



OFFICE OF THE CITY COUNCIL

Annette R. Hastings
TDC EXECUTIVE DIRECTOR
OFFICE (904) 630-7625
FAX (904) 630-2906
E-MAIL: ANNETTEH@coj.net

117 WEST DUVAL STREET, SUITE 425
4TH FLOOR, CITY HALL
JACKSONVILLE, FLORIDA 32202

TOURIST DEVELOPMENT COUNCIL MEETING MINUTES

Thursday, September 13, 2018

1:30 P.M.

Lynwood Roberts Room

117 West Duval Street

City Hall, First Floor

Attendance

City Council President Aaron Bowman, Board Chairperson
City Council Vice President Scott Wilson, Board Vice Chairperson
City Council Member Lori N. Boyer, Board Member (arr. 1:47, dep. 4:30)
Barbara Goodman, Board Member
Steven Grossman, Board Member
Kirit Patidar, Board Member – Excused
Craig Smith, Board Member – Excused
Dawn Southworth, Board Member
Jeffrey Truhlar, Board Member

Annette Hastings, TDC Executive Director
Jeff Clements, Chief of Research
Colleen Hampsey, Council Research
Kim Taylor, Assistant Council Auditor
Phillip Peterson, Council Auditor's Office
Lawsikia Hodges, Deputy General Counsel

Meeting Convened 1:31 p.m.

Meeting Adjourned: 4:43 p.m.

Call to Order

Chairman Bowman called the meeting to order with a quorum present.

Approval of Minutes

The minutes of the TDC Quarterly Meeting of August 9, 2018 were **approved unanimously** as distributed.

TDC Financial Report

Assistant Council Auditor Kim Taylor gave the TDC Financial Report. The various accounts had the following remaining budgetary balances: Tourist Bureau = \$0; Marketing - \$26,500; Convention Sales - \$900; Development and Planning - \$123,933; Special Event Grants - \$1,767. A total of \$140,320 remains to be spent in accordance with the adopted Tourist Development Plan without further City Council action. Balances in other accounts requiring City Council approval for use include: Development Account - \$3,807,937.51; Contingency Account - \$1,463,000; TDC Special Revenue Fund - \$32,278. Any amounts unspent at the end of the fiscal year will roll over into the Development Account in the next fiscal year.

Bed tax revenue collections are up 9.63% calendar year over year, up 10.46% for fiscal year over year, and up 9.8% for the month of July year over year. Councilor Truhlar said that the increases for the last year in Jacksonville have substantially exceeded the national growth rate. Councilor Southworth noted that at this time last year there were 1,200 rooms in downtown hotels that were out of commission due to hurricane damages.

Visit Jacksonville Travel Plan

FY 2017-2018 Travel Request – Amendment: Michael Corrigan, CEO of Visit Jacksonville, asked permission to revise the travel budget to reallocate funds for 2 trips that he will not be taking (JinkoSolar VIP Customer Event and Chamber of Commerce London/Jaguars trip) and to reallocate that funding to travel for other staff members to attend a conference in Ohio and for the CEO to attend the IMEX America meeting in Las Vegas.

Motion: amend the FY17-18 travel budget as requested by Visit Jacksonville

Public Comment – none

The motion was **approved unanimously**.

FY 2018-2019 Travel Plan – Sarina Wiechens of Visit Jacksonville noted a few differences between the events being attended in the FY17-18 versus FY18-19 travel plans.

Motion: approve the Visit Jacksonville FY18-19 travel plan as presented

Public Comments – None

The motion was **approved unanimously**.

Tourist Bureau Services Contract – Visit Jacksonville

Comprehensive Listings Update – FY 2017-18: Rachel Welch of the TDC staff said that the Comprehensive Listings Update is a deliverable item in the Year One contract due to be presented by September 30th. Visit Jacksonville was unaware of that provision; Ms. Wiechens said it was her understanding that the deadline for all deliverables in the Year One contract was extended to November 2018, and said she will meet with the TDC staff to clarify this point.

Visitor Kiosks Update – FY 2017-18: Mr. Corrigan said that another week has been added to the RFP process to provide clarification about some specifications. Visit Jax will make a report at the next meeting about the RFPs received.

Downtown Visitor Center Security: Mr. Corrigan said that a single employee works in the Laura Street office alone on weekends and he will be looking to add additional personnel to have two people on duty, adjust hours, or employ some other joint security effort with downtown businesses to ensure the safety of the staff in that office. A proposal will be forthcoming at a future meeting.

