

JUNE 26, 2025

# SEE MONTEREY BOARD OF DIRECTORS

SEE  
MONTEREY





# PUBLIC COMMENT



# STAFF ANNOUNCEMENTS

# New Hires & Open Positions



**Shelly Roberson**

Bookkeeper



**Kelsey Shoup**

Member Relations Specialist

## **Open Positions**

Director of Public Relations

Content & Creative Manager

Client Services Coordinator

# Cal Travel 30 & Under Emerging Leaders



**Sandy Huerta**  
Communications  
Specialist



**Marci Yeater**  
Marketing Coordinator



**Hoku Young**  
Digital Marketing  
Manager

# Wellness & CSR

Team Health Fair hosted by  
Montage May 15th

Carmel Cares Day 2



# HOW 2 HWY 1

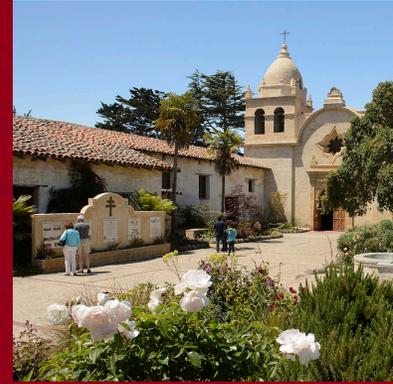
## Campaign Launch Results

- Placements: 1,374
- Audience: 175 million
- Ad Value: \$528,000





SEE  
MONTEREY



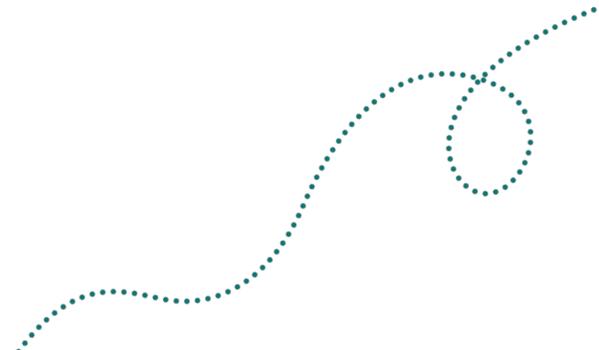
# SPECIAL PRESENTATION DIGITAL AI TRANSFORMATION

# Digital AI Transformation



**Dan Janes**

CEO, Madden Media





# CONSENT AGENDA

# Consent Agenda



1

Minutes of the April 24, 2025, Joint Board and MCTID Oversight Committee Budget Workshop  
Recommended Action: Approve Minutes as presented.

2

Department Reports  
Recommended Action: Receive May 2025 department reports.

3

Financial Statements  
Recommended Action: Approve April 2025 financial statements as presented.

4

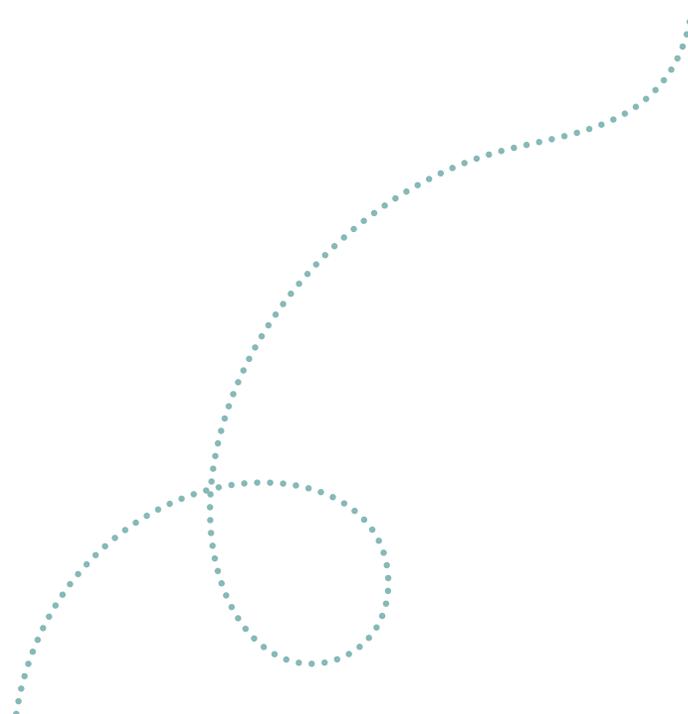
FY2025-26 Board and Committee Meeting Schedule  
Recommended Action: Approve the schedule as presented.



