

**St!Louis**  
Perfectly Centered. Remarkably Connected.

# Investor Insights

I N V E S T O R R E P O R T

## Building Momentum

In 2005, the RCGA launched a progressive five-year campaign designed with three primary objectives: recruit new businesses to the region; retain and expand the existing business base; and play a vital role in growing the technology-based entrepreneurial sector.

### KEY CAMPAIGN PRIORITIES 2005 – 2009

- Streamlined governance structure
- Competitive funding levels
- Rigorous performance measures and regular communication with investors
- Renewed emphasis on branding, marketing, deal flow and deal making
- Revitalized regional economic development network

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### 2005: RETOOLING AND BUILDING CAPACITY

In 2005, RCGA streamlined its governance for regional economic development, secured a funding level competitive with peer markets and established rigorous performance metrics for a new 5-year campaign. We created and launched a distinctive new regional marketing brand that has given us the platform to better tell our story nationally and internationally, and drive additional deals into the sales pipeline.

### 2006: GENERATING NEW MOMENTUM

In 2006, we focused on reintroducing Greater St. Louis to the national and international marketplace through multiple channels and activities, all designed to increase deal flow—more prospects in the sales pipeline.

We began the year by fully launching a comprehensive regional branding initiative that led to positive national press coverage in print and broadcast media. These valuable third-party endorsements complemented a highly-targeted national advertising program. Together the initiatives produced over 140 million positive media impressions.

In addition, the business recruitment team aggressively worked their national site location consultant and corporate network through one-on-one executive briefings and event-based marketing in 18 key business markets in the U.S. and around the world.

The results speak for themselves—a 51% increase in the number of active prospects in the sales pipeline. By the end of 2006, there were 62 active deals in the pipeline representing a prospective 11,000 jobs and over \$3.2 billion in new capital investment.

For the year, we successfully closed 14 deals representing 1,611 new jobs, \$82 million in new annual payroll and over \$500 million in new capital investment. All were completed in close cooperation with our regional partners.



## IMPLEMENTING THE REGIONAL BRAND

A comprehensive regional branding initiative, combining national media relations and national print and radio advertising, was launched with a consistent message designed to emphasize the brand pillars:

# St!Louis

Perfectly Centered. Remarkably Connected.

### Quality of Life

People live where they work

### Location/Economic Diversity

Fast, convenient reach

### Work Force

Broadly skilled, highly productive

### Business Friendly

Pro-growth culture

## NATIONAL MEDIA RELATIONS

Partnering with Fleishman-Hillard, we launched an aggressive national media relations campaign to generate positive third-party headlines and messages regarding the region's advantages. The effort garnered high-profile, message-filled coverage in national business and consumer print and broadcast media, as well as influential industry trade publications. These include positive stories by *USA Today*, *The New York Times*, National Public Radio, the Associated Press and Dow Jones Newswire to name a few (see sidebar at right). Among the topics featured: the ongoing revitalization of downtown St. Louis, the region's attractive quality-of-life, our emergence as the BioBelt, and our warehousing/distribution capabilities.



## NATIONAL ADVERTISING

While the third-party credibility of news coverage is unbeatable, paid advertising gave us the opportunity to mold and time our message.

In 2006, we staked out a major sponsorship on National Public Radio's *Morning Edition* and *All Things Considered*. We complemented the NPR positioning with 60-second spots on Sirius and XM satellite radio airing during broadcasts on CNN, MSNBC, CNBC, Fox Headline News, ABC News/Talk, Bloomberg and ESPN. These spots, included testimonials featuring Maxine Clark, Founder and Chief Executive Bear of Build-a-Bear Workshop; Joe Buck, national sportscaster; and David Robertson, Music Director of the Saint Louis Symphony Orchestra.

Print ads in key business publications were the third prong in the 2006 advertising

Coupled with paid national advertising, this buzz produced more than 140 million media impressions across the country. And, when major "hits" occurred, such as *USA Today* and *The New York Times*, we saw an average 28% increase in visitors to our new website, [www.gotostlouis.org](http://www.gotostlouis.org).

