



THE VOICE OF FOOD RETAIL

Feeding Families  Enriching Lives

BOARD OF DIRECTORS MEETING

GUEST OBSERVERS

BACKGROUND MATERIAL

January 2015

MIAMI, FLORIDA



FMI ANTITRUST STATEMENT

FMI believes strongly in competition. Our antitrust laws are the rules under which our competitive system operates. It is FMI's policy to comply in all respects with the antitrust laws.

Association meetings or workshops by their very nature bring competitors together. It is expected that all member representatives involved in FMI activities, as well as FMI consultants and other participants, will be sensitive to the legal issues and act in compliance with applicable antitrust and competition laws both at FMI meetings and FMI-sponsored events.

Accordingly, it is necessary to avoid discussions of sensitive topics that can create antitrust concerns. Agreements to fix prices, allocate markets, engage in product boycotts and to refuse to deal with third parties are illegal under the antitrust laws. At any association meeting discussions of prices (including elements of prices such as allowances and credit terms), quality ratings of suppliers, and discussions that may cause a competitor to cease purchasing from a particular supplier, or selling to a particular customer, should be avoided. Also, there should be no discussion that might be interpreted as a dividing up of territories.

An antitrust violation does not require proof of a formal agreement. A discussion of a sensitive topic, such as price, followed by action by those involved or present at the discussion is enough to show a price fixing conspiracy. As a result, those attending an association-sponsored meeting should remember the importance of avoiding not only unlawful activities, but even the appearance of unlawful activity.

As a practical matter violations of these rules can have serious consequences for a company and its employees. Antitrust investigations and litigation are lengthy, complex and disruptive. The Sherman Act is a criminal statute, and may even result in penalties punishable by steep fines and imprisonment. The Justice Department, state attorneys general and any person or company injured by a violation of the antitrust laws may bring an action for three times the amount of the damages, plus attorney's fees.

If you have any questions or concerns at this meeting, please bring them to the attention of FMI staff.

January 2015

2015 FMI January Board Meeting & Midwinter Executive Conference

Schedule of Events

Thursday, January 22

8:00am – 5:00pm	<i>Food Protection Committee</i>	<i>(Hilton Hotel)</i>
6:30 – 8:30pm	<i>Food Protection Committee Dinner</i>	<i>(Hilton Hotel)</i>

Friday, January 23

8:00 – 11:30am	<i>Food Protection Committee</i>	<i>(Hilton Hotel)</i>
8:00am - 5:00pm	FMI Board Registration & Hospitality Suite	Splash 1-3
8:00 – 10:00am	<i>Buffet Breakfast for Board Members & Spouses</i>	<i>Splash 1-3</i>
8:30 – 10:00am	Public Affairs Committee	Splash 11&12
8:30 – 10:00am	Communications Committee	Splash 9&10
10:15 – 11:45am	Industry Relations Committee <i>(Jointly with Wholesaler Committee)</i>	<i>Flicker 1</i>
11:45am-12:30pm	Wholesaler Committee	<i>Flicker 2</i>
12:00 – 2:00pm	<i>Buffet Lunch for FMI Board Members & Spouses</i>	<i>Splash 1-3</i>
12:00-2:00pm	Joint Food Safety Committee and Food Protection Committee	Splash 9&10
1:45 – 3:15pm	FMI Connect Planning Committee	<i>Splash 8</i>
3:15 – 5:00pm	*Executive Committee	Flicker 1
5:00 – 5:30pm	Roundtable Discussion with Senator Marco Rubio	Flicker 2
6:30 - 9:00pm	FMI Board of Directors Dinner <i>Hosted by: The Coca-Cola Company</i>	Fontaine Ballroom

****Committee Members Only***

Saturday, January 24

7:30 – 8:30am	*Nominating Committee	Dive
8:00am – 4:00pm	FMI Board Hospitality Suite	Splash 1-3
8:00am	FMI Board Breakfast <i>Hosted by: Kellogg's</i>	Fleur De Lis Ballroom
9:00am – 1:00pm	<i>FMI Board Spouse Event</i>	<i>Splash 1-3</i>
8:45am – 12:15pm	FMI Board Meeting	Fontaine Ballroom
12:15 – 1:00pm	FMI Board Lunch	Fleur De Lis Ballroom
1:00 – 2:00pm	FoodPAC Advisory Group	Dive
12:00 – 4:45pm	Strategic Executive Exchanges	Tresor Building Tower
5:00 – 6:00pm	Midwinter First-Timers Reception	Scarpetta Bar
6:00 – 9:30pm	FMI Foundation Gala & Industry Awards Dinner	Sparkle Ballroom

