



January 29, 2026

SEE MONTEREY BOARD OF DIRECTORS

Vision:

A thriving tourism economy that enriches Monterey County's economic vitality and quality of life.

Mission Statement:

To generate community prosperity for Monterey County through the responsible promotion and growth of the tourism economy.

SEE
MONTEREY



PUBLIC COMMENT



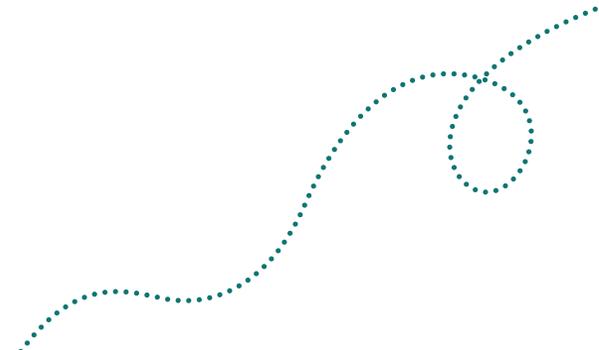
SPECIAL
PRESENTATION
2027 US MEN'S OPEN
PEBBLE BEACH

USGA MEN'S OPEN, JUNE 2027



Danny Sink

Senior Director- US Open
Championships





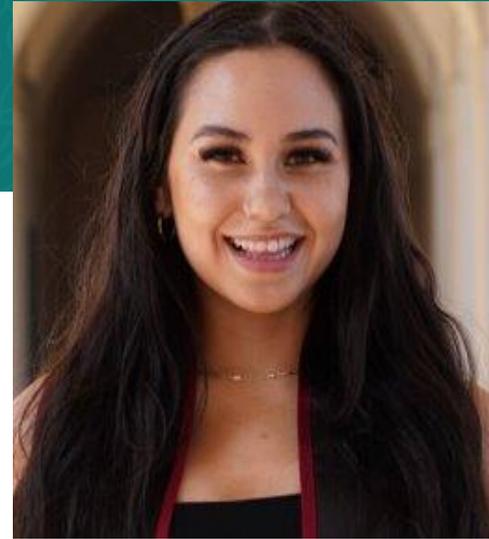
STAFF ANNOUNCEMENTS

NEW TEAM MEMBER



Dawn Mathes-Park
Vice President of Marketing
& Community Relations

RECENT HIRES (Fall 2025)



Jennifer Chiesa

Director of
Public Relations

Zeke Ramsell

Senior Business
Development
Executive
(SF Bay Area)

Mackenzie Fisher

Marketing
Coordinator

Faith Heggie

Member
Relations Specialist

Erin Burd

Content
Manager



WINE COUNTRY?

THE TEAM OUT & ABOUT



IT TAKES TWO **MEMBERSHIP PROGRAM**

Only Takes Two

A new practical way for our team to stay connected to members through brief, high-impact visits.

- 1,261 Current Members
- *Monterey 1000 & Off the Canvas* programs are tailor made to grow membership





CONSENT AGENDA

CONSENT AGENDA



1

Minutes of the October 30, 2025 Board of Directors Meeting
Recommended Action: Approve the draft minutes as presented.

2

FY2025-26 Mid Year Results Reports
Recommended Action: Receive mid year Department Results Reports.

3

Mid Year (December 2025) Financial Statements
Recommended Action: Approve December 2025 YTD Financial Statements.

4

401k Retirement Plan Broker of Record Change
Recommended Action: Approve recommendation from Finance Committee to change broker of record from Ruben Hernandez (Hub International) to Paul Gregory III (Merrill Lynch)

5

Audit Firm Selection
Recommended Action: Approve recommendation from Finance Committee to change Audit Firms to MRBK (McGilloway Ray Brown & Kaufman)



REGULAR AGENDA

REGULAR AGENDA

**A. SEE MONTEREY NEW
BOARD ADVISOR**



VOTE TO APPROVE



Nat Rojanasathira
Advisor Seat - City of Monterey

REGULAR AGENDA

B. SEE MONTEREY FY2025-26 BUSINESS PLAN UPDATE





STR MONTEREY COUNTY 2025 YEAR END

Occupancy

68.7% (+2.7%)

ADR

\$266.33 (-0.5%)

Monterey County Occupancy (YoY)

- City of Monterey = 71.0 (+4.0%)
- Full Service = 72.9% (+4.0%)
- Luxury = 74.0% (+1.6%)
- Limited Service = 67.1% (+2.6%)