We also "repurposed" these positive stories to generate awareness and support recruitment activities – from using the stories in direct communications with national site location consultants, corporate real estate professionals and national real estate brokers, to posting them on the website and distributing locally via the RCGA's weekly *Press Pass* email.

## A SAMPLING OF ST. LOUIS HEADLINES IN THE NATIONAL MEDIA

- ▶ "More Say, 'Meet Me in St. Louis' as City Rebuilds" – *USA Today*
- ▶ "Meet Me in Revitalized Downtown St. Louis" – *The New York Times*
- ▶ "St. Louis and Its Companies Benefit from Biotech Push" – *Dow Jones*
- ▶ "St. Louis Aiming to Become Biotech Hub" – *Associated Press*
- ▶ "St. Louis: Gateway for New Medicines" – *IndustryWeek.com*
- ▶ "Pittsburgh, St. Louis Offer Lessons in Branding" – *Crain's Cleveland Business*
- ▶ "St. Louis Revival a Hit; Detroit Could Learn Some Lessons" – *The Detroit News*
- ▶ "St. Louis Escapes Its Rust-Belt Past" – *National Public Radio*
- ▶ "Downtown St. Louis' Historic Business District is Being Revitalized" – *National Public Radio*
- ▶ "St. Louis Logistics are Arching Upward" – *Logistics Today*
- ▶ "St. Louis: Fertile Ground Begins to Bloom" – *American Venture*

The results have been impressive with over **140 million** national media and advertising impressions thus far.

campaign. Full-page print ads kicked off in April in *CEO Magazine*, *Bloomberg Markets*, *Site Selection* and *Area Development*.

## INCREASING DEAL FLOW

Every business recruitment activity is designed to stimulate deal flow, and ultimately, new jobs and capital investment for the region. These efforts took three forms in 2006: highly-targeted business recruitment trips, event-based marketing and direct communications.

At the close of 2006, the RCGA and our regional partners were working with 62 active projects in the sales pipeline, representing the potential for nearly 11,000 new jobs and over \$3.2 billion in new capital investment in the region. While Greater St. Louis will not win them all, the region is a leading contender for many of these developing opportunities.



The business recruitment team presented 137 desk-side briefings with decision makers in 18 major business centers in 2006. Their objective was to refresh relationships, build new ones and communicate timely information about the St. Louis region.

## ONE-ON-ONE SALES CALLS

Personal meetings are where the real opportunities are uncovered. Our team conducted 137 one-on-one executive briefings over the course of 2006,

traveling to 18 major business centers in the United States; London, England; as well as both Tokyo and Osaka, Japan. This unprecedented effort of developing relationships with national site location consultants, real estate managers and national brokerage firms put our region "in the game" more than at any other time in recent history.

## DIRECT COMMUNICATIONS

Strategic direct communications efforts helped maintain the top-of-mind awareness initiated by the broad-based media campaign and one-on-one sales calls.

Utilizing economies of scale, we "repurposed" national print media for direct marketing. Story reprints were sent to a select database of 400+ contacts, including national site selection consultants, corporate real estate managers and corporate real estate brokers with national firms.

The new quarterly newsletter *Exclamation Points* summarized the area's development



## 2006 BY THE NUMBERS

- One-on-one meetings: **137**
- Markets: **18**
- Countries: **3**
- Deals closed: **14**
- Direct Jobs: **1,611**
- New annual payroll: **\$82 million**
- Capital investment: **\$500+ million**
- Deals in the pipeline: **62**
- Potential new jobs: **11,000**
- Potential capital investment: **\$3.2 billion**



A new lifestyle DVD is a vital component in our in-depth presentation to companies considering Greater St. Louis for their operations.

activity, quality of life and business potential. This publication was also sent to our database of contacts.