Sunday, January 25

7:30 – 10:00am	*Trading Partner Alliance <i>(Joint FMI and GMA Executive Committees)</i>	<i>Fontaine Ballroom</i>
8:00am – 12:00pm	FMI Board Information Desk	Sorrento Tower Lobby
8:00 – 10:45am	Strategic Executive Exchanges	Tresor Building Tower
11:00am – 5:00pm	FMI Food Industry Golf Tournament <i>*Shuttle Service Provided outside Sorrento & Chateau Towers</i>	Off Site
11:30am – 4:30pm	Tennis Round Robin	Off Site
6:00 – 9:30pm	FMI's Big, Bold, Bleu Music Experience	La Cote and Ocean Lawns

****Committee Members Only***

Monday, January 26

[See FMI Midwinter Program for Complete Schedule]

8:00am – 12:00pm	Business Sessions	Sparkle Ballroom
12:00 – 2:00pm	Spouse/Guest Event and Luncheon	Fontaine Ballroom
<i>12:00 – 3:00pm</i>	<i>SME Forum</i>	<i>Flicker 2</i>
<i>12:30-2:00pm</i>	<i>*FMI Foundation Board of Trustees</i>	<i>Glitter</i>
12:30 – 3:30pm	Independent Operator Lunch & Business Sessions	Flicker 1
12:30 – 5:30pm	Strategic Executive Exchanges	Tresor Building Tower
6:00 – 7:00pm	Midwinter Reception	Luster Galleria

Tuesday, January 27

[See FMI Midwinter Program for Complete Schedule]

8:00 – 10:30am	Business Sessions	Sparkle Ballroom
10:45am – 3:30pm	Strategic Executive Exchanges	Tresor Building Tower
<i>11:30am-3:00pm</i>	<i>Fresh Council</i>	<i>Flash</i>

****Committee Members Only***



THE VOICE OF FOOD RETAIL

Feeding Families  Enriching Lives

**BOARD OF DIRECTORS MEETING
The Fontainebleau – Miami, Florida
January 24, 2015
8:45 am – 12:15 pm**

AGENDA

- | | | |
|-------|---|----------------------------|
| I. | Chairman's Call to Order | Jerry Garland |
| | A. Introductions | |
| | B. Review of FMI Antitrust Compliance Policy | George Green |
| | C. Approval of October 17, 2014 Board Meeting Minutes | |
| | D. Consent Agenda Items | |
| | ▪ Aisle By Aisle: Reflections on 2014 | |
| | ▪ FMI Strategic Plan Progress Update | |
| II. | President's Report | Leslie Sarasin |
| III. | Midwinter Executive Conference Status | Ed Crenshaw |
| IV. | Finance Committee | Frank Curci/Sam DiCarlo |
| | A. Preliminary Final 2014 Status | |
| | B. Pension Liability De-Risking Update | |
| | C. Revised 2015 Budget Proposal | |
| V. | Nominating Committee | Fred Morganthall |
| VI. | FMI Connect 2015 | Randy Edeker |
| VII. | Food Safety Committee | Colleen Wegman |
| VIII. | Public Affairs | Rudy Dory |
| IX. | FoodPAC/FMI LEAD | Fred Morganthall |
| X. | Awards Committee | Fred Morganthall |
| XI. | FMI Foundation | Scott Schnuck |
| XII. | Cybersecurity/Payments | Mike Matheis, Oliver Wyman |
| XIII. | Chairman's Comments | Jerry Garland |
| XIV. | Open Forum/New Business Discussion | Jerry Garland |
| XV. | Adjournment | Jerry Garland |



Public Affairs



Board Committee Report

January 2015

Executive Summary

New leaders and a new approach. We are busy gathering feedback from our priority issues survey to report to the Public Affairs Committee and then put into action with a February planning meeting and reception for the 114th Congress. There are 12 new Senators and 52 new Members of Congress we need to meet and help educate about the industry. Make plans now to invite a Senator or Member of Congress to your store or facility this Winter/Spring. We are glad to help with logistics, talking points or even to send an FMI staffer to join you.