Competitive Set Occupancy (YoY)

- Napa County = 64.4% +2.6% (+11.8% Group)
- San Francisco = 69% +5.5% (+18.8% Group)
- Santa Barbara = 67.1% (-1.0%)
- Sonoma = 60.2% (-1.4%)

GROUP BUSINESS DEVELOPMENT PRODUCTIVITY

Monterey County (FY2025-26 Jul-Dec)

FY2024-25	Leads	Booked Leads	Contracted Rooms	EIC
Single Property	307	78	23,005	\$ 21,665,280
MCC	73	26	20,626	\$ 22,060,849
Grand Total	380	103	43,631	\$ 43,726,130

Leads up 12%
Bookings up 20%

Booked RN's up -13.7%
MCC +3,298
SP -9,923

FY2025-26	Leads	Booked Leads	Contracted Rooms	EIC
Single Property	350	97	13,712	\$ 12,358,170
MCC	84	31	23,924	\$ 21,450,362
Grand Total	434	128	37,636	\$ 33,808,532

Economic Impact - 22.6%

MARKETING MID-YEAR STATS

Metric	Goal	Mid-Year Stats	% To Goal
*Engaged Web Sessions	1,000,000	791,081	79%
MIM Engaged Web Sessions	175,000	79,642	54%
Website Impressions	54,000,000	28,800,000	53%
*Social Engagements	3,100,000	2,390,000	77%
Social Audience Growth	22,000	10,626	48%
*Partner Site Conversions	165,000	155,143	94%
*Group Web Inquiries	305	325	100%

*Adjusting Year End Goal

COMMUNICATIONS MID-YEAR STATS

Metric	Goal	Q1&2 Stats	% To Goal
*Top 125 Outlets	55	40	72%
Referral Traffic from Earned Media	1,800	848	47%
Earned Media Impressions	2.25 billion	1,075,441,268	48%

TOP OUTLETS



San Francisco Chronicle



Sunset

Smartmeetings

*Adjusting Year End Goal

ANOTHER DAY IN MONTEREY FALL, 2025

Offer Period: Oct 2025 to Mar 2026

Preliminary Results thru Dec 2025:

- **\$800K in economic impact** actualized and future bookings (first month of program)
- **826** room nights booked
- **20,000+** partner referrals (*clicks to partner sites*)
- **72,000+** new users to landing page
- **90,000+** total web sessions



EVENT STRATEGY

Event Development Strategy

Goal – Evaluate Existing/Attract New

- Formed Event Task Force
- Stakeholder Sessions, 2/17 and 2/19
- Destination Tours
- Discussions with key Event Organizers
- Gather Data from City & County on permitting process
- Final Analysis Completed April 2026



FUTURE EVENTS?



REGULAR AGENDA

C. FY2025-2026 BUDGET REFORECAST



2026 MEETINGS INDUSTRY TRENDS

Skift
MEETINGS

EVENT DESIGN

Why Micro Events Are a 2026 Megatrend

- Upswing in Smaller Meetings
- Large Convention Centers out of favor
- Attendees Expect an Experiential Event
- Short Booking Windows Continue
- C Suite Executives have increasing influence on meeting locations

2026 MEETINGS INDUSTRY TRENDS

- Meeting Planners Sourcing More in 2026
- 2nd and 3rd Tier Destinations being sourced
- Using AI for Meeting Search and Planning
- Importance of Sustainability
- Impact of Local Politics on Destination Selection
- Importance of Perception of Safety

BUSINESS DEVELOPMENT

Corporate Partnerships

- **SITE SoEast – Atlanta**
- MPI WEC – San Antonio
- HelmsBriscoe Annual Conference – LA
- IMEX Frankfurt

Sales Missions/Co-ops

- Sacramento - Association
- MIC Denver - Corporate
- Midwest – Corporate and Association
- **Bay Area – Corporate Event and FAM**
- Dallas/Houston Rodeo - Corporate

Conferences and Industry Events

- **SGMP NEC**
- MPI Northern California ACE
- PCMA NCC Leap – Sacramento
- Associations West ELEVATE

International Travel Trade

- VCA Sales & Media Mission - Mexico
- IPW – Fort Lauderdale
- VCA Luxury Forum – Lake Tahoe
- **Luxury Travel Agent Activations**
- B2B Campaigns and FAMs

PEBBLE BEACH FOOD & WINE GROUP SALES ACTIVATION

- Target Top Luxury Group Planners
 - (Bay Area, Chicago, Texas)
- Showcase Culinary Excellence
- Highlight Wine and Unique Venues
- Emphasize Inspiration and Scale
- Collect Client Testimonials



