



# City of Fort Bragg

416 N Franklin Street  
Fort Bragg, CA 95437  
Phone: (707) 961-2823  
Fax: (707) 961-2802

## Meeting Agenda Special Meetings

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Tuesday, January 9, 2024

9:30 AM

Town Hall, 363 N. Main Street and via video  
conference

Teleconference Location:  
344 N. Barnes St. Ukiah CA 95470

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### Visit Fort Bragg

#### MEETING CALLED TO ORDER

#### ROLL CALL

#### COMMITTEE MEMBERS PLEASE TAKE NOTICE

*Committee Members are reminded that pursuant to the Council policy regarding use of electronic devices during public meetings adopted on November 28, 2022, all cell phones are to be turned off and there shall be no electronic communications during the meeting. All e-communications such as texts or emails from members of the public received during a meeting are to be forwarded to the City Clerk after the meeting is adjourned.*

#### ZOOM WEBINAR INVITATION

*This meeting is being presented in a hybrid format, both in person at Town Hall and via Zoom.*

*You are invited to a Zoom webinar.*

*When: Jan 9, 2024 09:30 AM Pacific Time (US and Canada)*

*Topic: VISIT FORT BRAGG*

*Please click the link below to join the webinar:*

*<https://us06web.zoom.us/j/89991714899>*

*Or One tap mobile :*

*+16694449171,,89991714899# US*

*+12532158782,,89991714899# US (Tacoma)*

*Webinar ID: 899 9171 4899*

*International numbers available: <https://us06web.zoom.us/j/89991714899>*

*To speak during public comment portions of the agenda via zoom, please join the meeting and use the raise hand feature when the Chair or Acting Chair calls for public comment on the item you wish to address. Written public comments may be submitted to Amber Weaver at: [aweaver@fortbragg.com](mailto:aweaver@fortbragg.com)*

#### 1. APPROVAL OF MINUTES

1A. [23-469](#) Approve Minutes of December 12, 2023

**Attachments:** [VFBM 12-12-2023](#)

**2. PUBLIC COMMENTS ON NON-AGENDA ITEMS****3. CONDUCT OF BUSINESS**

- 3A. [23-493](#) Receive Update from Idea Cooperative on Visit Fort Bragg Efforts
- 3B. [23-474](#) Receive Report and Consider Appointing New Visit Fort Bragg Committee Members

**Attachments:** [01092024 Membership Report](#)

[Att 1 - VFB Protocols](#)

[Att 2 - Application Degraw Redacted](#)

[Att 3 - Application Degrassi Redacted](#)

[Att 4 - Application Pappas Redacted](#)

[Att 5 - Application Perkins Redacted](#)

[Att 6 - Application Epperson Redacted](#)

- 3C. [23-494](#) Receive Oral Report on Next Quarterly Merchant Meeting

**4. MATTERS FROM COMMITTEE / STAFF****NOTICE TO THE PUBLIC****DISTRIBUTION OF ADDITIONAL INFORMATION FOLLOWING AGENDA PACKET DISTRIBUTION:**

- *Materials related to an item on this Agenda submitted to the Council/District/Agency after distribution of the agenda packet are available for public inspection in the lobby of City Hall at 416 N. Franklin Street during normal business hours.*
- *Such documents are also available on the City of Fort Bragg's website at <http://city.fortbragg.com> subject to staff's ability to post the documents before the meeting*

**ADA NOTICE AND HEARING IMPAIRED PROVISIONS:**

*It is the policy of the City of Fort Bragg to offer its public programs, services and meetings in a manner that is readily accessible to everyone, including those with disabilities. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities.*

*If you need assistance to ensure your full participation, please contact the City Clerk at (707) 961-2823. Notification 48 hours in advance of any need for assistance will enable the City to make reasonable arrangements to ensure accessibility.*

*This notice is in compliance with the Americans with Disabilities Act (28 CFR, 35.102-35.104 ADA Title II).*

**ADJOURNMENT**

STATE OF CALIFORNIA     )  
  )ss.  
COUNTY OF MENDOCINO    )

I declare, under penalty of perjury, that I am employed by the City of Fort Bragg and that I caused this agenda to be posted in the City Hall notice case on January 4, 2024.