2015 FMI Government Relations Priority Issues

FMI has sent our 2015 Priority Issues Survey and we will have the results by our January 25 meeting. If you have not already provided your input, the survey can be found [here](#). We are hopeful that a new set of eyes with 64 new Members of Congress will allow us to get some of those items accomplished in 2015 that Congress was not willing to try to tackle in the Lame Duck session after the election.

January 23 – FMI Public Affairs Committee meeting

The FMI Public Affairs Committee will be meeting at the Fontainebleau Hotel in Miami Beach from 8:30am-10:00am. A draft [agenda](#) is on the FMI Board page and the FMI Public Affairs Committee page.

January 25 – Annual FMI Midwinter Golf Tournament for LEAD

The FMI LEAD fund plays a huge role in FMI's ability to participate in unexpected advocacy efforts in support of or in opposition to various governmental initiatives at the Federal and State levels and now local levels. If you are a golfer or a potential golfer, please [register](#) on the Board website to join us and invite your colleagues coming to Midwinter to join us for a great round of golf for a great cause. There is no cost to retailers/wholesalers to play thanks to generous support from our sponsors.

Day in Washington, April 14-16

[Register](#) for our annual Day in Washington. We will have a joint Public Affairs and Government Relations Committee meeting in the afternoon of April 14th, a FoodPAC fundraiser for Speaker Boehner in the evening, and then head to the Hill on April 15, "Tax Day," for an FMI Independent Operators Committee meeting, lunch and a distinguished speaker on the Hill, an afternoon of congressional appointments and then a reception for legislators and staff at the U.S Botanic Gardens on the evening of April 15 (no IRS officials have been invited!). We will conclude with more appointments on the morning of April 16.

Regulatory Challenges Abound

While legislation has been slow to move, there is no shortage of regulatory challenges. FMI [regulatory reports](#) are designed to keep your team up to speed on the latest regulatory actions. Don't hesitate to let us know how we can help.

Past Issues of FMI Government Relations Reports

Each Friday when Congress is in session the FMI Government Relations staff prepares a report of the week's activities. A similar report is available on our regulatory activities and those in the state and local arena. Those reports are also loaded to the [FMI website](#). Let us know if you or others would like to be included on the distribution list for these reports.

Staff Contact: Jennifer Hatcher, jhatcher@fmi.org

www.fmi.org



Board Committee Report



THE VOICE OF FOOD RETAIL

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2015 DAY IN WASHINGTON

Washington, DC

Preliminary Schedule of Events

Tuesday, April 14

2:00-5:00pm	Joint Meeting for the FMI Public Affairs & Government Relations Committee	Hyatt Capitol Hill
5:00-6:00pm	Day in Washington Briefing (Optional)	Hyatt Capitol Hill
7:30-9:30pm	<i>FMI Board Attendees Dinner or Possible Fundraising Event</i>	Art and Soul

Wednesday, April 15

7:30am	Breakfast Available	Hyatt Capitol Hill
8:00-9:00am	Day in Washington Briefing (Optional)	Hyatt Capitol Hill
9:00-11:30am	FMI Independent Operators Committee Meeting	TBD
9:00-5:00pm	FMI & NGA Hill Appointments	Capitol Hill
11:30-1:00pm	Day in Washington Lunch and Speaker <i>Chairman Paul Ryan Invited</i>	Rayburn Building B338 and B339
6:00-7:30pm	Day in Washington Reception <i>Members of Congress/Senators and Staff Invited</i>	U.S. Botanic Garden

Thursday, April 16

8:00-9:00am	Day in Washington Breakfast Available	Hyatt Capitol Hill
9:00-3:00pm	FMI & NGA Hill Appointments	Capitol Hill
11:00-1:00pm	Day in Washington Lunch Available	Capitol Hill Club



**2015 Day In Washington
Annual Supermarket Industry Fly-In
April 15 – 16, 2015
Hyatt Regency on Capitol Hill
Washington, D.C.**

Registration Form (Please type or print)

Name: _____ Badge Name: _____
 Title: _____ E-mail Address: _____
 Company: _____
 Address: _____ City: _____ State: _____ Zip: _____
 Business Phone: _____ Fax: _____ Cell Phone: _____
 Spouse: _____ (please check the spouse registration box below.)
 Child (age): _____ (please check the child registration box below.)
 Congressional Representative: _____ Congressional District: _____
 For RETAILERS ONLY: Please identify your wholesaler: _____

Flight/Train Information

Arrival Date & Time: _____ Departure Date & Time: _____

Hotel – Hyatt Regency on Capitol Hill, 400 New Jersey Avenue, NW, Washington, DC 20001

To make hotel reservations, please call Central Reservations at 1-888-421-1442 and refer to the group and meeting name, *National Grocers Association/Food Marketing Institute*. **Reservation Deadline is March 16, 2015.** Rates are \$339/Single and \$364/Double. Room rates are quoted exclusive of applicable service, or hotel specific fees in effect at the Hotel at the time of the meeting, which are currently 14.5%.