## EVENT-BASED MARKETING

Special marketing events provided tremendous opportunities to showcase the region's cultural highlights and "soft sell" the advantages of operating a business in the St. Louis region.

We capitalized on the popularity of the Saint Louis Symphony Orchestra's Carnegie Hall performance with a reception for national site location consultants and executives with New York-based companies. The St. Louis Cardinals' away games also presented another platform to entertain clients and consultants in Detroit, Chicago and New York.

With a new 10x20 foot high-tech exhibit, Greater St. Louis increased its presence with a larger footprint at national industry-specific and real estate events.

# METRICS AND INVESTOR COMMUNICATIONS

## METRICS

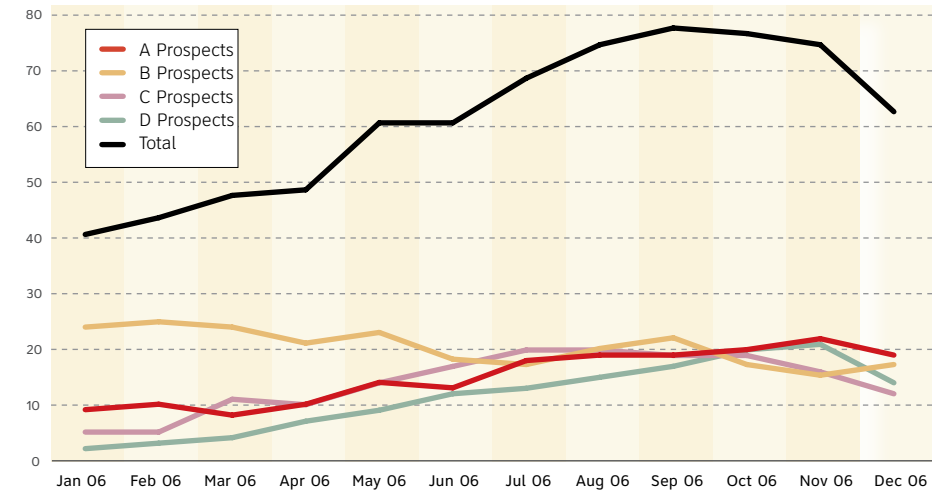
The Greater St. Louis Inc. performance metrics, approved and monitored quarterly by the Board of Trustees, are in two distinct categories: pipeline measures and project-specific results.

The number of outside sales meetings more than doubled what we accomplished in 2005, outpacing our top-level performance goal by 70%. The number of in-market visits more than doubled, while qualified new prospects increased by 20%.

Website traffic is up 41% since the national media and advertising campaigns launched—another clear indication the marketing strategy is on-target and the media campaign is hitting the mark.

The ultimate indicator of pending success is the number of deals in the sales pipeline. At 62, the number is up 51% from end-of-year 2005. The percentage of “A” prospects—those that should close within six months—continues to trend up.

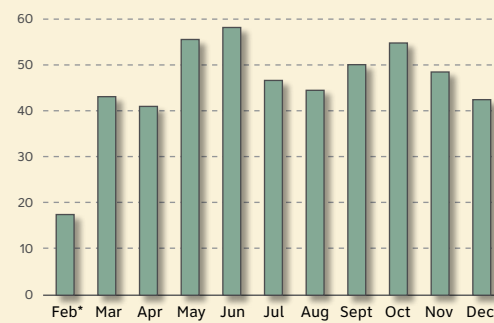
## PIPELINE TREND ANALYSIS



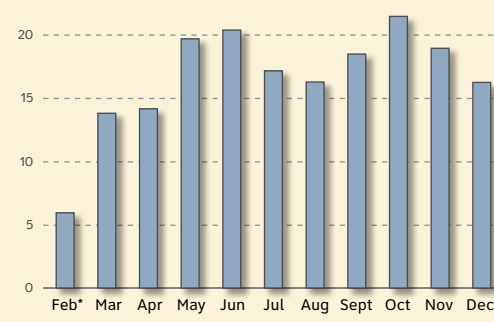
**NOTE:** The year-end decline in the sales pipeline is a result of diligently removing inactive prospects.

