CALIFORNIA POLICE CHIEFS ASSOCIATION

for California's municipal Police Chiefs.

Partnering with Those Who Keep California Communities Safe

Chiefs and Command Staff

330 California Police Agencies **700** CPCA Members

California's Law Enforcement Leaders

The California Police Chiefs Association (CPCA) represents municipal police chiefs throughout California. Since 1966, CPCA has been a leader in advocacy, education and collaboration for law enforcement. CPCA members look to the association as a resource for training, advancement and new technologies.

Trusted Partners in a Qualified Market

With a robust economy and history of being early adopters of new technology, CPCA members represent a growing market. They oversee decisions for a wide variety of purchases – from mobile communications systems to tactical gear and clothing, vehicles to body armor, radio and recording systems to training aids. Members turn to CPCA's partners first when looking to make investments in the effectiveness of their departments and the safety of their commands and their communities.

Half-Billion Dollar Market - A Powerful Demographic

CPCA members have collective annual buying power of over half a billion dollars and growing. Over 90% of CPCA members make the buying decisions for a wide variety of products and services. They are interested in technological advancements, smart solutions and best practices. 91% of CPCA members reported that their agencies' budgets would remain stable or increase in the coming years according to a 2018 member survey. CPCA members are the primary decision makers for purchases by their agencies.

Rewards of Partnership

The CPCA offers a variety of ways to reach this valuable demographic – from one-on-one meetings with key members to branding opportunities at a variety of events, all designed to provide you with meaningful ways to raise awareness and connect with CPCA members. Companies that invest in sponsorships throughout the year at designated amounts will be recognized as Strategic Partners, Preferred Partners, Elite Partners or Premier Circle Partners. These sponsorship levels have been designed to give unprecedented access and recognition to the association's strongest partners.



CPCA Strategic Partner

The **Strategic Partner** is CPCA's most exclusive and rich corporate partnership. Featuring an unparalleled level of access, Strategic Partners and members form a true alliance. Strategic Partners receive maximum levels of branding and unique networking opportunities throughout the year. Participation at the ATS and WLLE events are included.



CPCA Preferred Partner

The **Preferred Partner** level of support offers valuable exposure and enhanced access to the membership. Participation at the annual ATS and WLLE events are included.

CPCA Elite Partner

The **Elite Partner** level is the first tier of the prestigious CPCA sponsor family and provides consistent and valuable exposure to the membership. Participation at the annual ATS event is included.



CPCA Premier Circle Member

CPCA's **Circle Program** offers companies a cost-effective way to partner with law enforcement leaders and enjoy the benefits of year-round branding to showcase products and services.



The **California Police Chiefs Association** (**CPCA**) offers numerous ways to promote our partner sponsors, including branding and messaging opportunities to all members, participation at events, and special features in our weekly, monthly and seasonal member communications. Our partner program keeps you front and center with our members throughout the entire calendar year and adds special networking at in-person and virtual events. Contact - **Mark Lorimer**, <u>partners@californiapolicechiefs.org</u>.

Partner Benefits	\$40,000+ Strategic	\$20,000 Preferred	\$10,000 Elite	\$5,000 Premier Circle
Use of CPCA Partner designation/logo	Yes Strategic Partner	Yes Preferred Partner	Yes Elite Partner	
Use of CPCA Circle Partner designation/logo	Yes	Yes	Yes	Yes
Promotion on CPCA website - logo + link to website (<i>Industry Partner section</i>)	Yes 1 st Tier Listing	Yes 2 nd Tier Listing	Yes 3 rd Tier Listing	Yes 4 th Tier Listing
Promotion in CPCA Partner Directory - logo + website + contact information (CPCA website)	Yes 1 st Tier Listing + Company Ad	Yes 2 nd Tier Listing + Company Ad	Yes 3 rd Tier Listing	Yes 4 th Tier Listing
CPCA member list - physical agency address included (January and July)	Yes	Yes	Yes	Yes
Logo in Partner Spotlight - sent to all members monthly	Yes 1 st Tier Listing	Yes 2 nd Tier Listing	Yes 3 rd Tier Listing	Yes 4 th Tier Listing
Feature Item in Partner Spotlight + link to partner site	Yes up to 12 per year	Yes up to 6 per year	Yes up to 3 per year	Yes 1 per year
Logo and website link in <i>California Police</i> <i>Chief Magazine</i>	Yes 1 st Tier Listing	Yes 2 nd Tier Listing	Yes 3 rd Tier Listing	Yes 4 th Tier Listing
Ad in California Police Chief Magazine	Yes Full Page - 2 editions	Yes Half Page - 2 editions	Yes Half Page - 1 edition	Yes Quarter Page - 1 edition
Feature Item in President's Message to Members - partner prepared message + logo	Yes up to 4 per year	Yes up to 2 per year	Yes up to 1 per year	
Participation at ATS - sponsorship included	Yes	Yes	Yes	
Participation at WLLE - sponsorship included	Yes	Yes		
Partner Portal on CPCA Industry Partners Website - link to sessions, messages and contacts	Yes	Yes		
Video message to members - upon request, opportunity to submit a pre-recorded video message for CPCA distribution to members	Yes 2 per year	Yes 1 per year		
Invitation to Board Dinner - December Board Meeting	Yes	Yes		
Article in California Police Chief Magazine	Yes 1 edition			
Presentation at CPCA Board Meeting - remarks in-person or pre-recorded video	Yes			
CPCA exclusive introduction to members - upon request / limited number of agencies	Yes			