Tourist Bureau Services Year 2 Plan – Final Revision

Mr. Corrigan reported that the City Council had passed Ordinance 2018-535 this week which authorizes Visit Jacksonville to request up to a 10% advance on each contract and he presented letters making the request for the full 10% advance for both FY17-18 and FY18-19. The members discussed whether the ordinance was intended to apply retroactively to FY17-18, which is nearing completion. Mr. Corrigan felt that since the ordinance was passed in FY17-18, it should apply to this year's budget as well, which is not retroactive. Assistant Council Auditor Kim Taylor said that there is no budget capacity in the FY17-18 budget to advance another month's funding without tapping one of the reserve or contingency accounts. Council Member Boyer said her understanding was that the ordinance was intended to apply to the FY18-19 contracts; an advance on FY17-18 would have required the appropriation of funding for 13 months in that year.

Motion (Boyer): approve a \$40,000 (10%) advance on the Tourist Bureau Services Contract operating budget for FY 2018-2019

Public Comments – None

The Boyer motion was **approved unanimously**.

Motion: approve a procurement authorization request for a second amendment to the Tourist Bureau Services contract to:

- 1) increase maximum indebtedness by \$400,000; 2) add an "advance payment" authorization; 3) allow the contractor to include a separate line item and/or itemization for travel and entertainment expenses; 4) allow the contractor to make 3 payment requests in the last month of the fiscal year; 5) change the contractor's evaluation period to February 1-September 30 and change the timing of final report date to no later than October 25th; 6) change the benchmark for the Beaches Visitor Center attendance increase to 10,000; 7) provide for a monthly payment schedule of 12 installments for monthly overhead; and 8) authorize the Office of General Counsel to make technical and non-

substantive changes as needed to align contract provisions with the other amendments; authorize the OGC to draft and execute a contract amendment in accordance with the procurement award with no further action necessary by the TDC

Council Member Boyer asked about the interacting effects of allowing advance payment requests along with the regular 1/12th payments for the fixed overhead. It will be important to make the contract clear about how the true-up takes place at the end of a fiscal year to reconcile the advance payments with the overhead payments with the processed reimbursements so as not to overpay on the contract.

Ms. Boyer also asked about the February-to-September 8 month evaluation period. Deputy General Counsel Lawsikia Hodges said that first year contract only covers 8 months of the fiscal year so she drafted the contract to reflect that evaluation period. Ms. Wiechens said that Visit Jax will be happy to provide the additional 4 months of data to make a full calendar year for evaluation. Ms. Hodges was directed to make the contract reflect a 12-month evaluation period. Ms. Boyer asked about the proposed change in the year-end report being due by October 25th; that leaves very little time for the TDC staff to do the processing necessary to be ready for the TDC meeting on November 6th. Visit Jax agreed to move the deadline back to October 20th, with the understanding that some data may not be available by that time and would be reported later.

Amendments to the original motion: 1) make the contract reflect a 12-month evaluation period; 2) change the reporting deadline to October 20th

Public comment – none

The motion was **approved unanimously as amended**.

Convention Sales & Services Contract – Visit Jacksonville

Convention Sales & Services Year 2 Plan – Final Submittal

Kim Taylor requested that the contract be revised to remove \$170,000 in Convention Sales Grants from the contract to correct a budgeting oversight and mirror the TDC's action in the current year's budget. The \$170,00 will be part of the plan component, but not part of Visit Jacksonville's budget.

Motion (Boyer): revise the contract to remove reference to \$170,000 in Convention Sales Grants

Public comment – none

The motion was **approved unanimously**

Motion (Grossman): approve a convention grant request for the Electric Power Research Institute for \$1,675 for an event at the Hyatt Regency on November 3-7, 2019, using \$1,569 of unallocated funds from the Convention Grant account for FY17-18 and \$106 from the Convention Grant category

Public comment – none

The Grossman motion was **approved unanimously**.

Visit Jacksonville request for up to 10% advance for FY 2018-19 (authorized by 2018-535)

Mr. Corrigan requested that Visit Jax be granted a 10% advance on the FY18-19 Convention Sales and Services contract amount.