Individual Registrant

- Retailer/Wholesaler \$150 Spouse \$75 Youth- Complimentary State Association Executive- Complimentary*
(if bringing retailers/wholesalers*)

Group Registration - For Retailers, Wholesaler or State Associations that register 5 or more Retail and/or Wholesale Executives the registration fee is \$100 each. Please return the registration form for each group registrant.

Group Registrant - \$100 per person Group Name: _____

Registration Payment Information

Total Amount Due: _____

Credit Card: American Express Discover MasterCard Visa
 Card No. _____ Exp. Date _____ Billing Zip Code _____
 Name on Card _____ Authorization Signature _____

Enclosed is my check for \$ _____ made payable to the National Grocers Association.

Return this form via Fax to 703-812-1821.

Conference Cancellation/Refund Policy: All cancelled registrations are subject to a \$50 processing fee. A refund will be issued if WRITTEN notification is received no later than March 1, 2015. No refunds will be issued after March 1, 2015.

Food Marketing Institute
 2345 Crystal Drive, Suite 800
 Arlington, Virginia 22202
 (202) 452-8444

National Grocers Association
 1005 North Glebe Road, Suite 250
 Arlington, Virginia 22201-5758
 (703) 516-0700

Food Industry Association Executives
 5657 W. 10770 North
 Highland, UT 84003
 (801) 599-1095



FoodPAC

FOOD MARKETING INSTITUTE
POLITICAL ACTION COMMITTEE

2014 FoodPAC Year-End Report

FoodPAC Chairman, Fred Morganthall

President & CEO, Harris Teeter, Inc.
Matthews, NC

Staff Liaison, Julie Schrei

Director, Political Programs,
Food Marketing Institute
Arlington, VA

FMI hosted 17 political fundraisers in 2014



FMI's Jennifer Hatcher and Rob Rosado with Rep. Loretta Sanchez (CA-46) (center) at a FoodPAC-hosted reception in July at FMI's townhouse on Capitol Hill.



Sen. Dick Durbin (IL) (center) with FMI members during a FoodPAC-hosted breakfast in March during our annual Day in Washington fly-in.

FoodPAC hosts Dr. Larry Sabato



On June 11th during FMI Connect, FoodPAC contributors enjoyed a political briefing by Dr. Larry Sabato, Director of the University of Virginia's Center for Politics. The briefing came the day after House Majority Leader Eric Cantor shockingly lost his primary election to Tea Party supported candidate Dave Brat. Joking that he had only 20 minutes of sleep the night before and over 100 media inquiries due to the primary drama, attendees were the first to hear Dr. Sabato's insight on what happened during Virginia's 7th Congressional District primary race. Dr. Sabato talked about the 2016 Presidential race, the 2014 Gubernatorial races and everything in-between and gave his predictions for the mid-term 2014 Senate and House of Representatives elections. The *Wall Street Journal* refers to Sabato as "probably the most quoted college professor in the land."

Why does FMI need a PAC?

Active employee and member engagement in the political process is an important part of protecting our industry's interests in Washington. The size and scope of government has continued to increase and grow more complex. The government decides how business is conducted, and public policy decisions made in one industry sector often reverberate in many other sectors. As a representative for our industry, it is critical that FMI be engaged and have a robust, effective PAC.

2014 Company Campaigns

Stater Bros. Markets	\$9,450
Price Chopper	\$8,725
Lund Food Holdings	\$3,025
Fiesta Mart	\$2,975
Ahold USA	\$2,950

Company Campaign Challenge!

FoodPAC committed to increasing company campaigns in 2014. **We are pleased to announce that Lunds and Byerly's accepted our challenge and started a company campaign this year.** Company campaigns are an extremely important part of FoodPAC and without them FoodPAC could not fulfill its role of supporting the FMI Government Relations staff.