Partner Benefits	\$40,000+ Strategic	\$20,000 Preferred	\$10,000 Elite	\$5,000 Premier Circle
ATS Tradeshow Booth Selection - special preview of booth availability for best selection	Yes 1 st Choice	Yes 2 nd Choice	Yes 3 rd Choice	Yes 4 th Choice
ATS (Annual Training Symposium) Partner Access - badges for partner representatives	5 Badges	3 Badges	1 Badge	
ATS Partner Tradeshow - exhibit booth at live event or virtual portal at virtual event	Yes Premier 20 × 10	Yes Premier 10 x 10	Yes 10 x 10	
ATS Partner Promotion - printed signage/promotion at live event or virtual signage/promotion at virtual event	Yes Exclusive Promotion	Yes Shared Promotion	Yes Shared Promotion	
ATS VIP Seating - partner designated VIP seating/table at live event general sessions	Yes 1 Table	Yes ½ Table		
ATS Executive Remarks - on-stage in-person or pre-recorded video	Yes 5 minutes			
WLLE Tradeshow Booth Selection - special preview of booth availability for best selection	Yes 1 st Choice	Yes 2 nd Choice	Yes 3 rd Choice	Yes 4 th Choice
WLLE (Women Leaders in Law Enforcement Symposium) Partner Access - badges for partner representatives	4 Badges	2 Badges		
WLLE Partner Tradeshow - exhibit booth at live event or virtual portal at virtual event	Yes Premier 20 × 10	Yes Premier 10 x 10		
WLLE Partner Promotion - printed signage/promotion at live event or virtual signage/promotion at virtual event	Yes Exclusive Promotion	Yes Shared Promotion		
WLLE VIP Seating - partner designated VIP seating/table at live event general sessions	Yes 1 Table	Yes ½ Table		
WLLE Executive Remarks - on-stage in-person or pre-recorded video	Yes 5 minutes			



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CPCA Preferred Partner

The **Preferred Partner** level of support offers valuable exposure and enhanced access to the membership. Participation at the annual ATS and WLLE events are included.



CPCA Elite Partner

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CPCA Premier Circle Member

CPCA's **Circle Program** offers companies a cost-effective way to partner with law enforcement leaders and enjoy the benefits of year-round branding to showcase products and services.



The **California Police Chiefs Association** (CPCA) offers additional sponsorship opportunities at the **Annual Training Symposium** (ATS) and **Women Leaders in Law Enforcement** (WLLE) Conference. The following opportunities may be available at these events. Contact - Mark Lorimer, <u>partners@californiapolicechiefs.org</u>.

* Exclusive sponsor opportunity

Sponsorship Packages (select one)

Sponsor Package	Price	Promotion
Conference Sponsor	\$2,500	Basic package includes <u>one sponsor badge</u> , logo on shared large sponsor banner, attendee contact sharing list, and pre/post promotion. This sponsorship is designed for group networking without an exhibit space.
Conference Sponsor Premium	\$5,000	Premium package includes <u>two sponsor badges</u> , exclusive large full color message banner, attendee contact sharing list, pre/post promotion, and 10x10 exhibit booth, and 50 drink tickets to giveaway at Reception.