# REGULAR AGENDA

REGULAR AGENDA

# A. FY2025-26 BOARD OF DIRECTOR'S ELECTIONS



# NEW DIRECTORS



**Mel Harder**

WeatherTech Raceway

Laguna Seca

Director- Voting



**Dale Johnson**

Embassy Suites

Seaside

Director- Voting

# NEW ADVISORS



**Michelle Overmeyer**  
MST  
Advisor



**Chris Morello**  
Monterey Regional Airport  
Advisor

# Voting Directors Continuing in their Current Terms

<b>Name</b>	<b>Organization</b>	<b>Jurisdiction</b>	<b>Sector</b>	<b>What Yr/Term is This</b>	<b>Term Ends</b>
<b>Elected Directors</b>					
Fady Hanna	Lighthouse Lodge	Pacific Grove	Lodging	<i>2nd year of 2nd Term</i>	<i>6/30/2026</i>
Janine Chicourrat	Portola Hotel & Spa	Monterey	Lodging	<i>2nd year of 2nd Term</i>	<i>6/30/2026</i>
Erik Uppman	Cannery Row Company	Monterey	At-Large - Attraction	<i>2nd year of 3rd Term</i>	<i>6/30/2026</i>
Chris Sommers	Monterey Plaza Hotel & Spa	Monterey	Lodging	<i>2nd year of 3rd Term</i>	<i>6/30/2026</i>
Margaret D'Arrigo	City of Salinas	Salinas	At-Large - Elected	<i>2nd year of 1st Term</i>	<i>6/30/2026</i>
Bina Patel	Peninsula Hospitality Group	Monterey	Lodging	<i>2nd year of 4th Term</i>	<i>6/30/2026</i>
Amrish Patel	Green Lantern Inn	Carmel	At Large - Lodging	<i>2nd year of 4th Term</i>	<i>6/30/2026</i>
Kate Daniels	Monterey County	County	At-Large - Elected	<i>2nd year of 1st Term</i>	<i>6/30/2026</i>
Ed Smith	City of Monterey	Monterey	At-Large - Elected	<i>2nd year of 6th Term</i>	<i>6/30/2026</i>

# Voting Directors Nominated for New Terms

Name	Organization	Jurisdiction	Sector	What Yr/Term is This	Term Ends
<b>Elected Directors</b>					
Dale Johnson	Embassy Suites Seaside	Seaside	Lodging	1st year of 2nd Term	6/30/2027
Mel Harder	WeatherTech Raceway Laguna Seca	County	At-Large - Attraction	1st year of 2nd Term	6/30/2027
Kelly Green	Hestia Coffee	South County	At-Large	1st year of 2nd Term	6/30/2027
Sylvain Briens	Sanctuary Beach Resort	Marina	Lodging	1st year of 2nd Term	6/30/2027
Amy Herzog	Visit Carmel	Carmel	At-Large	1st year of 3rd Term	6/30/2027
Donna Langley	Pebble Beach Resorts	County	Lodging	1st year of 3rd Term	6/30/2027
Stefan Lorch	Monterey Marriott	Monterey	Lodging	1st year of 3rd Term	6/30/2027
Kevin Ellis	Hyatt Regency Monterey	Monterey	Lodging	1st year of 4th Term	6/30/2027
Kirk Gafill	Nepenthe / Phoenix Corp	County	At-Large - Restaurant	1st year of 4th Term	6/30/2027
John Turner	Intercontinental The Clement	Monterey	Lodging	1st year of 6th term	6/30/2027

# New Advisors Nominated for FY2025-26 Term

Advisors: non-voting members (annual terms, no limits)			
Paige Viren	MCHA	Regional	MCHA
	MCVGA	Regional	MCVGA
Paula Joy MacNab	MC Film Commission	Regional	MCFC
Chris Morello	Monterey Regional Airport	Regional	MRY
Tonya Hufford	MCC	Monterey	MCC
Jacquie Atchison	Arts Council for MC	Regional	ACMC
Norm Groot	MC Farm Bureau	Regional	MCFB
Michelle Overmeyer	MST	Regional	MST
Hans Uslar	City of Monterey	Monterey	At-Large - government
Liesbeth Visscher	City of Marina	Marina	At-Large - government
Sean Panchal	Presidents Inn	Monterey	At-Large - lodging
Hartmut Ott	Bernardus Lodge & Spa	County	At-Large - lodging
Dana Allen-Greil	Monterey Bay Aquarium	Monterey	At-Large - Attraction
Erin Sollecito	Monterey Touring Vehicles	Monterey	At-Large - Attraction
Mike LaBarre	King City (Mayor)	South County	At-Large - government
Anna Velazquez	Soledad (Mayor)	South County	At-Large - government