\_\_\_\_\_  
Amber Weaver



# City of Fort Bragg

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## Text File

File Number: 23-469

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**Agenda Date:** 1/9/2024

**Version:** 1

**Status:** Business

**In Control:** Special Meetings

**File Type:** Committee Minutes

**Agenda Number:** 1B.

Approve Minutes of December 12, 2023



# City of Fort Bragg

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## Meeting Minutes Special Meetings

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Tuesday, December 12, 2023

9:30 AM Town Hall, 363 N. Main Street and Via Video Conference

Teleconference Location:  
344 N. Barnes St. Ukiah CA 95470

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### Visit Fort Bragg Committee

#### MEETING CALLED TO ORDER

Chair Albin-Smith called the meeting to order at 9:35 AM

#### ROLL CALL

**NOTE: Co-Chair Marcia Rafanan arrived via webinar at 10:07 AM.**

**Present:** 5 - Tess Albin-Smith, Alison DeGrassi, Debra DeGraw, Marcia Rafanan and Barbara Bruce

**Absent:** 3 - Jason Hurst, Lia Morsell and Jamie Peters-Connolly

#### 1. APPROVAL OF MINUTES

- 1A. Approve Minutes of July 11, 2023  
approved for Council review
- 1B. Approve Minutes of August 8, 2023  
approved for Council review
- 1C. Approve Minutes of October 10, 2023  
approved for Council review
- 1D. Approve Minutes of November 14, 2023  
approved for Council review

#### 2. PUBLIC COMMENTS ON NON-AGENDA ITEMS

Public comment made by Ron White.

#### 3. CONDUCT OF BUSINESS

- 3A. Receive Update from Idea Cooperative on Visit Fort Bragg Efforts

Representatives from The Idea Collective, Tom Kavanaugh and Melissa Holberton, presented the current update on the Visit Fort Bragg efforts and social media traffic. It was reported the Gift Guide did not receive as much attention as other projects, but users overall increased

substantially over the past months. The first half of the 2024 year will showcase events including: Restaurant Week, Whale Fest, Wine Walk, Beer Fest, Fort Bragg Mountain Biking, Fort Bragg stories, Book Early, Mendocino Film Festival, among others.

Public Comments: None.

Discussion: Discussion amongst committee members ensued with considerations to add a reason prompt for people who unsubscribe. Committee member Barb Bruce said she would begin conversations with some of the local merchants to discuss the feasibility of tracking Gift Guide sales in order to promote its effectiveness and encourage participation.

**3B. Receive Oral Update From VFB Special Events Subcommittee**

Administrative Analyst, Cristal Munoz thanked all participants and volunteers for the Winter Wonderland event and the committee members acknowledged Cristal's efforts in making the multi-faceted event successful.

Public Comment: None.

Discussion: Co-Chair Marcia Rafanan suggested having a best house decoration award in the future. Committee Member Alison DeGrassi stated Ukiah had developed a successful model for "People's Vote," city sponsored house decorating event that could provide ideas and implementation.

**3C. Review Visit Fort Bragg Membership Status Application and Direct Staff to Publicize the Open Seats and Application Materials to Appoint New (or Returning) Members in January 2024**

Administrative Assistant, Cristal Munoz notified committee members that there are three (3) open seats for the Visit Fort Bragg Committee for which there are applications along with protocols posted on the City website. Munoz also announced that committee member Jason Hurst has decided to step down from the committee. Munoz also announced she will be obtaining quotes in regard to expanding the holiday street decorations next year.

Public Comment: None.

Discussion: None.

**4. MATTERS FROM COMMITTEE / STAFF**

**ADJOURNMENT**

Chair Albin-Smith adjourned the meeting at 10:25 AM

\_\_\_\_\_  
BERNIE NORVELL, MAYOR

\_\_\_\_\_  
DIANA SANCHEZ, City Clerk

IMAGED (\_\_\_\_\_)