This year, company campaigns raised over \$27,000 for FoodPAC with 5 FMI member companies participating. **Stater Bros. Markets won this year's challenge by raising over \$9,000 from 47 employees.**

Stater Bros Markets, Price Chopper and Fiesta Mart have all consistently hosted a company campaign for over 15 years!

A very special thank you to all who participated in this year's challenge.

2014 FoodPAC Receipts:

Company Campaigns:
\$27,125

FMI Board of Directors:
\$94,550

FMI Staff:
\$25,702

PAC to PAC:
\$27,500

Election Update

U.S. Senate

Current Make-up

Democrats 55*

Republicans 45

*2 Independents caucus with Democrats

New Make-up

Democrats 44*

Republicans 53

* 2 Independents will caucus with Democrats

Louisiana run-off is scheduled for Dec. 6th

U.S. House of

Representatives

Current Make-up

Democrats 201

Republicans 234

New Make-up

Democrats 187

Republicans 244

2 races have yet to be called

U.S. Senate Election Update

This midterm election, 36 U.S. Senate seats were on the ballot, with the Democrats currently holding the majority with 53 of 100 seats in the Senate Chamber and two Independents that currently caucus with the Democrats.

Of the 36 seats on the ballot, 21 are currently held by Democrats. and 15 by Republicans. Republicans defended all 15 of their seats, including their most vulnerable seats in Kentucky, Kansas and Georgia, and defeated Dem. incumbents Mark Begich (AK), Mark Pryor (AR), Mark Udall (CO) and Kay Hagan (NC). The GOP also took open Democratic seats in Iowa, Montana, South Dakota, and West Virginia.

FMI's FoodPAC supported 25 candidates for U.S. Senate including 17 incumbents and 8 open seats. 22 won and 3 lost.