Additional Sponsorship Opportunities (add to eligible CPCA partnership or sponsor package above)

Add-On Opportunity	Price	Promotion
Drink Tickets	\$1,000	Purchase 50 drink tickets to give away at the ATS or WLLE Opening Reception . Includes feature in a pre-conference email promotion for the Reception.
Tradeshow Bag	\$1,000	Shared branding on tradeshow bag issued to law enforcement attendees at ATS or WLLE . Includes sponsor logo on and collateral in bag. CPCA orders bag.
Commemorative Giveaway	\$2,500	Support the annual ATS or WLLE commemorative giveaway gift for all law enforcement attendees. Includes feature in a pre-conference email promotion for the gift and recognition on large full color message banner at event.
Attendee Breakfast	\$2,500	Support one attendee breakfast at ATS or WLLE . Includes feature in a pre- conference email promotion for the breakfast, recognition on large full color message banner, and VIP table at event.
Mobile App Exclusive	\$2,500 *	Sponsor recognition with logo on app at ATS or WLLE . Includes feature in a pre- conference email promotion for the app, recognition on exclusive large full color message banner at event, and one push notification daily during event.
ATS Lanyard Exclusive	\$2,500 *	Sponsor logo on official lanyard for all law enforcement attendee badges at ATS . Includes logo on lanyard. CPCA orders lanyard.
WLLE Lanyard Exclusive	\$5,000 *	Sponsor logo on official lanyard for all law enforcement attendee badges at WLLE . Includes logo on lanyard. CPCA orders lanyard.
Hotel Keycard Exclusive	\$5,000 *	Branding on official hotel key card for attendees staying at the ATS or WLLE host hotel. Includes sponsor logo on key card. CPCA designs and orders keycard.
Attendee Lunch	\$7,500	Support one attendee lunch at ATS or WLLE . Includes feature in a pre-conference email promotion for the lunch, recognition on large full color message banner, and two VIP tables at event.
Training Theater - Exclusive per room (sponsor name)	\$10,000	Support one training theater featuring educational sessions at ATS or WLLE (determined by CPCA). Theater to be named for the sponsor. Includes opportunity to display on-screen ad(s) and a video message prior to sessions.
Opening Reception	\$10,000	Support the ATS or WLLE Opening Reception . Includes feature in a pre- conference email promotion for the reception, recognition on large full color message banner, and one adult beverage ticket with sponsor logo for each attendee (tickets issued at registration).



2022 Technology Summit Provider Networking Opportunities

Event	CPCA 2022 Technology Summit
Date	Monday, February 7, 2022
Venue & Location	Hyatt Regency Sacramento Hotel – 1209 L Street, Sacramento CA 95814
Opportunity to Promote	The California Police Chiefs Association (CPCA) Technology Summit is an opportunity for law enforcement product and services providers to network and showcase with attendees during this one-day event designed to inform attendees about the new-and-improved devices available to help fight crime and better serve communities. The Summit is a small size event (100 attendees) intended to give participants the best opportunity to learn from and collaborate with fellow Chiefs and respective members of their agencies. Attendees will hear from peers who have been through the process of selecting a vendor from RFP to project implementation. <u>Vendors spend the day alongside attendees in the training session room and at lunch</u> .
Provider Networking Space	 \$2,500 - Provider/Vendor Space - 10' x 6' space + one 6' table / 2 chairs + 2 Vendor Badges + Attendee Contact List (attendee name, position, agency, email) The space is carpeted. Optional electricity and wi-fi service will be available at an additional cost.
What are the days/hours of the Summit?	Monday, February 7 9:00 am - 2:00 pm - Technology Training / Provider Networking / Lunch
When is the Vendor Space set-up/strike?	Load-In/Set-Up Day - Monday, February 7 from 7:00-8:30 am Load-Out Day - Monday, February 7 - 2:00-4:00 pm
How is a space selected?	Provider/Vendor space may be ordered online on a first-come, first-served basis as available. Orders may be paid with credit card or pledged with invoice payment in 30 days. Orders not paid within 30 days of the order date will be subject to cancellation.
Are there optional add- on promotions?	 <u>Provider/Vendor Add-On Promotional Options</u> FREE - Vendor Giveaway Item Pre-conference promotion to encourage attendees to visit your table. The vendor offers up a prize worth at least \$100 and coordinates drawing of prize winner from attendees who visit your table. \$500 - Extra Vendor Badge