BUSINESS DEVELOPMENT

FY 2025-26 Reforecast comparison to Budget

Business Development Programs	Reforecast	Variance vs Budget	Comments
Group Events	1,253.8	-65.3	Partnerships paid FY24-25 budget (45k) and Cancelled events due to BDE committments (20k)
Leisure Events	426.2	23.3	Added luxury travel agent events (25k)
Meeting Incentives	141.8	21.8	Booking incentive being used more for single property opportunities
Group Marketing	1,010.7	25.7	Increased spend targeting C-suite audience to layer on existing group campaign
BD Operations	98.1	-6.7	Underspend in T&E
Total	3,048.3	.9	

2026 LEISURE TRAVEL TRENDS

- **Multigenerational Travel** → Digital detox, slow travel, shared experiences
- **On-Screen Influence** → *East of Eden* (2026 release)
- **Cultural Curiosity** → Monterey 1000 & Off the Canvas

USA TODAY

Inheritourism: Travel Runs in the Family

The Why: While Zillennials (Gen Z & Millennials) are building lives, careers and families of their own, they are also "inheriting" travel preferences from their parents – making travel decisions because their parents influenced their decision, from hotel preferences and trip types to loyalty programs.



2026 LEISURE TRAVEL TRENDS

- **Road Trip Renaissance** → Highway 1 as a core motivator
- **Fan Travel & Mega Events** → Super Bowl LX, FIFA World Cup, Olympics
- **Wellness Beyond the Spa** → Nature, movement, mindfulness, relaxation

70% of Americans
are planning a
road trip this year

Hilton, 2026 Trends



SPRING SNAPSHOT

Spring Campaigns

- **"Find Your Way Here"** Leisure: Kick off in February with a national TV buy running during AT&T Pro Am
- **"Seek + Find"** Luxury: Running through May with placements in AFAR & Luxury Link
- **"Inspiration Meets Here"** Group + MCC: Always on with an emphasis on C-Suite & SMERF this spring

Arts & Heritage Tourism

- **Off the Canvas:** Showcase public art as an extension of the County's natural beauty and inspiration
- **Monterey 1000:** 1,000 years of Monterey County history, to be featured on *Wheel of Fortune* as part of the show's America 250-themed episode