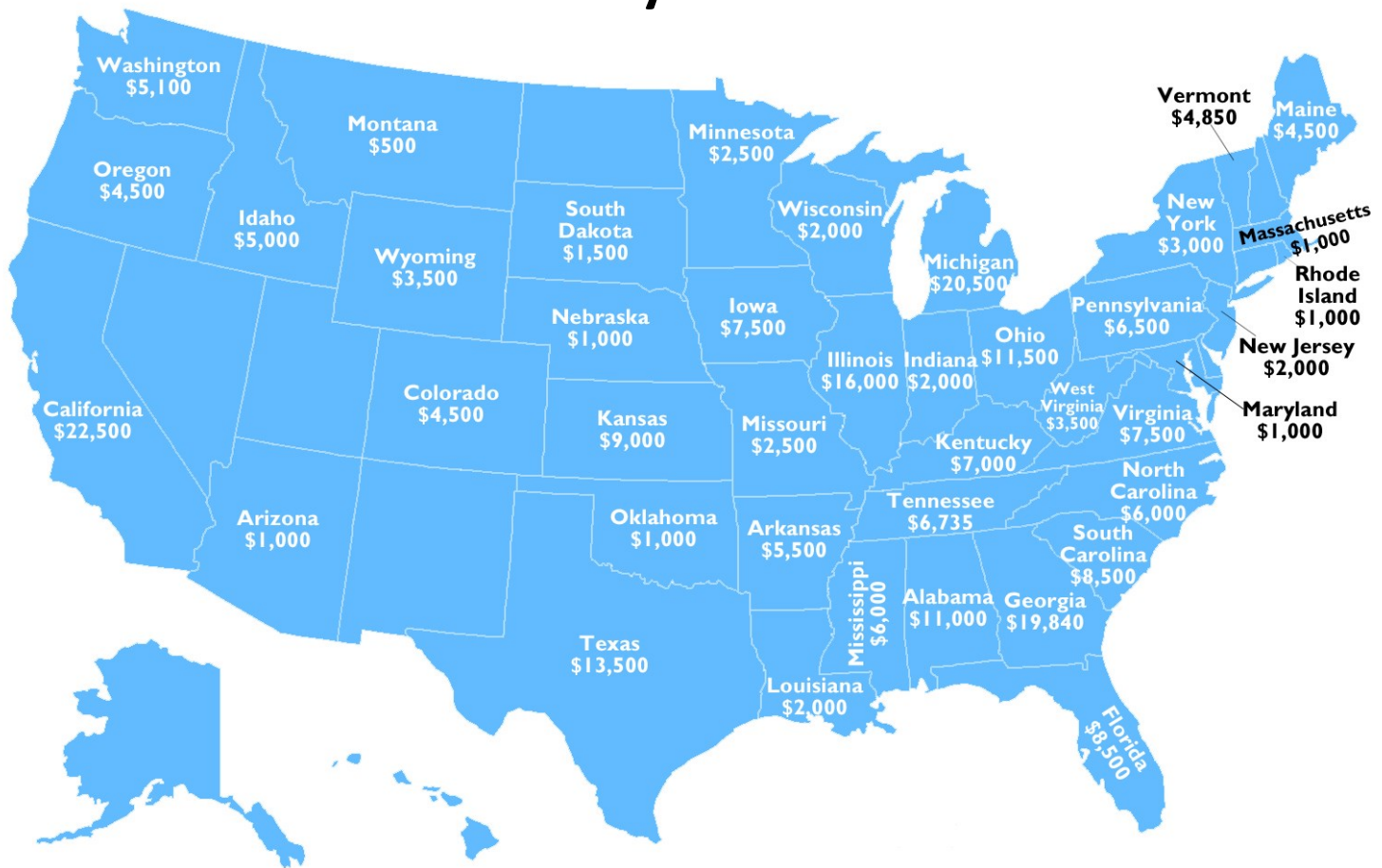
U.S. House Election Update

As predicted, the Republicans held control of the U.S. House of Representatives and possibly expanded their majority by 16 seats. Several key races have yet to be officially called. Republicans defeated 10 Dem. incumbents, won 5 open seats previously held by a Dem. and held onto 27 open GOP seats.

Democrats defeated two Rep. incumbents: Lee Terry (NE-2) and Steve Southerland (FL-2) and held onto 14 of their 19 open seats. Republican incumbent Vance McAllister (LA-5) lost his primary but the seat will likely be won by the Rep. in the Dec. 6th run-off.

FMI's FoodPAC supported 92 candidates in U.S. House races: 78 incumbents, 11 open seats, 2 special elections and 1 primary challenger. Of these, 84 won and 8 lost.

2014 Election Cycle Disbursements



During the 2014 election cycle, FoodPAC contributed **\$321,448** directly to federal candidates on both sides of the aisle, representing districts from across the country.

Individual vs. PAC contributions

Many people think giving to individual candidates avoids the need to give to PACs. This is a common misconception. With individual contributions, candidates may not know why contributors supported them. But when a PAC makes a contribution, it sends a powerful, collective message that an industry supports the candidate's positions. FoodPAC allows its contributors to earmark contributions for a specific federal candidate.

2014 FoodPAC Advisory Group

Mr. Fred Morganthall (Chair)

President and CEO
Harris Teeter, Inc.
Matthews, NC

Mr. Rob Bartels

President and CEO
Martin's Super Markets, Inc.
South Bend, IN

Mr. Tim Devanney

President
Highland Park Market
Manchester, CT

Mr. Randy Edeker

President and CEO
Hy-Vee, Inc.
West Des Moines, IA

Mr. Jerry Garland

President and CEO
Associated Wholesale Grocers, Inc.
Kansas City, KS

Mr. Hank Meijer

Co-Chairman
Meijer, Inc.
Grand Rapids, MI

Mr. Randall Onstead

President and CEO
Bi-Lo Holdings, LLC
Jacksonville, FL

Mr. Arthur Potash

Chief Executive Officer
Potash Markets
Chicago, IL

Ms. Leslie G. Sarasin, Esq., CAE

President and CEO
Food Marketing Institute
Arlington, VA

Mr. Todd Schnuck

President and CEO
Schnuck Markets, Inc.
St. Louis, MO

Mr. Mark Skogen

President and CEO
Festival Foods
De Pere, WI

Mr. Christy Spoa Sr.

President
Ellwood City Save-A-Lot
Ellwood City, PA

Ms. Colleen Wegman

President
Wegmans Food Markets, Inc.
Rochester, NY

2345 Crystal Drive, Suite 800, Arlington, VA 22202

(202) 452-8444

jschrei@fmi.org

**Every winning team needs the support
of its fans and my company is going
to support the team!**



FMI LEAD

**Leadership, Education,
Advocacy, Development Fund**

Corporate involvement in government relations

Pledge Form

***Please return your
completed form and
check made payable to
FMI LEAD to:***

FMI LEAD
Food Marketing Institute
2345 Crystal Drive
Suite 800
Arlington, VA 22202-4801

For additional information,
please contact:

Julie Schrei
Email: jschrei@fmi.org
Phone: (202) 220-0636
Fax: (202) 220-0873

◇ Enclosed is a corporate contribution made payable to **FMI LEAD**.
With it, I know FMI will expand our industry's public policy initiatives.