## WEBSITE ACTIVITY

Total Pages Viewed (in Thousands)



Total Number of Visitors (in Thousands)



\*February 15-28

**41%**  
Average monthly increase in website visitors since April 2006

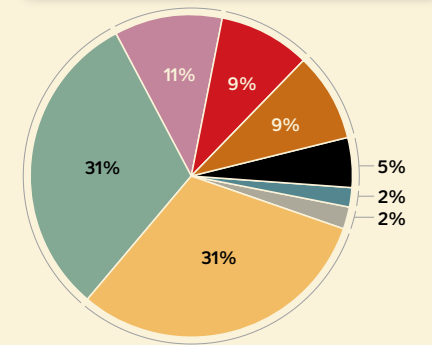
## INVESTOR COMMUNICATIONS

Consistent communication with investors continued to be a key priority. Two all-investor meetings were held to discuss marketing and prospect activity, progress toward goals and to gain valuable investor input. Breakfasts were held throughout the year for small groups of investors to become acquainted and provide program feedback. The Leadership Roundtable, an advisory group of investors who have committed \$20,000 or more annually to Greater St. Louis Inc., met quarterly. And *Investor Insights*, an investor-oriented e-newsletter, was sent regularly to help all investors stay up-to-date.



Greater St. Louis Inc. Board of Trustees 2006 Chair Rich McClure welcomes investors to the end-of-year update, and executive briefing for all investors.

## PROJECT LEAD SOURCES

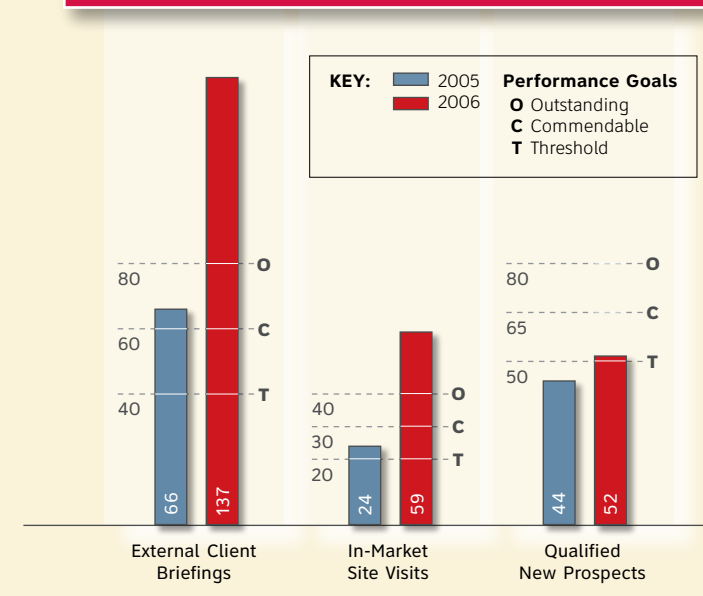


- National site location consultant
- Corporate Executive
- Missouri Department of Economic Development
- Local real estate broker
- National real estate broker
- Regional Network Member
- Illinois Department of Commerce & Economic Opportunity
- Business Intelligence