Motion (Boyer): approve a 10% advance of \$206,657 on the FY18-19 Convention Sales and Services contract amount

Council Member Boyer cautioned that the contract oversight will need to keep careful track of the reimbursements versus the advance payment so that the last two months of payments are carefully reconciled to avoid overpayment.

Public comment – none

The motion was **approved unanimously**

Convention Sales and Services FY 2018-2019 Contract Amendment and Procurement Authorization

Motion: authorize the TDC staff to obtain a procurement award to execute a First Amendment to the contract as follows: 1) increase maximum indebtedness by \$2,066,570; 2) add an “advance payment” authorization; 3) allow the contractor to include a separate line item and/or itemization for travel and entertainment expenses; 4) delete reference to use of FY15-16 as the baseline year and refer to revised Performance Measures and Goals in Exhibit B; 5) reference a schedule of monthly overhead payments and allow the contractor to make 3 payment requests in the last month of the contract year; 6) change the contractor’s evaluation period to the fiscal year and change the timing of final report date to October 20th; 7) amend Exhibit B to incorporate performance measures and goals adopted by the TDC in June 2017; 8) provide for a monthly payment schedule of 12 installments for monthly overhead; and 9) authorize the Office of General Counsel to make technical and non-substantive changes as needed to align contract provisions with the other amendments; authorize the OGC to draft and execute a contract amendment in accordance with the procurement award with no further action necessary by the TDC.

Public Comments - none

The motion was **approved unanimously**

Marketing Services Contract Year 2 Plan – Visit Jacksonville & Dalton Agency

Ryan Gambrell of the Dalton Agency recommended a goal of 5% increase in Visit Jax website traffic year over year resulting from paid media in the Year 2 annual plan and the performance evaluation metrics. Council Member Boyer noted that while the marketing services contract amount is increasing, the amount allocated to paid media is not increasing.

Motion (Wilson): change the Visit Jacksonville website visitation goal to a 5% increase year over year resulting from paid media

Public Comments - none

The motion was **approved unanimously**.

Ms. Boyer asked for clarification that the votes being taken refer to the previously approved plans, and the executive summaries of the plans handed out with the agenda are not the definitive documents. She also cautioned Visit Jacksonville about submitting invoices in a timely basis so that the TDC and City Finance staffs can track the advances and reimbursements against the approved budget so that

Marketing Services Year 2 Plan – Final Submittal

Marketing Services Contract – Visit Jacksonville & Dalton Agency

Mr. Corrigan presented Visit Jacksonville’s request for up to 10% advance (\$284,762.20) for FY 2018-19 on the Marketing Services contract.

Motion (Goodman): approve a 10% advance (\$284,762.20) for FY 2018-19 on the Marketing Services contract.

Public comment – none

The Goodman motion was **approved unanimously**.

Ms. Boyer cautioned Visit Jax to submit the reimbursement requests for media buys on a timely basis.

Marketing Services FY 218-2019 Contract Amendment and Procurement Authorization

Motion: authorize TDC staff to obtain a procurement award to execute a First Amendment to the Marketing Services Contract as follows: 1) increase the maximum indebtedness amount by \$2,847,622; 2) add an advance payment provision for up to 10% of the contract amount; 3) allow the contractor to include a separate line item and/or itemization for travel and entertainment expenses; 4) reference a schedule of monthly overhead payments and allow the contractor to make 3 payment requests in the last month of the contract year; 5) change the contractor’s evaluation period to the fiscal year and change the timing of final report date to October 20th; 6) amend the performance goal for website traffic to an increase of 5% as driven by paid media; 7) provide for a monthly payment schedule of 12 installments for monthly overhead; and 9) authorize the Office of General Counsel to make technical and non-substantive changes as needed to align contract provisions with the other amendments; authorize the OGC to draft and execute a contract amendment in accordance with the procurement award with no further action necessary by the TDC.

Public Comments – none

The motion was **approved unanimously**.