# FY2025-26 Officers Nominated

## Executive Committee

Chair, Janine Chicourrat

Past Chair, Bina Patel

Chair Elect, Erik Uppman

Treasurer, Fady Hanna

Secretary, Donna Langley

MCTID Chair, John Turner



# FY2025-26 Committees of the Board

1. Executive – Janine Chicourrat, Chair
2. MCTID Oversight – John Turner, Chair
3. Finance – Fady Hanna, Chair
4. Marketing – Amy Herzog, Chair
5. Sales – Chris Sommers, Chair
6. Board Development – Bina Patel, Chair
7. Compensation – Erik Uppman, Chair



# MCTID Oversight Committee Appointees

## To Board of Directors

John Turner

Chris Sommers

Amrish Patel

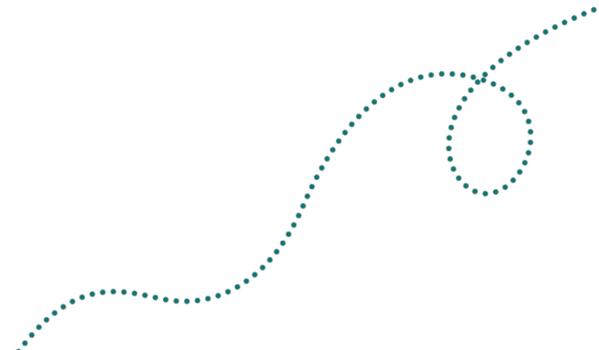
Open Seat (to be filled in coming year)



# Recognizing our FY2024-25 Chair



**Thank you, Bina!**



REGULAR AGENDA

# B. BANK ACCOUNT SIGNERS



# Bank Account Signers

## Motion to Approve

The following list of signers on the Mechanics Bank checking and money market accounts ending in 3411, and 8604 and the US Bank checking and money market accounts ending in 2424 and 2598 and on any new accounts that See Monterey may determine from time to time:

### **SIGNERS:**

- Fady Hanna

## And to remove

Amrish Patel as a signer on all accounts

## And to authorize

Secretary, Donna Langley, to sign bank forms required to bring into effect the above list of signers.

REGULAR AGENDA

# C. BOARD DIRECTOR TRANSACTION RESOLUTIONS

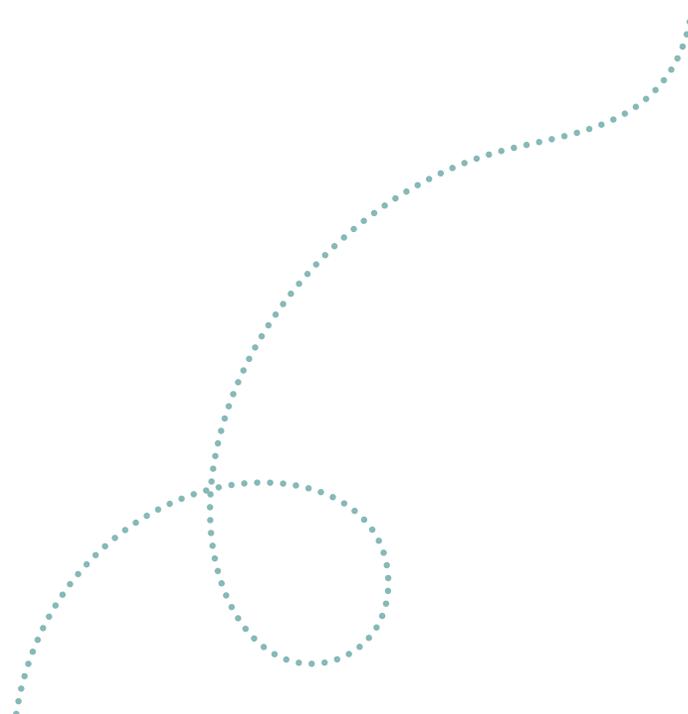


# 15 Board Directors Transaction Resolutions

1. Kevin Ellis	9. Chris Sommers
2. Kirk Gafill	10. Dale Johnson
3. Stefan Lorch	11. Mel Harder
4. Amrish Patel	12. Donna Langley
5. Janine Chicourrat	13. Fady Hanna
6. Erik Uppman	14. Sylvain Briens
7. Bina Patel	15. Kelly Green
8. John Turner	