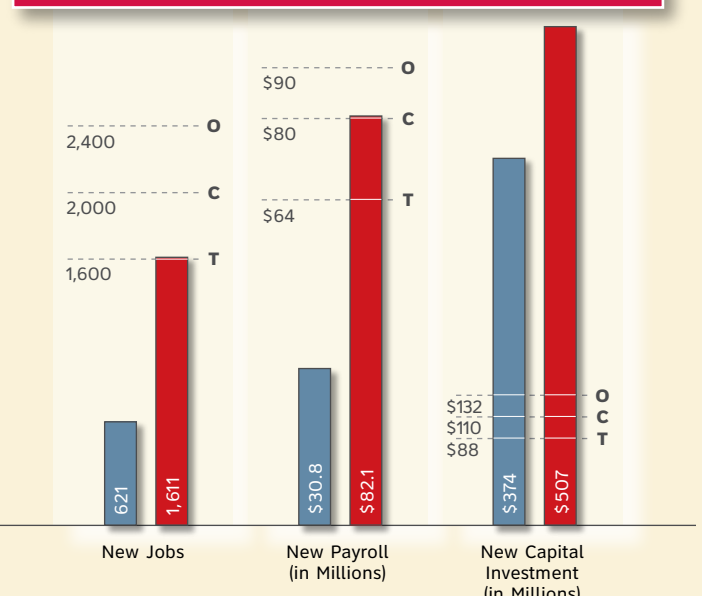
## 2006 ACCOMPLISHMENTS

Company	Project Type/ Facility Type	Facility Size Sq. Ft.	New Jobs	New Capital Investment	Total Annual Payroll	Average Salary
ABF International	Expansion/R&D Office	84,000	37	\$13,400,000	\$2,652,900	\$71,700
Center Ethanol	Recruitment/Manufacturing	1,089,000	35	\$100,000,000	\$1,575,000	\$45,000
Chemir Analytical	Expansion/Laboratory	20,000	25	\$1,500,000	\$1,625,000	\$65,000
Dakota Integrated Systems	Recruitment/Manufacturing	100,000	96	\$8,540,000	\$4,600,032	\$47,917
Edward Jones	Expansion/Office	900,000	500	\$260,000,000	\$29,646,000	\$59,292
Fireman's Fund	Expansion/Claims Center	55,000	190	\$500,000	\$7,600,000	\$40,000
HBPO Group	Recruitment/Manufacturing	62,000	50	\$27,300,000	\$2,380,000	\$47,600
Isle of Capri	Recruitment/ Corporate Headquarters	53,000	150	\$10,000,000	\$11,400,000	\$76,000
Kelsey-Hayes/TRW Automotive	Recruitment/Manufacturing	84,000	100	\$12,000,000	\$4,500,000	\$45,000
Kerry Group	Recruitment/Manufacturing	70,000	40	\$10,000,000	\$1,600,000	\$40,000
Linamar Engine Group	Recruitment/Manufacturing	160,000	130	\$14,360,000	\$4,495,660	\$34,582
Midwest Aviation Center	Recruitment/Service Center	73,000	40	\$5,286,000	\$1,457,920	\$36,448
Monster Commerce	Expansion/Office	35,000	188	\$16,500,000	\$7,651,600	\$40,700
Spectrum Brands	Recruitment/Distribution	605,000	30	\$27,200,000	\$900,000	\$30,000

## 2006 PIPELINE MEASURES



## 2006 PROJECT-SPECIFIC MEASURES



## NEW VENTURES AND CAPITAL FORMATION

In 2006, RCGA redirected its entrepreneurial focus to include two specific targets—new ventures and capital formation. Both are transaction oriented and compatible with our business recruitment and expansion initiatives.

Greater St. Louis has several organizations and initiatives designed to improve the region's entrepreneurial climate and stimulate the start-up of new technology-based ventures. With the formation of recently-launched and RCGA-supported Innovate St. Louis, it made sense in 2006 to sharpen our focus in this arena and align our efforts more closely with our organizational strengths.

The "new ventures and capital formation strategy" replicates our objectives to identify and recruit new business to the region, and support our local partners in the retention and expansion of our existing business base. We will recruit technology-based start-ups that would benefit from strategic alliances in our region, and assist our innovation partners in the start-up of new regional ventures as an unabashed advocate for the deal.

Capital formation comprises the second half of this equation. Working with the venture capital community, we will promote

Greater St. Louis as an opportune market for equity capital.