Development and Planning Plan Component – Proposed Research Projects

UNF Arts and Culture Tourism Survey - Dr. Michael Binder, University of North Florida Council Member Boyer gave some background on the issue of a proposed study of the reasons for the relatively low rating given to the City’s museums and cultural assets on visitor and meeting planner surveys. Dr. Binder described the methodology he proposed to understand visitor experiences and satisfaction. Interviewers would be stationed at the museums and cultural sites to survey people exiting the sites and also at hotels to interview out-of-town visitors about their visit plans and impressions of

Jacksonville's art and culture amenities. Since not all visitors stay in hotels (many stay with friends and family), he also recommends having interviewers at other locations in town (popular restaurants, shopping areas, the beaches) to reach that segment of the visitor market. Steve Grossman suggested that because so many visitors are guided in their tourism choices by recommendations from local residents, the survey might also include local residents (i.e. outside grocery stores) to gauge their knowledge and attitudes about attractions and how they guide visitors. Barbara Goodman suggested that the survey results be reported in two phases – January through early summer and summer through late fall – so that some sense of the data can be received before another year has passed. Council Member Boyer urged that at least half of the survey respondents be out-of-town visitors so that their opinions are fairly captured and can be compared to the other surveys on this subject. She recommended that the 1,000 target respondents be surveyed in January through June, with the possibility of appropriating funds later for additional interviews later in the summer and fall of 2019.

Motion (Boyer): allocate \$30,000 from the Research and Planning account for a UNF survey of visitors and some local residents to be reported by June 30, 2019 (data collected through May 2019) -

Public comment – none

The Boyer motion was **approved unanimously**.

AirBNB / AirDNA Solutions - TDC Staff

TDC Executive Director Annette Hastings reported on further research requested by the TDC at a previous meeting about the availability of data on peer-to-peer rental services (i.e. Airbnb). AirDNA (an affiliate company of Airbnb) offers several levels of subscription services offering different degrees of detail and customizability at different prices. A monthly Market Minder subscription for data on Jacksonville (excluding the Beaches cities) is \$40; a subscription for the entire county's data (includes the Beaches) is \$100 per month. There is some Airbnb booking data available free online, but it would have to be captured and downloaded daily by TDC staff and then compiled into a report. President Bowman reported that he has appointed a committee on this subject chaired by Council Member Becton that will begin its work shortly and will report by next summer. Commissioner Southworth said that this is a common problem in cities and counties across the country and suggested that staff research what other cities may be doing to track peer-to-peer rentals. Councilor Truhlar said that there are several other companies besides Airbnb in that business (VRBO, Homeaway). Ms. Boyer said that she would rather find a company that can provide data on the peer-to-peer industry at large, not just one company's data. Mr. Bowman said he will talk with a representative of Airbnb about what data might be available at no cost and there will be further discussion at a future meeting.

Public Comments - none

Convention Sales and Services Plan Component – Subscription

STR Jacksonville Custom DestinationMAP Survey – FY 2017-18 Amendment TDC Staff

Rachel Merritt reported that STR had sent out 1,951 survey emails to a list of meeting planners and organizations provided by Visit Jacksonville. Of those, only 75 of the emails were opened and surveys completed, and 31 of those responses were disqualified for a variety of reasons. Only 44 qualified surveys were completed, and the TDC had set 60 as the minimum. STR made a proposal to do telephone interviews to get the response rate up to 60 for a cost of \$400 (a 50% discount from their usual rate).

Motion (Boyer): approve an allocation of \$400 for telephone surveys to get an additional 16 responses for the Jacksonville Custom DestinationMAP to achieve 60 total respondents –

Public comment – none

The motion was **approved unanimously**.

STR Report – FY 2018-19 Subscription Renewal - TDC Staff

Ms. Merritt reported that the renewal rate for an annual STR report subscription is \$15,470, an increase of approximately \$2,000 over last year’s rate. Kim Taylor said that this exceeds the budgeted amount so TDC action will be needed to amend the budget to fund an increase in that line item. She said that \$13,430 remains unallocated in the Convention Sales category, but that can’t be moved to the

Motion: reallocate \$2,040 from Convention Sales and Service grants to supplement the \$13,430 originally budgeted to provide the \$15,470 needed to purchase the STR reports annual subscription

Public Comments – Rick Catlett of the Gator Bowl Association and Jacksonville Sports Council said that the STR report is very important to his organization in documenting the tourism impacts of its events and offered to help fund the annual subscription.

Motion (Boyer): allocate \$13,430 in FY18-19 and the remainder from the Tourist Development Special Revenue Fund for the STR report annual subscription

Public comment - none

The Boyer motion was **approved unanimously**.