Additional Sponsorship Opportunities

Add-On Opportunity	Price	Promotion
Attendee Lunch	\$5,000	Support the attendee lunch. Includes opportunity to display on-screen promotional ad(s) and 5 minute remarks to the attendees during lunch, recognition on large full color message banner, and one VIP table during lunch.
Training Theater - Exclusive (sponsor name)	\$7,500	Support the training theater featuring all educational sessions (determined by CPCA). The Summit will name the theater in your company name. Includes opportunity to display on-screen promotional ad(s) and 5 minute remarks to the attendees, recognition on large full color message banner, and one VIP table at event.



2022 Annual Training Symposium Tradeshow Prospectus

Event	ATS - 2022 Annual Training Symposium	
Date	Monday-Thursday, February 7-10, 2022	
Venue & Location	Sacramento Convention Center – 1515 J Street, Sacramento CA 95814	
Opportunity to Promote	The California Police Chiefs Association (CPCA) offers a variety of exclusive and shared sponsorship and exhibit opportunities designed to promote law enforcement products and services. Join an estimated 300 California chiefs and command staff at this critical gathering of state law enforcement leaders. The ATS offers leadership training, networking and professional development opportunities.	
	Sponsorships (see options) - Monday-Thursday, February 7-10 Tradeshow Booth - Tuesday and Wednesday, February 8-9	
Tradeshow Space	\$1,750 - <u>Inline Booth</u> - 10' x 10' space + 2 Exhibitor Badges + Attendee Contact List	
	\$2,000 - <u>Corner Booth</u> - 10' x 10' space + 2 Exhibitor Badges + Attendee Contact List	
Sponsorship	The Symposium offers a variety of sponsorship opportunities for events and branding items. See the sponsor opportunity listing below. Sponsorships are offered for the Opening Reception, breakfast, lunch and a variety of sponsor branded items .	
What are the days/hours of the tradeshow?	Tuesday, February 8 - 3:30 pm - 6:30 pm (Opening Reception inside Hall) Wednesday, February 9 - 11:00 am - 3:00 pm (exclusive time + Lunch inside Hall)	
When is tradeshow booth set-up/strike?	Load-In/Set-Up Day - Monday & Tuesday, February 7-8 Load-Out Day - Wednesday, February 9 - 3:00 pm - 6:00 pm	
How is a booth selected?	Exhibit space may be ordered online on a first-come, first-served basis as available. Orders may be paid with credit card or pledged with invoice payment in 30 days. Orders not paid within 30 days of the order date will be subject to cancellation.	
How many badges come with the table top sponsorship?	2 Badges - 10 x 10 Exhibit Booth Badges will be coordinated by the CPCA staff prior to the Symposium. Exhibitors are invited to the Opening Reception and Wednesday lunch . Attendees must obtain and display a badge at all times during the Symposium.	
Is the attendee contact list available?	Yes. The Symposium will make available the contact list (attendee name, position, agency) for all attendees who opt-in to sharing contact information.	
What is provided with the exhibit booth?	Each booth includes one 6' table, two chairs and wastebasket . Tradeshow floor is <u>NOT carpeted</u> . Booth carpet will be available at an additional cost. Optional electricity and wi-fi service will be available at an additional cost.	
Are there optional add-on promotions?	Exhibitor Add-On Promotional Options FREE - Exhibitor Giveaway Item Pre-conference promotion to encourage attendees to visit your booth. The exhibitor offers up a prize worth at least \$100 and coordinates the drawing of the prize winner from attendees who visit your booth.	
	\$500 - Opening Reception Drink Tickets Purchase 25 drink tickets to give away at your booth during the opening reception. Includes feature in a CPCA pre-conference promotion to attendees.	
	\$500 - Extra Exhibitor Badge	



2022 Annual Training Symposium Tradeshow Rules and Regulations

Exhibit Space Assignments

Exhibit space is selected by the exhibiting company on a first-come-first-served basis online at the official ANNUAL TRAINING SYMPOSIUM Tradeshow booth order site. Booths are not subject to reserve or "hold" for later order. CPCA reserves the right to modify the exhibit floor layout at its discretion.