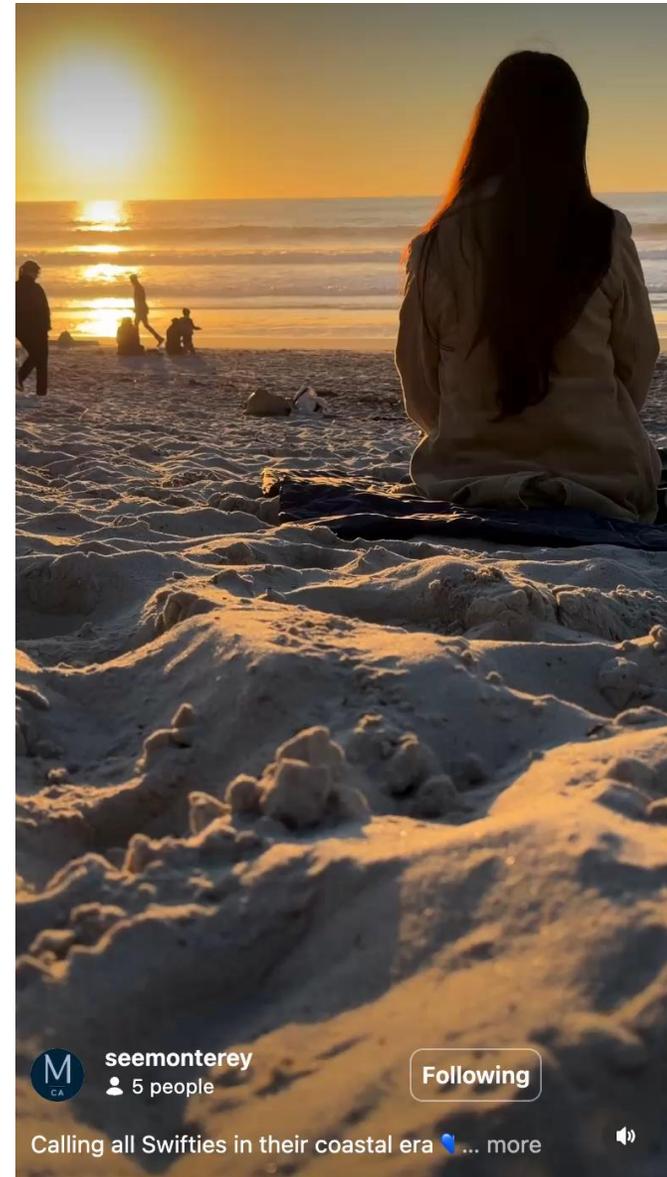
FIFA World Cup

- Create broad-scale awareness for the destination among attendees
- Partner with Visit California & Brand USA on road trip itinerary
- Tie into HWY 1 re-opening "The Road Between Matches"
- Run targeted digital reaching confirmed high-net-worth World Cup travelers and intenders, now - June

Content

- Regional Identities or "Vibes" Phase 2 (spring): Video production to highlight each region + One More content series to showcase connectivity
- Focus on audience growth
- Implement a TikTok and Pinterest Strategy

STAND OUT SOCIAL



MONTEREY 1000

Indigenous History
Linda Yamane
(*Rumsen Ohlone artist & cultural practitioner*)

-1000+ YEARS AGO

INDIGENOUS HISTORY & STEWARDSHIP

Monterey County is the ancestral homeland of the Esselen, Salinan and Rumsen Ohlone peoples, who have stewarded this land for thousands of years—and continue to do so today. Across this landscape, numerous villages were established, including Achatawa—now known as Monterey—Japogan near present-day Big Sur and Tucumat along the Carmel River. These villages were centers of craft, storytelling and cultural exchange. Pictured: Monterey Natives by Jose Cordero

JURISDICTION: BRUSH, CARMEL VALLEY, MONTESENY, PACIFIC GROVE

[LEARN MORE](#)

1500S

FINDING CALIFORNIA
More info coming soon

1602

VIZCAINO NAMES MONTEREY
More info coming soon

1770-71

PREFIDIO & MISSION ERA
More info coming soon

1776

DE ANZA TRAIL PASSES THROUGH MONTEREY COUNTY
More info coming soon

1827-46

OLD CUSTOM HOUSE & U.S. ANNEXATION
More info coming soon

1849

CALIFORNIA CONSTITUTION
More info coming soon

1855

POINT PINOS LIGHTHOUSE
More info coming soon

1880

HISTORY OF HOSPITALITY/HOTELS
More info coming soon



**Brian
Edwards
Library &
Museums
Director for
Monterey**



MONTEREY 1000



Monterey
County Firsts
Sam Farr
(Ret. Congressman)

WHEEL OF FORTUNE AMERICANA WEEK

Celebrating America 250 and Monterey 1000



- Airing in May
- Averages 8 million viewers per night on linear TV across ABC, CBS and NBC affiliates
- Episodes available for next-day streaming for one week on Peacock, Hulu, and Hulu on Disney+
- #1 most loyal audience in TV syndication
- Email + social media amplification on WOF channels