..... \$25,000 (Leader)

..... \$10,000 (Setter)

..... \$5,000 (Keeper)

..... \$2,500 (Patron)

..... \$1,000 (Supporter)

..... Other Amount (no limit): \$ _____

◇ I'd like to use my corporate credit card:

Visa MasterCard American Express

NAME ON CARD

CARD NUMBER

EXP. DATE

Please Print Clearly

NAME

COMPANY

TITLE

COMPANY ADDRESS

CITY, STATE AND ZIP

EMAIL ADDRESS

Every winning team needs the support
of its fans and my company is going
to support the team!



FoodPAC
FOOD MARKETING INSTITUTE
POLITICAL ACTION COMMITTEE

Pledge Form

*Please return your
completed form and
check made payable
to:*

FoodPAC
Food Marketing Institute
2345 Crystal Drive
Suite 800
Arlington, VA 22202-4801

For additional information,
please contact:

Julie Schrei
Email: jschrei@fmi.org
Phone: (202) 220-0636
Fax: (202) 220-0873

◇ Enclosed is a **PERSONAL** contribution made payable to **FMI FoodPAC**.
With it, I know FMI will support issues important to the supermarket
industry.

___ \$5,000 (FMI Trust) ___ \$2,500 (W. MacAloney Trust)

___ \$1,000 (President Club) ___ \$500 (Capitol Donor)

___ Other Amount: \$ _____

◇ I'd like to use my personal credit card:

Visa MasterCard American Express

NAME ON CARD

CARD NUMBER

EXP. DATE

IMPORTANT: Contributions must be made from **PERSONAL** funds or PACs.
Due to federal regulation we may NOT accept corporate checks.