Booth Payment

Exhibitors are encouraged to complete an order <u>payment with a credit card</u>. Tradeshow booth orders paid at the time of the order with a credit card are considered secured. Orders opting to "Pay by Check" are NOT considered secured until payment is received. Due to the limited availability, the CPCA will release booth orders not paid within 30 days of order. Payments by check must be sent to: **CPCA, P.O. Box 255745 Sacramento, CA 95865**.

Booth Cancellations

Written cancellations of prepaid exhibit space received by **December 10, 2021** will receive a refund of the paid amount (less a \$250 non-refundable registration fee). No refund shall be made for cancellations received after **December 10, 2021**. Please send all cancellation requests to Mark Lorimer, Sponsor and Exhibition Development Manager at partners@californiapolicechiefs.org.

Conference Cancellation

Should the California Police Chiefs Association (CPCA) cancel the Conference, the CPCA retains the discretion to refund the paid amount or credit the paid amount to a rescheduled or subsequent CPCA Annual Training Symposium. CPCA will not be held liable for any expenses (other than fees collected by CPCA) which may be incurred by the vendor, including travel fees, lodging or labor expense.

General Conduct Rules & Regulations

Each exhibitor agrees to be bound by the terms and conditions set forth in the CPCA Conference Prospectus and these Rules and Regulations. CPCA reserves the right to decline or prohibit any display or part thereof which, in its opinion, is not in keeping with the character and spirit of these terms and conditions.

CPCA reserves the right, in its sole and absolute discretion, to expel or refuse admittance to any representative of the exhibitor whose conduct is, in its opinion, not in keeping with the character and spirit of CPCA.

Exhibitors may not assign or sublet any portion of their booth(s), nor may they display or advertise goods or services other than those provided by them in the regular course of business.

Booth Equipment & Services

Western Event Service (WES) is the official general service contractor/show decorator for the CPCA. An Exhibitor Services Kit issued by WES will be emailed to confirmed exhibitors. Information and order forms for tables, chairs, additional carpeting, electrical outlets and other services will be included in this kit. Questions and inquiries regarding tradeshow services may be directed to WES.

Installation & Dismantling

Please refer to the Exhibitor Services Kit for specific load-in/installation times. Dismantling and load-out may begin when the hall closes. No packing materials or equipment are to be left in the Tradeshow Hall following installation or brought into or removed from the space during show hours.

Facilities & Display Information

Booths are 10' x 10' and are equipped with standard framing materials, 8' high flame-proof drapery back wall and 3' high side dividers. Each exhibit spaces includes a 1' x 3' identification sign indicating the company name and booth number.

Each exhibitor is entitled to a reasonable sight line from the aisle, regardless of the number of booth spaces purchased. Displays shall not exceed 8' in height in the back and shall not exceed 4' in height beyond 5' from the back wall. If your display does not meet these specifications, contact CPCA for approval of any exceptions.

Display signs, materials or displays are limited to the assigned space and shall not be permitted in any public space or elsewhere in the meeting facility. All displays and demonstrations are to be within the bounds of the assigned space and shall not interfere with aisle space or be outside of the space. Exposed, unfinished sides of backgrounds must be draped or covered to present an attractive appearance. Back walls shall be 8' high and sidewalls shall be 4' maximum height. No part of a display or its signage may be nailed, taped or otherwise attached to columns, walls, doors or floors in such a manner as to deface or destroy them. If the premises of the facility are defaced or otherwise damaged by the exhibitor, its agent or representatives, the exhibitor will be liable to the facility for the amount necessary for restoration to its previous condition.

All material(s) must be flameproof and fire resistant to conform to local fire ordinances and regulations and insurance carriers.

All aisles and exits shall be kept clear at all times. Fire extinguisher equipment shall not be covered or obstructed in any manner.

Conference Attendees Lists

Exhibitors may receive a complimentary electronic list of attendees at a prescribed date prior to the Conference at the discretion of the CPCA.

Cleaning

CPCA provides for cleaning of common aisles and areas. Exhibitors must maintain assigned spaces in good order.

Shipping & Material Handling

Please refer to the Exhibitor Services Kit for specific details and instructions for shipping booth displays and materials to the Tradeshow.