We recruited vice president Jay DeLong, a Missouri native who has led technology-based economic development initiatives in Southern California for the past 15 years. The metrics line up with our overall economic development goals—measuring pipeline activities (inputs) and specific results. We're in the ramp-up mode for this important plank of our overall economic development strategy and have high expectations for its success.

## 2007 OBJECTIVES

While 2006 was a year of building momentum, 2007 will maintain and, in a few areas, even ratchet it up a notch. We will continue to focus on the addition of qualified prospects to our sales pipeline and the successful closure of more deals. Our target will widen to include existing St. Louis area businesses, as well as the formation of technology-based ventures.

### OUR 2007 BUSINESS PLATFORM:

- Maintain at a minimum the 2006 level of funding, sales calls/events, national marketing/branding and media relations
- Fully implement a proactive existing business program based on extensive research that provides insight to both expansion opportunities and contraction vulnerabilities
- Partner with Ameren to foster a more successful regional economic development network through the Greater St. Louis Inc. Leadership Institute, a series of six "Building the Regional Team" forums featuring prominent site location consultants and strategists from around the country
- Capitalize on national industry meetings within our target audiences that are scheduled to be held in St. Louis this fall
- Expand the overall economic development strategy by implementing a well-coordinated approach to the attraction of new ventures and sources of capital
- Further develop the area's biofuel potential with the Center for Evergreen Energy
- Launch the local component of our regional branding campaign to complement the national media and advertising strategies



### STAFF DIRECTORY

<b>Jim Alexander</b> Vice President Business Recruitment	<b>Dick Fleming</b> President & CEO
<b>Tim Alexander</b> Manager Business Research and Analysis	<b>Vijay Gummadi</b> UMSL Intern
<b>Nancy Beil</b> Administrative Assistant	<b>Felicia Holyfield</b> Executive Assistant
<b>Bryan Bezold</b> Chief Economist	<b>Steve Johnson</b> Sr. Vice President Economic Development
<b>Kelley Bryan</b> Administrative Assistant	<b>Erika Kennett</b> Project Manager Business Recruitment
<b>Avis Darden</b> Administrative Assistant	<b>Linda Leonard</b> Vice President Economic Development
<b>Jay DeLong</b> Vice President New Ventures & Capital Formation	<b>Doug Rasmussen</b> Director Business Recruitment

## FINANCIAL SUMMARY

Greater St. Louis Inc. is the five-year regional economic development initiative of the St. Louis Regional Chamber & Growth Association (RCGA). The RCGA has fiduciary responsibility for the receipt, disbursement and reporting of all funds related to the work of the Greater St. Louis Inc. Campaign.

### 2006 REVENUE RESULTS

General Investment	\$ 3,759,000	78%
RCGA Cash Investment	200,000	4%
Carry-Forward Balance	700,000	14%
In-Kind Revenue	188,000	4%
<b>Total Cash &amp; In-Kind Revenue</b>	<b>\$ 4,847,000</b>	

### EXPENSE RESULTS BY PROGRAM

Marketing & Media Relations	\$ 2,150,000	50%
Business Recruitment	818,000	19%
Existing Business	261,000	6%
New Ventures and Capital Formation	614,000	14%
Research & Analysis	236,000	6%
In-Kind Expenses	188,000	5%
<b>Total Expenses</b>	<b>\$ 4,267,000</b>	

### 2007 REVENUE AND BUDGET SUMMARY

General Investment	\$ 3,865,000	66%
RCGA Cash Investment	200,000	3%
2006 Carry-Forward Balance	580,000	10%
In-Kind Revenue	1,200,000	21%
<b>Total Cash &amp; In-Kind Revenue</b>	<b>\$ 5,845,000</b>	

### BUDGETED EXPENSES BY PROGRAM

Marketing & Media Relations	\$ 2,317,000	40%
Business Recruitment	1,045,000	18%
Existing Business	294,000	5%
New Ventures and Capital Formation	703,000	12%
Research & Analysis	286,000	5%
In-Kind Expenses	1,200,000	20%
<b>Total Expenses</b>	<b>\$ 5,845,000</b>	

