gregory Carey			
Dec-10-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	13.25 662 10TH AVENUE MGM NE Gregory Carey			
Nov-11-2015 Travel and Entertainment	Carfare/Taxis/Car Rentals while traveling	27.89 LIBERTY VIEW PARKING NE Gregory Carey			



Appendix G
St. Louis Regional Convention and Sports Complex Authority and Use of
Rams Settlement Funds
Unlimited Projects Inc. Invoices

Information of a
personal, privileged, or
sensitive nature has
been redacted.

Unlimited Projects, Inc. Invoice

Invoice No. 9
Invoice Date: September 30, 2015
Bill To: Regional Convention and Sport
901 North Broadway
St. Louis, Missouri 63101
Attn: Cathy White
Phone:
Fax:

Description	Units	Cost Per Unit	Amount
9/1/15	6.10	\$ 350.00	\$ 2,135.00
9/2/15	8.16	\$ 350.00	\$ 2,856.00
9/3/15	6.75	\$ 350.00	\$ 2,362.50
9/4/15	5.75	\$ 350.00	\$ 2,012.50
9/5/15	1.00	\$ 350.00	\$ 350.00
9/6/15	1.00	\$ 350.00	\$ 350.00
9/7/15	0.00	\$ 350.00	\$
9/8/15	5.75	\$ 350.00	\$ 2,012.50
9/9/15	8.50	\$ 350.00	\$ 2,975.00
9/10/15	3.98	\$ 350.00	\$ 1,393.00
9/11/15	3.00	\$ 350.00	\$ 1,050.00
9/12/15	0.00	\$ 350.00	\$
9/13/15	0.00	\$ 350.00	\$
9/14/15	7.58	\$ 350.00	\$ 2,653.00
9/15/15	5.25	\$ 350.00	\$ 1,837.50
9/16/15	5.75	\$ 350.00	\$ 2,012.50
9/17/15	4.10	\$ 350.00	\$ 1,435.00
9/18/15	7.75	\$ 350.00	\$ 2,712.50
9/19/15	0.00	\$ 350.00	\$
9/20/15	1.00	\$ 350.00	\$ 350.00
9/21/15	8.23	\$ 350.00	\$ 2,880.50
9/22/15	7.00	\$ 350.00	\$ 2,450.00
9/23/15	3.50	\$ 350.00	\$ 1,225.00
9/24/15	5.05	\$ 350.00	\$ 1,767.50
9/25/15	5.50	\$ 350.00	\$ 1,925.00
9/26/15	1.75	\$ 350.00	\$ 612.50
9/27/15	0.00	\$ 350.00	\$
9/28/15	6.43	\$ 350.00	\$ 2,250.50
9/29/15	3.33	\$ 350.00	\$ 1,165.50
9/30/15	7.00	\$ 350.00	\$ 2,450.00
		\$	

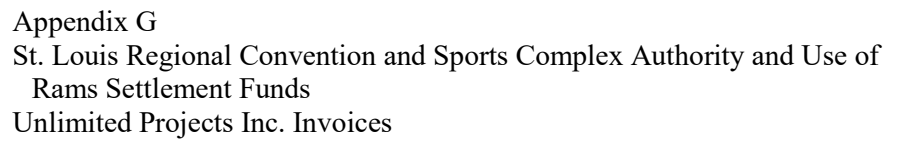
Invoice Subtotal \$ 45,223.50

Remaining Retainer

Amount Due This Invoice TOTAL \$ 45,223.50

Make all checks payable to: Unlimited Projects, Inc.

Thank you!



OK
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