NO Sale or Distribution of Merchandise

Sale (cash or credit) of physical merchandise or items of any kind is <u>strictly prohibited</u> in the Exhibition Hall or any part or location within the Annual Training Symposium. Exhibitors may show, display, discuss, explain, or demonstrate items or services in their exhibit space only. Online or written orders for merchandise may be taken; however, no items or merchandise may be distributed or taken from the booth.

Prohibited Activities

No interviews, demonstrations, solicitation or distribution of literature will be permitted except in the Exhibitor's space. Samples or souvenirs may not be sold and only those which relate directly to merchandise in the Exhibitor's booth may be distributed. No sideshows, raffles or lotteries which distract from the dignity of the Tradeshow may be held. Exhibitors may not solicit attendees at any time other than the Tradeshow. Violators may be asked to leave the Tradeshow and will forfeit the right to participate at future shows.

Exhibitor Staffing Regulations

Spaces must be staffed at all times during posted Tradeshow hours. CPCA assumes no responsibility for space during set-up and dismantling.

Exhibitor Badges

Exhibitors must wear an official badge issued by the Conference at all times within the Conference areas and Tradeshow Hall. Badges may be issued on site during move-in. Additional badges above the prescribed allotment for an exhibit booth may be offered at the discretion of the CPCA and at an additional cost. Only employees of the company purchasing space may be registered as Exhibitors. Badges will be issued only to personnel staffing the booth, as indicated by the designated representative in the Exhibitor order.

Each Exhibitor must identify one authorized representative to be responsible for the space for the duration of the Tradeshow. A preconference contact person must also be identified. False certification of individuals as Exhibitor representatives, misuse of Exhibitor badges or any other method or device used to assist unauthorized persons to gain entry to the Tradeshow floor will be cause for expelling the violator from the floor with no obligation on the part of CPCA whatsoever.

Delayed Occupancy

Space not occupied by the close of the set-up and load-in date and time may be forfeited and the space will be reassigned by CPCA without refund.

Security & Liability

The Tradeshow area will be secured during non-tradeshow hours, and no entrance by any person will be allowed. The Exhibitor assumes all risk and responsibility for any and all loss, theft and/or damage to Exhibitor's displays, equipment and other property while on the premises, and hereby waives any and all claims and/or demands it may have against the CPCA arising from such loss, theft and/or damage. In addition, the Exhibitor agrees to defend, indemnify and hold harmless CPCA and its directors, officers, employees, and agents from and against any and all liabilities, obligations, claims, damages, suits, costs and expenses, including, without limitation, attorneys' fees, costs of court and costs of other professionals, arising from directly and/or indirectly and/or in connection with the Exhibitor's occupancy and/or use of the exhibition premises and/or any part thereof and/or any act, error and/or omission of the Exhibitor and/or its employees, subcontractors and/or agents. except that Exhibitor shall not be responsible to indemnify a party to the extent a liability, obligation, claim, damage, suit, cost or expense arises from the sole active negligence or willful misconduct of that party.

CPCA shall provide security service throughout the hours of installation, Tradeshow hours, non-tradeshow hours and dismantling and shall exercise reasonable care for the protection of the Exhibitor's materials and displays. Beyond this, neither CPCA or any of its officers, directors or staff members will be responsible for the safety of the property or the Exhibitor from any cause. Exhibitors acknowledges that the CPCA does not maintain insurance covering Exhibitor's property and, if desired, the Exhibitor should obtain, at its own expense, appropriate insurance to cover against losses.

Food/Beverage

The Tradeshow venue retains the exclusive right to provide, control and maintain all food and beverage services within the Tradeshow. Please note that no food or beverages for public consumption may be brought into the Tradeshow by any Exhibitor. The provision of alcoholic or non-alcoholic beverages, snacks or treats are included under these exclusive rights. All food and beverage samples brought into these premises must have the approval of venue in writing prior to the event and adhere to the published Sampling Guidelines.

Sound, Music, Noise, Amplification and Volume

No music or loud volume noise is permitted to be played or amplified in an exhibit space. Any Exhibitor producing sound at a volume that is objectionable to other Exhibitors will be asked to lower the volume. If this cannot be done to the satisfaction of all, sound production will have to cease.

Exhibitor Gas, Liquids and Flammables

An exhibitor planning to have compressed gasses, liquids or flammable material in an exhibit space must secured prior written approval from the CPCA.