### 2007 GREATER ST. LOUIS INC. BOARD OF TRUSTEES

<b>Joseph F. Imbs, III</b> Chair, Board of Trustees St. Louis Market President and Regional Chairman U.S. Bank	<b>Stephen M. Jacques</b> Vice President, Manufacturing, Operations and Supplier Management The Integrated Defense Systems/ The Boeing Company	<b>William P. McNamara</b> Chief Executive Officer Macy's Midwest	<b>Hon. Francis G. Slay</b> Mayor City of St. Louis
<b>Joseph P. Castellano</b> Vice President, Human Resources Anheuser-Busch Companies, Inc.	<b>Michael S. Kearney</b> Representing the Regional Economic Development Network Manager, Economic Development Ameren Services (Ex-Officio)	<b>Pamela M. Nicholson</b> Chief Operating Officer Enterprise Rent-A-Car	<b>Roger B. Walcott, Jr.</b> Executive Vice President Strategy and Business Services Peabody Energy
<b>Hon. Charlie A. Dooley</b> County Executive St. Louis County	<b>Hon. Mark A. Kern</b> Chairman St. Clair County Board	<b>Gary L. Rainwater</b> Representing RCGA Chairman, President & CEO Ameren Corporation	<b>Douglas H. Yaeger</b> Representing Civic Progress Chairman, President & CEO The Laclade Group, Inc.
<b>Hon. Alan J. Dunstan</b> Chairman Madison County Board	<b>Steven H. Lipstein</b> President & CEO BJC HealthCare	<b>Richard A. Sauget</b> Representing Leadership Council of Southwestern Illinois President East County Enterprises Inc.	<b>MANAGEMENT</b>
<b>L.B. Eckelkamp, Jr.</b> Representing The Regional Business Council Chairman & CEO Bank of Washington	<b>Richard H. McClure</b> President UniGroup, Inc.	<b>Randall L. Schilling</b> Representing Partners for Progress CEO Quilogy Inc.	<b>Richard C.D. Fleming</b> President & CEO St. Louis RCGA
<b>Deborah C. Grossman</b> Vice President Commercial Acceptance Global Strategy/Public Policy Monsanto Company	<b>P. Joseph McKee, III</b> Representing Associated General Contractors of St. Louis President Paric Corporation	<b>J. Joseph Schlafly, III</b> Representing St. Louis Capital Alliance Senior Vice President Director – St. Louis Public Finance Stifel, Nicolaus & Co. (Ex-Officio)	<b>Steven S. Johnson</b> Senior Vice President St. Louis RCGA

# GREATER ST. LOUIS INC. INVESTOR ROSTER *February 2007*

A. G. Edwards & Sons, Inc.  
 Advantage Capital Partners  
 Ameren Corporation  
 American Water – Central Region  
 Ameristar Casino St. Charles  
 Angelica Corporation  
 Anheuser-Busch Companies, Inc.  
 Arch Coal, Inc.  
 ARCO Construction Co., Inc.  
 Armstrong Teasdale LLP  
 Associated General Contractors of St. Louis  
 AT&T Missouri  
 AAA Missouri  
 Bank of America – Missouri  
 Bank of Washington  
 Big Boy's Steel  
 BJC HealthCare  
 The Boeing Company  
 Brown Shoe Company, Inc.  
 Bryan Cave LLP  
 BSI Constructors Inc.  
 Build-A-Bear Workshop  
 Building & Construction Trades Council of St. Louis  
 Bunge North America  
 Carpenters' Union of Greater St. Louis and Vicinity  
 CB Richard Ellis  
 Centene Corporation  
 Centocor Biologics, LLC  
 Central Parking System of Missouri, Inc.  
 Centric Group LLC  
 Charles E. Jarrell Contracting Co., Inc.  
 Charter Communications  
 Christner, Inc.  
 City of St. Louis, MO/St. Louis Development Corp.  
 City of Washington, MO