TDC Meeting Schedule

At the last meeting the council discussed meeting 10 times per year (monthly meetings, except in July and December). Ms. Boyer presented a draft calendar with specific action items scheduled for specific months, with the expectation that special meetings will be needed on occasion as items arise that require attention. She explained her rationale for the scheduling of different items at different times of the year. Councilor Grossman recommended that promoters applying for event grants make application well in advance of the event date and in plenty of time for TDC staff to do the processing and background work before the item is placed on the TDC agenda.

FY2016-17 Dalton Invoices – Visit Jacksonville

Brian Kincaid of the Dalton Agency explained that they have \$29,716.72 of unpaid invoices pending from FY16-17 that were not billed to Visit Jacksonville before \$240,000 in unexpended Visit Jacksonville funds were rolled over into the Contingency Account at the end of the last fiscal year. Ms. Boyer said that the TDC did not have a contract with the Dalton Agency in FY16-17, so the TDC could not directly pay the invoices. Mr. Kincaid said that their anticipation was that the TDC would appropriate the funds out of the Contingency Account to Visit Jax for ultimate payment to Dalton. Phillip Peterson said that the Council Auditor’s Office would need to confer with Visit Jacksonville to ensure that the bills are proper and not duplicates of previous payments. Mr. Corrigan said that his staff has reviewed all the invoices to ensure that this work was all performed for Visit Jax and has not yet been paid. In response to a

question from Council Member Boyer, Mr. Peterson explained that FY16-17 was the last year of the previous contract under which Visit Jax was paid 1/12 of the full contract amount each month without receiving receipts and documentation. Ms. Hodges noted that in the last few months of the previous contract, the TDC became stricter about identifying specific expenses in specific budget categories pursuant to the 4th amendment to that contract. She said that the TDC could give contingent approval to the reallocation pending verification by someone (Council Auditor, Visit Jacksonville) of compliance of the expenditures with the terms of the fourth amendment to the previous Visit Jax contract that was in place before the current contract took effect. That review would need to verify that the contract maximum amount for marketing expenditures was not exceeded and that there was sufficient unexpended capacity in that line category to cover the \$29,716 being requested.

Motion (Boyer): the TDC recommends that City Council approve payment to Visit Jacksonville of the outstanding Dalton Agency invoices of \$29,716.72 to the extent that there is unexpended budget capacity remaining in the FY16-17 Marketing Services budget

Public Comments - none

The Boyer motion was **approved unanimously**.

Legislative Update

Ordinance 2018-472-E – Tourist Development Guidelines

Ms. Boyer described the contents of the ordinance and the proposed guidelines, which were approved at the last City Council meeting. Ms. Hodges will work with TDC staff on a timeline for grant submissions and appropriate application form(s).

Ordinance 2018-536 – TDC Executive Director and TDC Administrator Legislation

The ordinance authorized temporary hours for an interim employee while the full-time position is being advertised and a search undertaken. Ms. Boyer suggested hiring that part-time employee immediately so that they can get to work dealing with the backlog of pending invoices. She suggested that former City Council employee Rachel Merritt who has been assisting the TDC on a part-time basis for the past few weeks could continue in that role until the TDC Administrator position can be advertised and filled, with the Executive Director position taking longer to fill. Ms. Boyer explained that the City's Employee Services Division could advertise the position and do the initial screening and select a pool of good candidates for the TDC to consider. Council Member Wilson suggested that Annette Hastings be rehired after her retirement at the end of the month on a part-time basis to assist Ms. Merritt while the search is ongoing.

Motion (Boyer): authorize the TDC Chair to meet with Ms. Hastings and Ms. Merritt about continued part-time employment until a TDC Administrator and/or Executive Director can be hired –

Public comment – none

The Boyer motion was **approved unanimously**.

Motion (Boyer): request the Employee Services Department to post the TDC Administrator position as soon as possible

Ms. Boyer noted that if the position is advertised publicly for a full hiring process, then the City's veteran's preference policy will apply (if candidates are otherwise equally qualified, hiring preference must be given to a qualified veteran). Chairman Bowman said that Council Secretary/Director Cheryl Brown had indicated to him that it should be easy to find a qualified candidate with an internal search, as many City employees will have the needed skills and experience. Ms. Boyer suggested that an internal search could be done and if it doesn't identify at least 3 qualified candidates, then an external search could be initiated.