REGULAR AGENDA

# D. FY2025-26 BUSINESS PLAN AND BUDGET





*The future of travel isn't found on a map — it's made by those willing to chart new paths.”*

**-AI ROB**

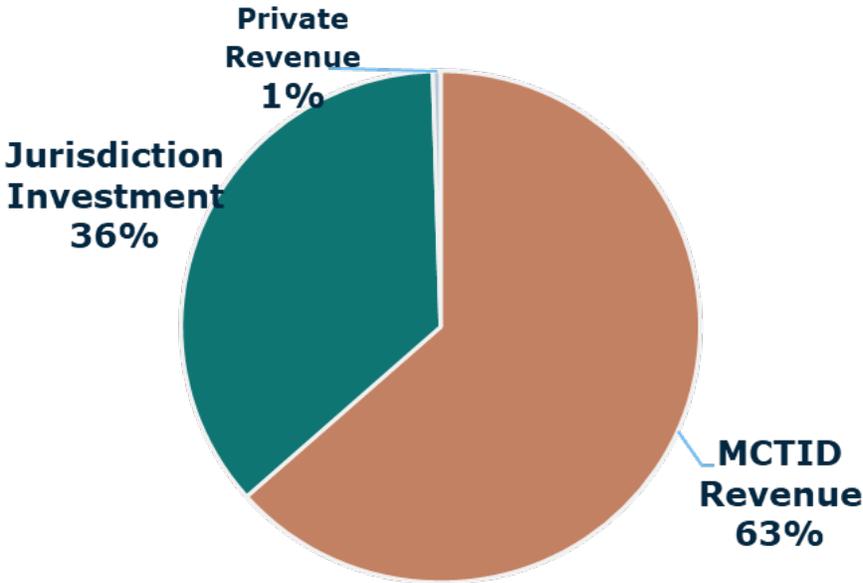
- *Uncertainty remains a day-to-day constant*
- *Overall Travel Outlook is relatively flat*
- *International is trending down significantly*
- *Meetings Industry is cautious, but See Monterey continues to trend above pace for coming FY*

# Revenue Comparison YOY

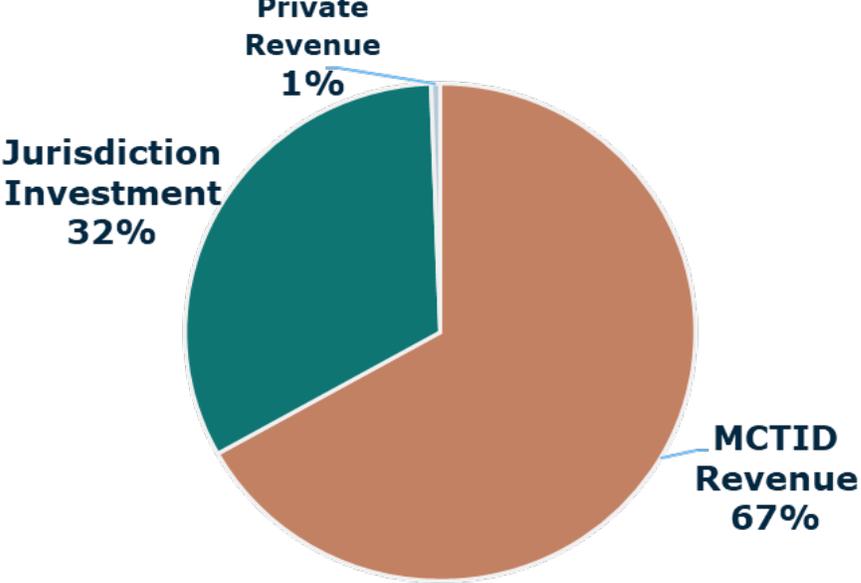
*All \$ in \$1,000*

Revenue	FY2024-25 Rereforecast	FY2025-26 Budget	Difference	% Change
MCTID Revenue	7,863,807	9,227,505	1,363,698	17% Increase in TID rates begin July 1, 2025
Jurisdiction Investment	4,471,671	4,468,402	(3,269)	0%
Private Revenue	60,000	93,750	33,750	56% Increase in interest income & co-op revenue
<b>Total Revenue</b>	<b>12,395,478</b>	<b>13,789,657</b>	<b>1,394,179</b>	<b>10%</b>