Clayco  
 Coldwell Banker Commercial CRA, LLC  
 Colliers Turley Martin Tucker  
 Commerce Bancshares, Inc.  
 Deloitte  
 Dierbergs Markets Inc.  
 Duke Realty Corporation  
 East County Enterprises, Inc.  
 Edward Jones  
 Energizer Holdings, Inc.  
 Enterprise Financial Services Corp.  
 Enterprise Rent-A-Car  
 Express Scripts, Inc.  
 Fleishman-Hillard Inc.  
 Fox Family Foundation  
 Franklin County, MO  
 Gateway Commercial | Cushman & Wakefield Alliance  
 GKN Aerospace – Aerostructures  
 Graybar Electric Company, Inc.  
 Hardee's Food Systems, Inc.  
 Hardesty Homes  
 Harrah's Casino & Hotel  
 HNTB Corporation  
 HOK Group Inc.  
 Holland Construction Services, Inc.  
 Home Builders Association of Greater St. Louis  
 Husch & Eppenger, LLC  
 JS Logistics  
 Kellwood Company  
 KMOX Radio/Infinity Broadcasting  
 The Korte Company  
 Kozeny-Wagner, Inc.  
 KPMG LLP  
 Kwame Building Group Inc.  
 Laclede Gas Company  
 Lambert-St. Louis International Airport

LandAmerica Commonwealth Title Insurance Company  
 Lewis, Rice & Fingersh, L.C.  
 Macy's Midwest  
 Madison County, IL  
 Maritz Inc.  
 MasterCard International, Inc.  
 McBride & Son, Inc.  
 McCarthy Building Companies  
 McCormack Baron Salazar, Inc.  
 McEagle Properties, LLC  
 Metro  
 Missouri Growth Association  
 Missouri Research Park  
 Monsanto Company  
 Murphy Company  
 National City Bank of the Midwest  
 The Newberry Group  
 Nestle Purina PetCare Co.  
 Pace Properties, Inc.  
 Paric Corporation  
 Partners for Progress  
 Peabody Energy  
 Pfizer St. Louis Laboratories  
 Plumbers & Pipefitters Local 562  
 Polsinelli Shalton Flanigan Suelthaus PC  
 PricewaterhouseCoopers  
 Regions Bank  
 The Ritz-Carlton St. Louis  
 RubinBrown LLP  
 Sara Lee Foundation  
 Schnuck Markets, Inc.  
 Scottrade Inc.  
 Shop 'n Save Warehouse Foods, Inc.  
 Sigma-Aldrich Foundation  
 Skyline Exhibits & Graphics  
 Mid-America

Smurfit-Stone Container Corp.  
 Southern Illinois Construction Advancement Program  
 Southwest Bank of St. Louis  
 SSM HealthCare – St. Louis  
 St. Anthony's Medical Center  
 St. Clair County, IL  
 St. John's Mercy Health Care  
*The St. Louis American*  
 St. Louis Association of Realtors  
*St. Louis Business Journal*  
 St. Louis County, MO/Economic Council of St. Louis County  
 St. Louis Electrical Connection  
*St. Louis Post-Dispatch*  
 St. Louis RCGA  
 St. Luke's Hospital  
 Stifel, Nicolaus & Co., Inc.  
 The Stolar Partnership  
 Subsurface Constructors, Inc.  
 Tarlton Corporation  
 TheBank of Edwardsville  
 Thompson Coburn LLP  
 Tri-City Regional Port District  
 U.S. Bank  
 UMB Financial Corporation  
 UniGroup Inc.  
 University of Missouri-Columbia  
 University of Missouri-St. Louis  
 Vantage Homes  
 Washington University in St. Louis  
 Woolpert, Inc.  
 World Wide Technology, Inc.



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