The Boyer motion was **withdrawn**

Motion (Boyer): post the TDC Administrator position internally to the City, if possible, for up to a maximum of 2 weeks and if the search does not identify at least 3 qualified candidates, then the job will be advertised externally; Employee Services to review and rank the applications for TDC's consideration and a hiring decision in early October.

Public comment - none

The motion was **approved unanimously**.

Ms. Boyer recommended that the TDC Executive Director position hiring be deferred until after the TDC Administrator is hired, and that that position be widely advertised and strongly recruited to get the best possible candidate. Chairman Bowman suggested that a subcommittee of the TDC could be appointed to lead the hiring process and do the interviewing in lieu of the entire TDC being involved. Mr. Grossman said that a small subcommittee can meet individually with the top candidates and then convene for a meeting to select the top candidate for presentation.

Motion (Grossman): the TDC will appoint a 3-member subcommittee to lead the Executive Director hiring process and request Employee Services to post the position immediately

Public comment – none

The Grossman motion was **approved unanimously**

Commissioners Boyer, Goodman and Grossman volunteered and were appointed as the subcommittee to lead the hiring process.

Ms. Boyer suggested that hiring a search firm might be justified given the importance of getting the right person, and not leaving the candidate pool to whoever might find the posting on the City's web site. She asked the Council Auditor to search for potential sources of funding in the TDC budget to pay for a search firm that don't require additional City Council action, which would delay the process considerably. Mr. Grossman suggested asking the Employee Services Department if they already have a search firm under contract.

Motion (Boyer): the TDC authorizes the Executive Director Search Subcommittee to work with the Employee Services Department to engage a search firm to recruit for the TDC Executive Director position, utilizing City search resources that may exist, at a cost not to exceed \$30,000 if available funding can be found within the TDC budget

Public comment – none

The Boyer motion was **unanimously approved**.

Ordinance 2018-473 was approved by City Council this week to amend the City’s travel policies to recognize the unique mission and operations of Visit Jacksonville as the City’s contract tourism marketing organization. The TDC is authorized to develop additional rules and travel expense forms to accommodate those unique requirements. Ms. Hodges said that a few refinements need to be made, including definitions for terms such as “entertainment expenses” and “other persons connected to the tourism industry.” She noted that Visit Jax is holding \$136,000 of accrued travel expense receipts. Visit Jax has sent the TDC a draft internal policy for how it proposes to approve and process travel requests and reimbursements. The TDC can discuss these policy issues at the October meeting. Ms. Boyer suggested that the TDC could process and reimburse some clearly allowable accrued expenses (airfare, hotel) under the state’s tourism promotion travel guidelines using the City’s existing travel expense form and leave the rest (meals, entertainment expenses) for processing after a TDC travel policy and forms are adopted. Visit Jacksonville requested access to the City’s existing travel expense form in an unlocked mode so that it could be modified to reflect more tourism industry-specific travel practices. Ms. Wiechens said that filling out reimbursement requests for payment of some, but not all, expenses will create more work for Visit Jax to split out expenses that have been previously combined, but they are willing to use that route in order to get the reimbursement process moving.

Motion (Wilson): the TDC adopts the Visit Jacksonville-submitted new travel documentation form to allow the reimbursement process to get started, reserving the right to make amendments at the October TDC meeting when the travel policy and form can be more thoroughly discussed

Public comment – none

The Wilson motion was **approved unanimously**.

Public Comments

Rick Catlett of the Gator Bowl Association and Jacksonville Sports Council said that his organization wants to submit an application for event funding for next year’s Florida State/Boise State football game, but doesn’t know whether to submit the current application or wait until a new application form is developed. Chairman Bowman recommended submitting the existing application

Commissioner Goodman noted that the TDC does not appear to have any role in the consideration of the convention center proposals currently pending before the Downtown Investment Authority, and hoped that someone (perhaps Visit Jax) will be representing the tourism industry’s interests in that process. Chairman Bowman said that the DIA will be making a recommendation in the next month or two that will then proceed to City Council for a full public consideration process.

Closing Comments

Michael Corrigan reported that Annette Hastings has been a great help to him from the day he was elected to City Council 15 years ago and thanked her for her years of service to the City, the TDC and Visit Jacksonville. Visit Jacksonville presented Ms. Hastings with a framed photograph.

Adjourn

The meeting was adjourned at 4:43 p.m.

Jeff Clements, Council Research Division

jeffc@coj.net 904-630-1405

9.17.18 Posted 5:00 p.m.