# City of Fort Bragg

416 N Franklin Street  
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## Text File

File Number: 23-493

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**Agenda Date:** 1/9/2024

**Version:** 1

**Status:** Business

**In Control:** Special Meetings

**File Type:** Staff Report

**Agenda Number:** 3A.

Receive Update from Idea Cooperative on Visit Fort Bragg Efforts



# City of Fort Bragg

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## Text File

File Number: 23-474

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**Agenda Date:** 1/9/2024

**Version:** 1

**Status:** Business

**In Control:** Special Meetings

**File Type:** Staff Report

**Agenda Number:** 3B.

Receive Report and Consider Appointing New Visit Fort Bragg Committee Members





**CITY OF FORT BRAGG**

416 N. FRANKLIN, FORT BRAGG, CA 95437  
PHONE 707/961-2823 FAX 707/961-2802

**COUNCIL COMMITTEE ITEM SUMMARY REPORT**

**Meeting Date:** JANUARY 09, 2024  
**To:** Visit Fort Bragg Committee  
**From:** Cristal Munoz, Administrative Analyst  
**Agenda Item Title:** Visit Fort Bragg Committee Membership

**BACKGROUND AND OVERVIEW:**

The Visit Fort Bragg Committee (VFB) is comprised of five to seven members of the public and two Councilmembers, appointed in terms of continuity. The table below shows the current membership and terms of service:

Member	Sector	Term
Marcia Rafanan	Councilmember	Mayor Appointment
Tess Albin-Smith	Councilmember	Mayor Appointment
Jamie Peters-Connolly	Recreation/Attraction	24 months – expires 12/31/24
Barb Bruce	Other	24 months – expires 12/31/24
Lia Morsell	Art/Culture	24 months – expires 12/31/24
Debra DeGraw	Dining/Retail	24 months – expired 12/31/23
Alison de Grassi	Other	24 months – expired 12/31/23
Jason Hurst	Lodging	24 months – expired 12/31/23

Three members’ terms will expire at the end of 2023. On December 5, 2023, staff opened seats via social media, press releases, and on the City website. Staff also contacted the individuals that will be termed out by the end of the year and see if they would like to reapply. The VFB protocols allow past members to reapply. Applications closed on December 22, 2023, at 5 pm.

We received five (5) applications these applications were redacted to remove personal information. Applicants were contacted and informed that new members would be appointed at the January 9, 2024 meeting and asked to be available at the meeting to

answer VFB questions. Staff recommends that VFB review the attached applications and ask questions of candidates to determine appointments. The VFB protocols are also attached to guide decision-making (Attachment 1 -VFB Protocols).

**STAFF RECOMMENDATION:**

Review submitted applications and appoint new members to Visit Fort Bragg or provide direction to staff regarding the recruitment/appointment process of VFB members.

**ATTACHMENTS:**

1. Visit Fort Bragg Committee Protocols (Reviewed December 8, 2022)
2. Application – Debra De Graw (redacted)
3. Application – Alison De Grassi (redacted)
4. Application – Stathi Pappas (redacted)
5. Application – Roxanne Perkins (redacted)
6. Application – Cory Epperson (redacted)

## **Visit Fort Bragg Committee Protocols**

Created January 17, 2018

Amended November 19, 2019

Reviewed December 8, 2022

### **I. Purpose**

The purpose of these protocols is to provide rules and procedures for conducting all Visit Fort Bragg Committee meetings, operations and performance of duties. Visit Fort Bragg is an advisory committee to the City of Fort Bragg; the project manager and VFB are supervised by City staff from the Community Development Department.

The purpose of the Visit Fort Bragg (VFB) Committee is to promote Fort Bragg, California as a travel and retail destination for the expressed purpose of increasing spending within the city, generating additional tax revenues from increased travel and retail spending and sustaining and expanding tourism and retail income and employment within Fort Bragg.

### **II. Members**

- a. The VFB shall be composed of up to 9 members—7 from the community and 2 councilmembers.
- b. Members should represent a cross section of the Fort Bragg tourism sector. Ideally (but not mandatory) the Committee would be comprised of a cross-section of the sectors below. Achieving a diversity of interests should be considered when reviewing applications for membership.
  - i. Lodging with representation from both large and small establishments; branded and not branded
  - ii. Retail
  - iii. Dining
  - iv. Recreation/Attraction
  - v. Art/Culture
  - vi. Other
- c. Members are not required to reside in Fort Bragg city limits.
- d. Members may be nominated by City representatives and committee members. Members may be recommended to the committee by community members.
- e. Potential members are required to complete the current VFB Committee Membership Interest form.
- f. Members are required to complete the current VFB Committee Member Conflict of Interest Disclosure Form. The purpose of this form is to provide full transparency about committee members' interest and affiliations. The forms will be reviewed by City staff.
- g. New members must be approved by the City Council representatives on the Visit Fort Bragg Committee.
- h. If committee membership is full, the committee may consider rotating members or increasing membership.