**FY2024-25 Revenue**



**FY2025-26 Revenue**



# Revenue Comparison YOY

	FY2024-25 Reforecast	FY2025-26 Budget	Difference
<b>MCTID</b>			
Monterey	\$ 3,526,458	\$ 4,166,729	\$ 640,271
County	\$ 2,367,721	\$ 2,682,494	\$ 314,773
Carmel	\$ 531,669	\$ 630,297	\$ 98,628
Pacific Grove	\$ 372,583	\$ 471,843	\$ 99,260
Seaside	\$ 432,482	\$ 490,146	\$ 57,664
Salinas	\$ 305,052	\$ 405,994	\$ 100,942
Marina	\$ 327,844	\$ 380,003	\$ 52,159
<b>MCTID Total</b>	<b>\$ 7,863,807</b>	<b>\$ 9,227,505</b>	<b>\$ 1,363,698</b>

## By Type and Jurisdiction

<b>Jurisdiction Investment Partnerships</b>			
Monterey	\$ 1,800,000	\$ 1,759,463	\$ (40,537)
County	\$ 1,913,494	\$ 1,913,494	\$ -
Carmel	\$ 226,297	\$ 237,981	\$ 11,684
Pacific Grove	\$ 161,500	\$ 171,081	\$ 9,581
Seaside	\$ 117,202	\$ 116,830	\$ (372)
Salinas	\$ 115,104	\$ 120,000	\$ 4,896
Marina	\$ 123,074	\$ 130,000	\$ 6,926
King City	\$ 10,000	\$ 12,500	\$ 2,500
Soledad	\$ 3,000	\$ 7,054	\$ 4,054
Sand City	\$ 2,000		\$ (2000)
<b>JIP Total</b>	<b>\$ 4,471,671</b>	<b>\$ 4,468,402</b>	<b>\$ (3,269)</b>
<b>Private Rev</b>	<b>\$ 60,000</b>	<b>\$ 93,750</b>	<b>\$ 33,750</b>
<b>Total Revenues</b>	<b>\$ 12,395,478</b>	<b>\$ 13,789,657</b>	<b>\$ 1,394,179</b>

# Sand City

- Longstanding 'handshake' to invest nominal \$2K per year until 'someday' they have a hotel
- Future participation as a jurisdiction investor and MCTID is in question
- See Monterey presented to Council on June 3, requested Council vote – remains TBD
- Board and MCTID Oversight Committee has option to remove Sand City from all destination marketing/sales support



# Marketing Communications Strategies

1. Extend **REACH** into New & Under-tapped Markets
2. Targeted Event Promotion & Development
3. Further Develop Regional Identities
4. Reinforce Key Content Pillars
5. Drive Demand in International & Luxury Segments



# Marketing Communications Budget

Marketing Expense	FY2024-25 Reforecast	FY2025-26 Budget	Difference	% Chg	
Leisure Marketing	2,616,142	3,401,380	758,238	30%	Budget added to media to expand campaigns, grow reach, and enhance event promotion.
International Marketing	203,560	240,140	36,580	18%	Budget added to expand programming into Asia Pacific region.
Luxury Marketing	416,929	477,350	60,421	14%	Budget added to expand reach into luxury segment.
Public Relations	310,130	364,500	54,370	18%	Budget added to include brand and media partnership opportunities and culinary events.
Agency Fees	393,000	456,456	63,456	16%	Budget added to account for contracted agency fee increases, inclusion of every-other-year All Agency Meeting and event development agency.
Marketing Operations	636,457	673,855	37,398	6%	Budget added for additional research studies and data purchase.
<b>Total Marketing Expense</b>	<b>4,576,219</b>	<b>5,613,681</b>	<b>1,037,462</b>	<b>23%</b>	

# Marketing Communications Goals



## Goal

- ✓ Engaged Web Sessions
- ✓ Engaged Social Growth
- ✓ Intent to Visit



## Recommended Target

- 🎯 1M sessions\* (-23% YOY)
- 🎯 22K new followers (+8% YOY)  
@ 6% average engagement
- 🎯 4.3

\*Revisit at Mid-Year

# International Strategy

## Target Markets

- UK
- Mexico
- Canada
- Asia TBD

## Marketing

- Direct-to-consumer advertising through co-ops
- Continued PR representation in UK
- Media Missions and activity in other markets

## Travel Trade

- Continued Trade representation in UK
- Stay the course
- Look into Pac Rim representation mid-year