NAME

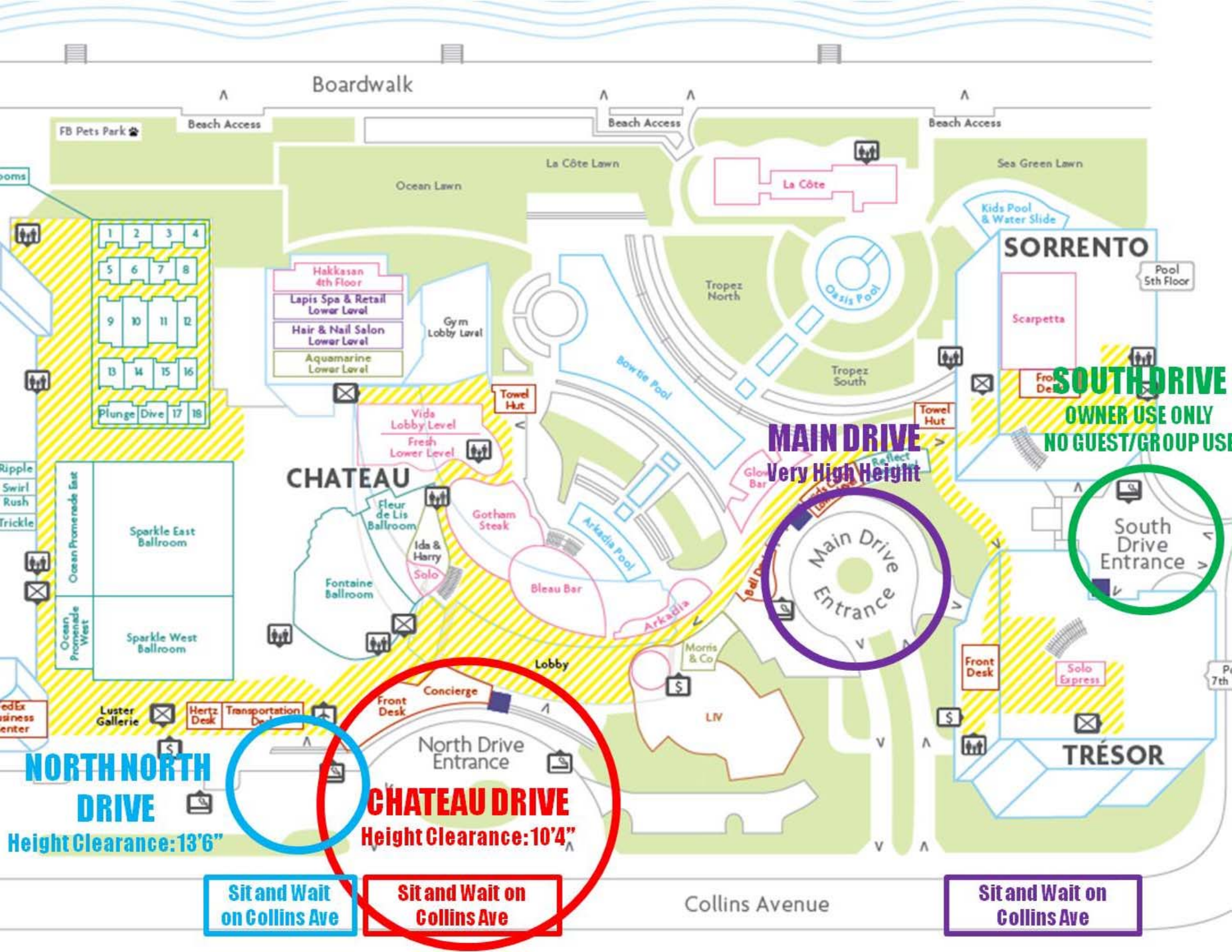
COMPANY

TITLE

ADDRESS

CITY, STATE AND ZIP

Contributions to FoodPAC are not deductible for federal income tax purposes. Federal law requires us to use our best efforts to collect and report the name, mailing address, occupation and name of employer of individuals whose contributions exceed \$200 in a calendar year. The maximum annual contribution is \$5,000 to FoodPAC. The amounts suggested are guidelines only, and you will be neither advantaged or disadvantaged by how much you contribute. All contributions are voluntary.



Boardwalk

FB Pets Park

Beach Access

Beach Access

Beach Access

Ocean Lawn

La Côte Lawn

Sea Green Lawn

- 1 2 3 4
- 5 6 7 8
- 9 10 11 12
- 13 14 15 16
- Plunge Dive 17 18

Hakkasan 4th Floor
 Lapis Spa & Retail Lower Level
 Hair & Nail Salon Lower Level
 Aquamarine Lower Level

Gym Lobby Level

La Côte

Tropez North

Oasis Pool

Tropez South

Kids Pool & Water Slide

SORRENTO

Pool 5th Floor

Scarpetta

SOUTH DRIVE
 OWNER USE ONLY
 NO GUEST/GROUP USE

MAIN DRIVE
 Very High Height

CHATEAU

Vida Lobby Level
 Fresh Lower Level

Towel Hut

Towel Hut

South Drive Entrance

Sparkle East Ballroom
 Sparkle West Ballroom

Fleur de Lis Ballroom

Gotham Steak

Bleau Bar

Arkadia Pool

Arkadia

Lobby

Main Drive Entrance

Front Desk

Solo Express

TRESOR

NORTH NORTH DRIVE
 Height Clearance: 13'6"

CHATEAU DRIVE
 Height Clearance: 10'4"

Sit and Wait on Collins Ave

Sit and Wait on Collins Ave

Sit and Wait on Collins Ave

Collins Avenue

Ripple Swirl Trickle

Business Center

Luster Gallerie

Hertz Desk

Transportation

Concierge

Front Desk

North Drive Entrance

Front Desk

Concierge

Morris & Co

LV

Front Desk

Solo Express

Pool 7th



Innovation Studio

Experience P&G's Award Winning Brands

Come join us for complimentary **Health, Beauty & Grooming Services** for you & your guest in Flicker 3

Services Available

- Hair Styling / 30 min.
- Make-up Application / 30 min.
- Mini Facial / 30 min.
- Reflexology Massage / 15 min.
- Express Manicure / 30 min.
- Barber Shave/Trim / 30 min.

Available Times

Saturday, January 24th

- Shave Only 6:30AM-9:00AM
- All Services 12:00PM-6:00PM

Sunday, January 25th

- Shave Only 6:30AM-9:00AM
- All Services 12:00PM-6:00PM

Monday, January 26th

- Shave Only 6:30AM-9:00AM
- All Services 12:00PM-6:00PM



Appointments:
Beth Stacklin
513.307.1520
stacklin.mb@pg.com

COVERGIRL

Fekkai

CLAIROL
YOUR COLOR EXPERT

Herbal
Essences

VS
SASSOON

Secret

PANTENE
PRO-V