**III. Sub-Committees**

All VFB committee members will be encouraged to join a subcommittee or ad hoc committee. This is not mandatory.

Members of sub-committees are not limited to VFB committee members. Sub-committees can include community members or any other person outside the VFB committee. Examples of sub-committees could include Special Events, Marketing, Website, etc.

**IV. Meetings**

- a. All regular meetings shall be scheduled, agenzized, conducted and posted in accordance with the City’s public meeting noticing procedures and sent to all committee members.
- b. VFB will hold bi-monthly meetings, unless rescheduled. Each meeting will be on a regular schedule at a date and time convenient to the majority of members unless otherwise noted.
- c. The regular meeting place of VFB shall be at the City of Fort Bragg Town Hall located at 363 N. Main Street or other public place as agreed.
- d. A special meeting of the VFB may be called by the Project Manager or by a majority vote of the members or by City staff.
- e. Each member of the VFB is expected to attend all regular meetings. If any member misses three consecutive meetings, that member may be eligible for removal from office with a majority vote of the Committee.

**V. Financial**

- a. The committee may recommend expenditures to the project manager and to City staff for consideration and discussion.

**VI. Voting**

- a. Voting will be subject to Brown Act voting procedures.

**VII. Amendments**

- a. These protocols may be amended at any time by a majority vote of the committee.

APPLICATION

**Name:** Debra De Graw

**Company:**

[REDACTED]

**Mailing Address:**

[REDACTED]

**Email Address:**

[REDACTED]

**Phone Number:**

[REDACTED]

**1. Why would you like to be on the Visit Fort Bragg Committee?**

I would like to continue the work that we have started, as a past committee member.

**2. Briefly describe your vision for Fort Bragg's Tourism Economy over the next 3-5 years.**

As we navigate through the pandemic, it is important to promote Fort Bragg during the shoulder seasons. Tourism is a benefit to restaurants, merchants, and the economic health of the City of Fort Bragg.

**3. What are some of your prior board/committee experiences?**

Currently serving on the Mendocino Coast Humane Society, have served on the Visit Fort Bragg Committee, the Mendocino Coast Chamber Board, The Mendocino County Tourism Commission (aka Visit Mendocino County), The Mendocino County Arts Council, and the Film Liaisons of California Statewide Board of Directors.

**4. What is your experience and expertise in strategic planning, budgeting and destination marketing?**

I was the CEO of the Mendocino Coast Chamber of Commerce from 2002 thru 2015. During that time I was charged with managing the Visitor Center, which assisted over 10,000 visitors a year. I was also charged with running the Mendocino County Film Commission, housed at the Mendocino Coast Chamber. Both required careful planning of the budget and marketing in order to maximize effectiveness on a tight budget. I also served on the finance and audit committee of the Mendocino County Tourism Commission to review the finances and lack of oversight of public money 2015-2016.

**5. What does success for this Committee look like to you?**

Continued growth of Transient Occupancy Tax, sales tax, a vibrant downtown and continued growth through our social media campaigns that bring visitors and locals downtown to support the business community.

## APPLICATION

**Name:** Alison de Grassi

**Company:** [REDACTED]

**Mailing Address:**  
[REDACTED]

**Email Address:**  
[REDACTED]

**Phone Number:** [REDACTED]

### **1. Why would you like to be on the Visit Fort Bragg Committee?**

I am currently a member of the Committee and have worked peripherally with the Committee prior to that. As the Director of Marketing for West Center and, previously, the Director of Marketing & Media for Visit Mendocino County, I will bring my experience with tourism marketing, an economic development perspective, and 27 years of living in the county, both on the coast and inland.

### **2. Briefly describe your vision for Fort Bragg's Tourism Economy over the next 3-5 years.**

The evolution of the pandemic has resulted in a higher awareness of north coast destinations as evidenced by the increase in TOT and BID revenues, as well as sales tax. This, combined with consistent marketing and branding, is helping the city with its identity and has raised tourist awareness. Fort Bragg has great potential with its ocean bluffs, world-renowned attractions, harbor, outdoor activities, and much more. Making potential visitors aware of what there is to do and see is key to getting them to stay.