# Luxury Strategy

## MARKETING

- “Seek & Find” advertising campaign
- IMM Luxury media event
- Targeted brand partnership
- Focused media and Influencer hosting

## BUSINESS DEVELOPMENT

- Luxury network partnerships
- ILTM attendance
- Regional Luxury Travel Agent Activations



# Business Development Strategies

1. **Grow “NEW”** - SMERF & Niche Group Leads
2. **Increase In-Market Visits** - Industry events and FAMs
3. **Trade Show Strategy** - “Show up Bigger”
4. **Incentivize Meetings** - Drive Need Periods
5. **Maintain Momentum** - International Travel Trade



# Business Development Budget

## FY2024-25 comparison to FY 2025-26

Business Development	FY2024-25 Reforecast	FY2025-26 Budget	Difference	% Chg	
BD Programs	116,603	115,618	(985)	-1%	
Group Events	1,109,442	1,319,150	209,709	19%	Showing up Bigger at IMEX, PCMA, CEMA
Leisure Events	400,221	402,900	2,679	1%	
Meeting Incentives	99,746	120,000	20,254	20%	Promoting group incentive earlier and more often
Group Marketing	863,467	985,000	121,533	14%	Budget added to media to expand campaigns, grow reach and add additional support for sales activities.
BD Operations	109,249	104,759	(4,490)	-4%	Reclassification of sponsored events out of market to grow next years attendance; moved from BD operations to Group Events.
<b>Total Business Development</b>	<b>2,698,726</b>	<b>3,047,427</b>	<b>348,701</b>	<b>13%</b>	

# Business Development Goals

## Goal

- ✓ Sales Leads
- ✓ Conversion
- ✓ New Business
- ✓ Stretch Goal

## Recommended Target

- 🎯 725
- 🎯 25%
- 🎯 35%
- 🎯 Converted New Business

# Community Relations Strategies

- 1. Community Engagement-** develop community benefit campaign and grow strategic partnerships
- 2. Membership Growth & Development-** expand membership and grow destination education series
- 3. Destination Services-** refresh visitor planning tools/resources and collaborate with regional visitor centers



# Community Relations Budget

## FY2024-25 comparison to FY 2025-26

Community Relations	FY2024-25 Reforecast	FY2025-26 Budget	Difference	% Chg	
CR Programs	66,760	96,000	29,240	44%	MCHA partnership, annual meeting, KMBY
Visitor Services	17,359	14,887	(2,472)	-14%	Visitor kiosk agreement with Monterey Chamber ended
CR Operations	17,298	11,831	(5,467)	-32%	Less CDME courses required FY2526 for Director of CR
<b>Total Community Relations</b>	<b>101,417</b>	<b>122,718</b>	<b>21,301</b>	<b>21%</b>	

# Administrative Budget

## FY2024-25 comparison to FY 2025-26

Administration	FY2024-25 Reforecast	FY2025-26 Budget	Difference	% Chg	
Business Operations	248,934	275,122	26,188	11%	Rent and utilities
HR/Legal	232,795	207,850	(24,945)	-11%	Elimination of Board Governance consulting
Accounting/Finance	113,066	92,344	(20,722)	-18%	Reduced need for outside accounting
IT	92,514	98,700	6,186	7%	Increased provider costs & users
Governance	48,852	82,000	33,148	68%	Board Leadership Summit, BoardEffect Platform
Other Administration	76,237	99,650	23,413	31%	Augmenting Team professional development/training
Computer/Software	80,387	107,681	27,294	34%	Accounting software increase and new budgeting software
Furniture/Fixtures	18,368	8,004	(10,364)	-56%	Office furnished after first year
<b>Total Administration</b>	<b>911,153</b>	<b>971,351</b>	<b>60,198</b>	<b>7%</b>	

# Talent Investment Overview

## FY2024-25 comparison to FY 2025-26

Talent Expense	FY2024-25 Reforecast	FY2025-26 Budget	Difference	% Chg	
Salary	2,623,818	2,792,017	168,199	6%	4% increase in current team salary PR Director beginning Sep 2025 Marketing/Sales position beginning mid-year 2% discretionary bonus \$1,000 wellness per team member annually
Incentive	396,958	408,718	11,760	3%	
Benefits	334,267	376,215	41,948	13%	
Taxes	323,035	381,824	58,789	18%	
<b>Total Talent Expense</b>	<b>3,678,078</b>	<b>3,958,774</b>	<b>280,695</b>	<b>8%</b>	