### **3. What are some of your prior board/committee experiences?**

I serve at the pleasure of West Business Development Center. From 2011 to 2019, I worked for Visit Mendocino County and was on the Marketing and Festival Committees. For the past five years, I have sat of the board of S.P.A.C.E., the School of Performing Arts & Education in Ukiah, a nonprofit with which I have a 20+ year history.

### **4. What is your experience and expertise in strategic planning, budgeting and destination marketing?**

I worked with Visit Mendocino County for nine years. I am currently the Director of Marketing for West Business Development Center, working to promote small business development throughout the county. With VMC, I coordinated all marketing activities for the organization as well as PR functions while staying within budget. I am currently involved with planning and implementation of a new strategic plan for West Center. I developed a strategic plan and website for Visit CA Delta.

### **5. What does success for this Committee look like to you?**

- Continuing to work with The Idea Cooperative who have successfully branded Fort Bragg
- Working with current vendors to further successful marketing campaigns
- Requiring regular reporting with KPIs clearly defined
- Utilizing research on which to base marketing decisions
- Raise in TOT revenue to the City of Fort Bragg due to increased overnight visitation

# FORT BRAGG

NORTH COAST CALIFORNIA



## Visit Fort Bragg Committee Application

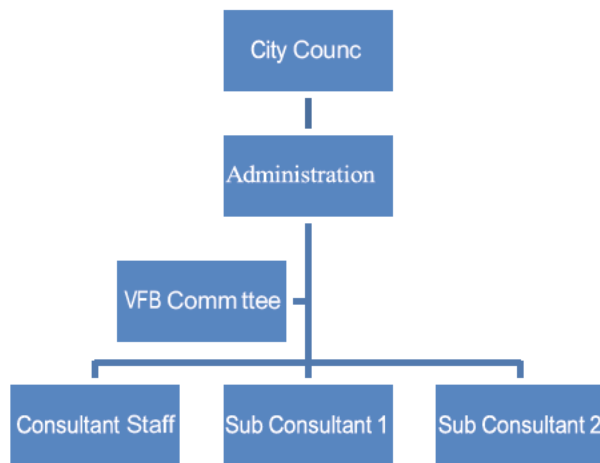
Visit Fort Bragg inspires visitors to enjoy Fort Bragg through comprehensive and collaborative outreach, ultimately increasing visitor spending and stimulating the local economy.

The City of Fort Bragg is currently seeking committed, inspired big-picture thinkers to help bring the mission to life. Applicants should represent some aspect of Fort Bragg's Tourism Economy with a focus on the lodging industry.

Board Commitment: Currently meetings will be held monthly. Meetings are regularly scheduled for the second Tuesday of every month at 11:00 am.

This Committee is subject to the Ralph M. Brown Act. Members are expected to fully comply with all applicable laws and regulations related to the Brown Act (assistance with adherence to the Brown Act will be provided by City staff). As the Committee is subject to the "Brown Act", information on this application is subject to the CA Public Records Act and related regulations.

The Committee is comprised of 5-7 community members serving staggering terms of 2 years.



**Applications are due Friday, December 22, 2023.** Submit completed applications to Cristal Munoz at [cmunoz@fortbragg.com](mailto:cmunoz@fortbragg.com) or call for more information, (707) 961-2823 x103.

Only completed applications will be brought forward to the Visit Fort Bragg Committee for consideration. Supplemental information supporting the application is welcome.

APPLICATION

**Name:** Efsthios I. Pappas, MS

**Company:**  
California Western/Skunk Train

**Mailing Address:**

[REDACTED]

**Email Address:**

[REDACTED]

**Phone Number:**

[REDACTED]

**1. Why would you like to be on the Visit Fort Bragg Committee?**

Fort Bragg relies on tourism to sustain its economy and the well-being of the community. As leadership at a major attraction in the area, it is natural to combine efforts to achieve maximum effectiveness, and thus benefit all stakeholders. Our marketing budget exceeds \$500,000 per year and is highly effective in driving visitors to the area. By combining efforts and strategy, the successes seen at our operation can aid the community and region more explicitly than is currently the case. It is my feeling that any benefit to Fort Bragg is a benefit to my institution and vice versa.