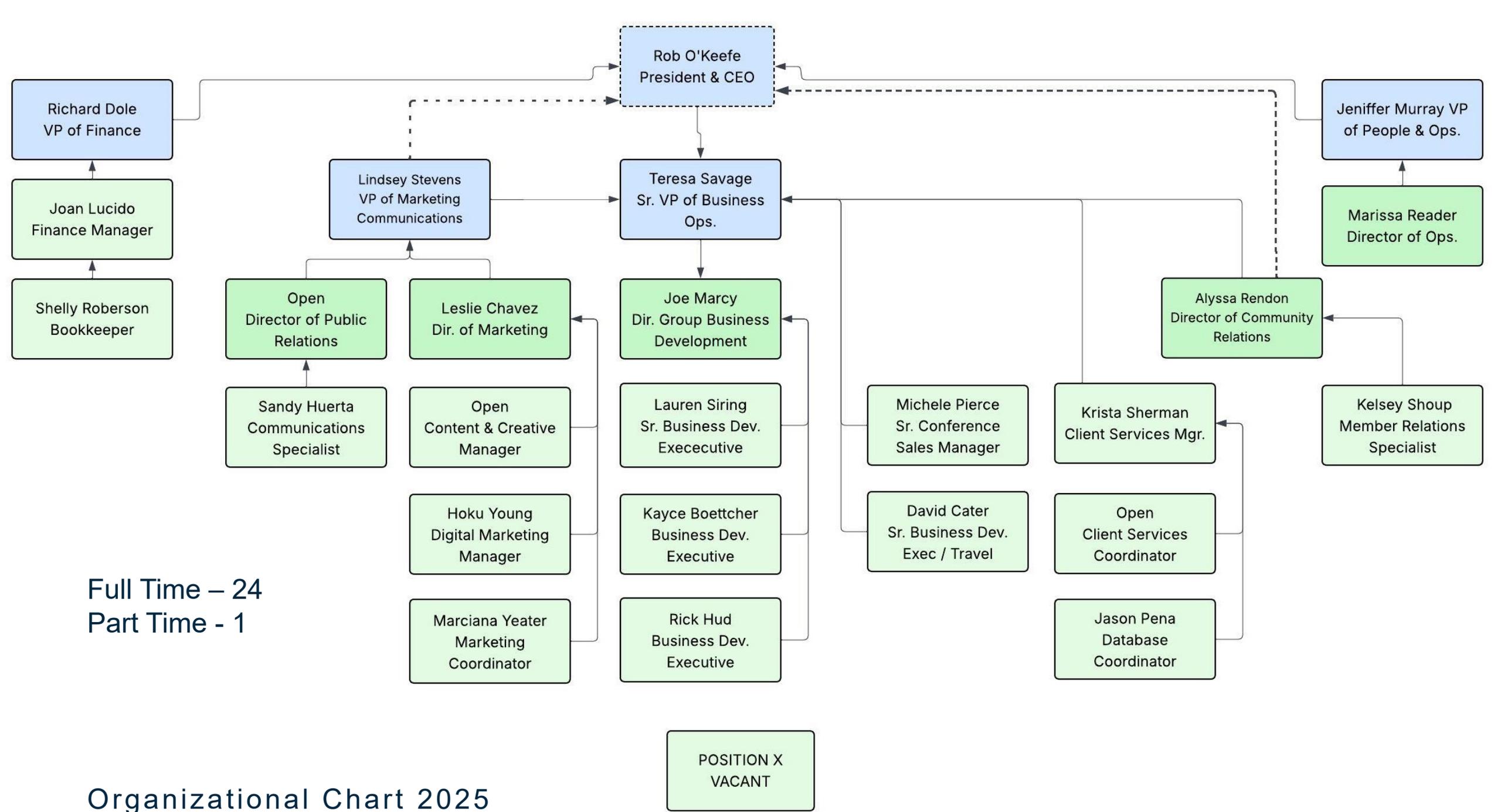
# Health & Wellness Enhancements

## Health Insurance

- ✓ 85% EE/25% Dependent to 85% EE/35% Dependent

## Wellness Incentive

- ✓ \$1,000 Per Team Member Annually
- ✓ Incentivize health & wellness to reduce health care costs



# Bylaw Revisions

**Section 9: Resignation of Directors.** Any Director may resign by giving written notice to the Chair of the Board, if any, or to the President/CEO or Secretary of the Board. The resignation shall be effective when the notice is given unless it specifies a later time for the resignation to become effective. If an elected Directors' resignation is effective at a later time, the Board may elect a successor to take office as of the date when the resignation becomes effective. **If the board chooses to not elect a successor, a temporary non-voting replacement may be made until the seat is filled.**

**Section 7: Marketing Committee.** The marketing committee shall be an advisory committee, comprised of as many members as the Board shall determine on an annual basis, and chaired by a Director **or Board Advisor.**

**Section 8: Sales Committee.** The sales committee shall be an advisory committee, comprised of a representative from the group focused lodging properties and any other key representatives deemed appropriate by the Chair of the Board to accomplish the committee's mission. The committee's mission will be to actively participate in the development, planning and evaluation of the Corporation's group sales programs, and the Committee shall have such duties as prescribed by corporate policy **and chaired by a Director or Board Advisor.**

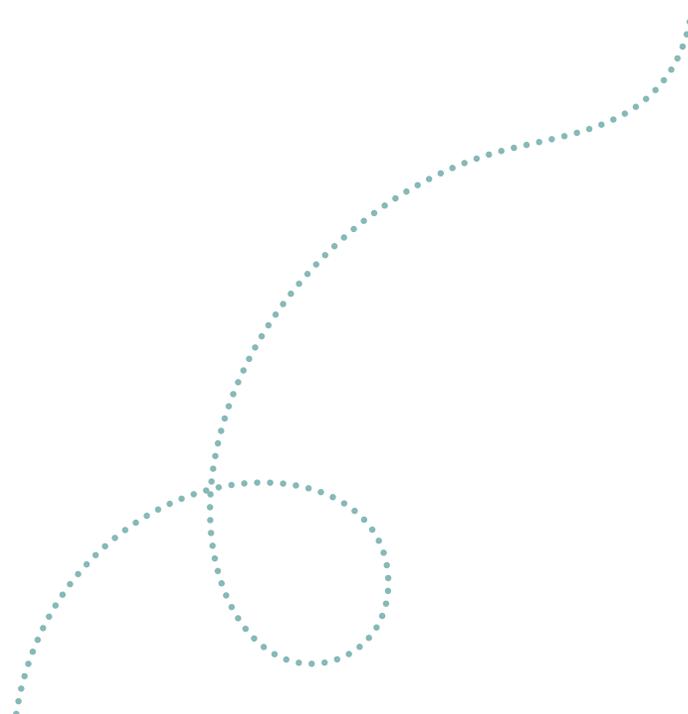
# Motion

- **FY25-26 Budget & Business Plan**



REGULAR AGENDA

# E. FY2024-25 BUSINESS PLAN UPDATE



# Business Plan Update – Major Programs



## Marketing Communications

- Connected Leisure, Group, Lux and Responsible Travel under “Find Your Way Here” brand
- Launched new SeeMonterey.com
- Grew international and luxury marketing programs

## Business Development

- Major in-market activations – CalSAE Elevate, MPI NCC, FAMs
- Partnership growth – Maritz, SITE and Prestige
- Expanded the luxury travel programs and stayed the course internationally - IPW

## Community Relations

- Grew business membership and engagement
- Grew engagement at destination education series
- Fostered community and jurisdiction partnerships – from jurisdiction partners to BSMAAC and more!

## Admin, HR, Finance

- Transitioned to new HR & Finance platforms
- Enhanced compliance via revised handbook & new policies
- Adopted electronic payment methods and digital recordkeeping

# Business Plan Update – Outcomes

## Marketing Communications

- **1,375,812** Engaged Web Sessions
- **200,830** MIM Engaged Web Sessions
- **3,071,061** Social Media Engagements
- **163,680** Partner Site Conversions
- **2.03B** Earned Media Impressions

## Business Development

- **752** Leads
  - **201** booked leads
  - **26.7%** Conversion
  - **\$84,663,713** booked EIC
- STRETCH GOAL- 75,000**
- **81,248** Room nights booked

## Community Relations

- **79** new members
- **3** Wayfinding destination education workshops
- **83** Report Outs/Presentations at Community meetings
  - BSBO, County JIC, South County Roundtable, Chamber Roundtables, Associations, etc.



# BOARD MEMBER ANNOUNCEMENT



GOOD OF THE  
ORDER



NEXT MEETING OF THE  
BOARD: ANNUAL MEETING  
– SUNSET CENTER  
AUGUST 28, 2025

***ADJOURNED***