**2. Briefly describe your vision for Fort Bragg's Tourism Economy over the next 3-5 years.**

My goal is to grow sustainable businesses with living wages and support a healthy community. This can only occur if economic growth, thus visitorship, grows at a sustainable and significant rate. Maintaining this growth will require coordinated effort to foster relevant and desirable products and businesses. By keeping a steady drumbeat of lush imagery and content prominent within the greater public eye, as well as partnering with other DMO's, this transition can be achieved.

**3. What are some of your prior board/committee experiences?**

Heritage Rail Alliance Board Member, Federal Railroad Administration part 230 committee, Peninsular Lumberman's Museum Board Member, etc.

**4. What is your experience and expertise in strategic planning, budgeting and destination marketing?**

I have been senior leadership at heritage railroads for over ten years. I have lead institutions with budgets of five to eight million dollars annually, as well as managed projects with budgets over three to four million. I have managed and worked with marketing departments/firms with annual budgets of over \$750,000. A rewarding aspect of my experiences has been conducting strategic planning retreats for several institutions to better determine outcomes and methods.

**5. What does success for this Committee look like to you?**



Success looks like enhanced outreach, greater penetration into previously under exploited markets, and enhanced visitorship to Fort Bragg and nearby attractions. This would be achieved by enhanced digital presence, more regular content generation, and greater collaboration with major stakeholders with significant marketing horsepower to drive business.

# FORT BRAGG

NORTH COAST CALIFORNIA



## Visit Fort Bragg Committee Application

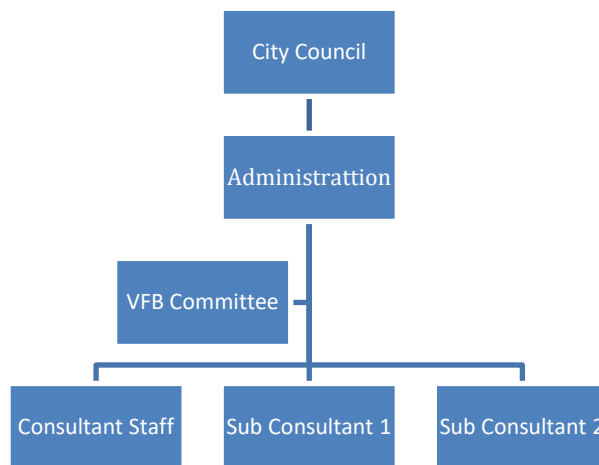
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Only completed applications will be brought forward to the Visit Fort Bragg Committee for consideration. Supplemental information supporting the application is welcome.

APPLICATION

**Name:**

**Company:**

**Mailing Address:**

**Email Address:**

**Phone Number:**

1. **Why would you like to be on the Visit Fort Bragg Committee?**
  
2. **Briefly describe your vision for Fort Bragg's Tourism Economy over the next 3-5 years.**
  
3. **What are some of your prior board/committee experiences?**
  
4. **What is your experience and expertise in strategic planning, budgeting and destination marketing?**
  
5. **What does success for this Committee look like to you?**

## Visit Fort Bragg Committee Application

Name: Cory Epperson

Company: Epperson Music

Mailing Address: [REDACTED]

Email Address: [REDACTED]

Phone Number: [REDACTED]

1. Why would you like to be on the Visit Fort Bragg Committee?

I would like to be of service to the business community of Fort Bragg in order to expand the interest demographic to include music and film lovers.

2. Briefly describe your vision for Fort Bragg's Tourism Economy over the next 3-5 years.

I see Fort Bragg's tourism economy continuing to grow in numbers as well as frequency of events. I visualize a multi-venue, cross-genre music festival over the Memorial Day weekend. I also see the near-future need for a state of the art venue for live music and film presentation.

3. What are some of your prior board/committee experiences?

None

4. What is your experience and expertise in strategic planning, budgeting and destination marketing?

I have experience in local hotel management and marketing which exposed me to the expectations and desires of our visitors and opened my mind to the untapped potential of our local tourist industry.

5. What does success for this Committee look like to you?

As a business owner, I've experienced the need to keep our dollars in the community but with a limited population we are ever dependent on the spending habits of our visitors. Increased tax revenue benefits the City of Fort Bragg as a whole but the added value that is not always obvious is the cultural diversity that the visitors bring. To tap into that well will set us apart and make Fort Bragg a uniquely desired destination.



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Receive Oral Report on Next Quarterly Merchant Meeting