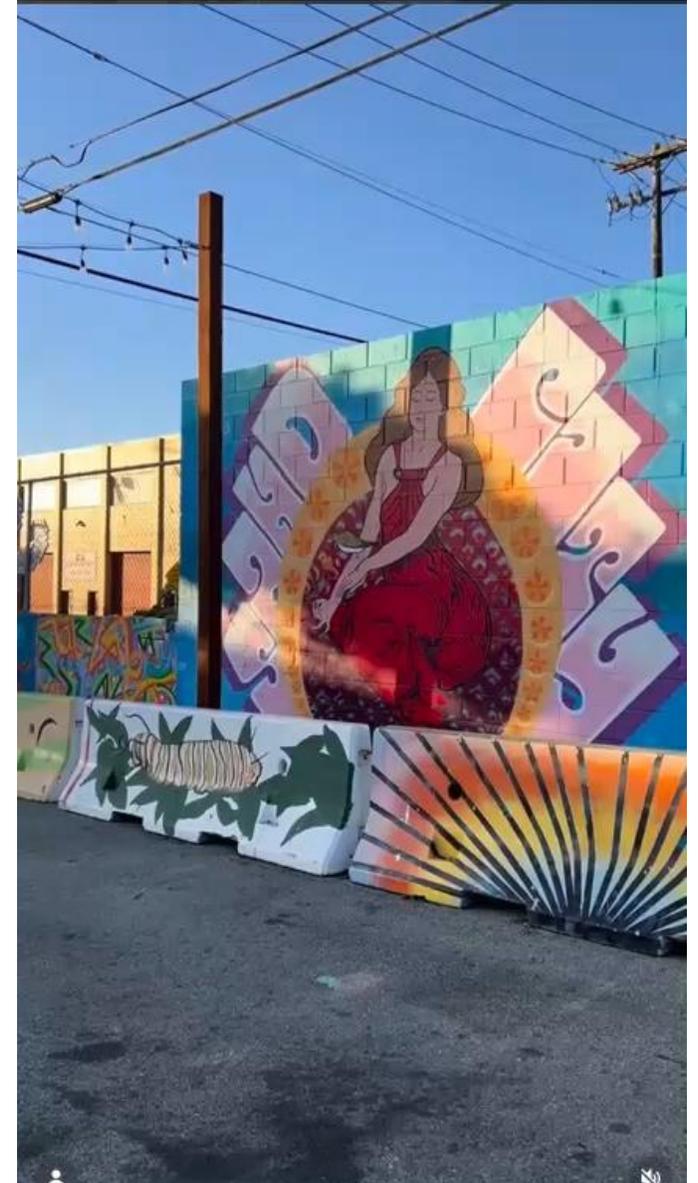


OFF THE CANVAS: ARTS & CULTURE



"Monterey County is a living canvas – our murals, galleries and stages reflect the people and stories that call this place home."

– Jacquie Atchison, Executive Director, [Arts Council for Monterey County](#)



THE ROAD STARTS AT SUPER BOWL LX

Wife'd Up, Mic'd Up Leads the Way to the Pro-Am

See Monterey #s:

- **Impressions:** 1.52 Million (900% increase in reach)
- **Engagement:** 39,094
- **Gained Followers:** 460

YouTube Full Episode Views: 237K

Claire Kittle (453K followers on IG)

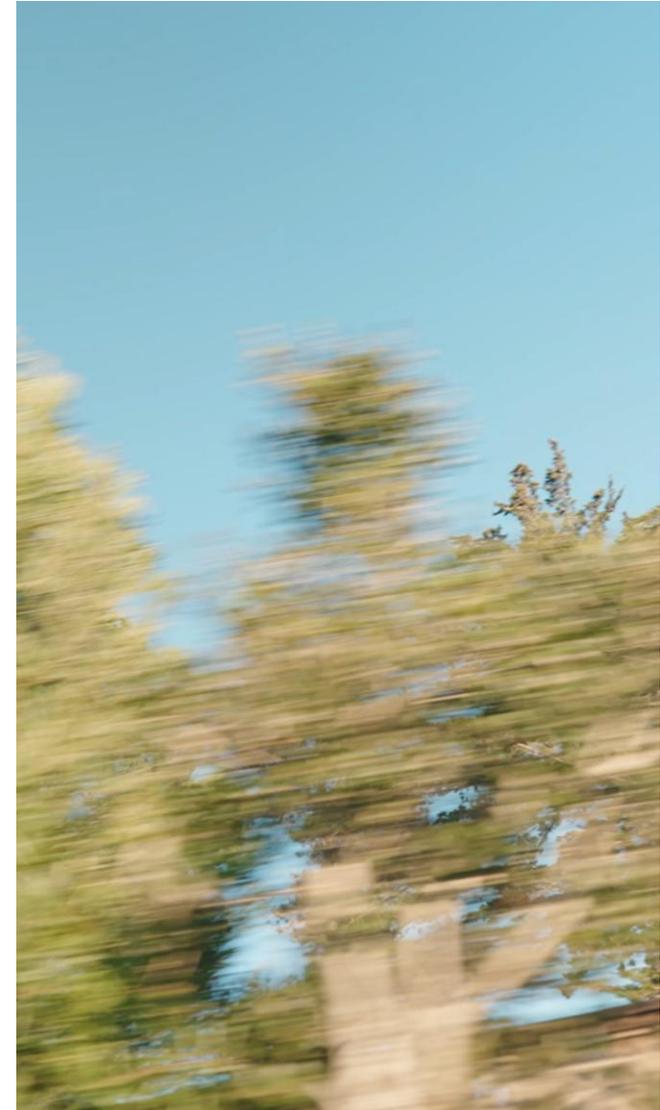
- Collab Grid Post: 31.1K Likes / 1,055 Shares

Kristin Juszczuk (1.2M followers on IG)

- Collab Reel: 151K Views

**Statistics as of 1/21/2026*

Collaboration ends mid-February



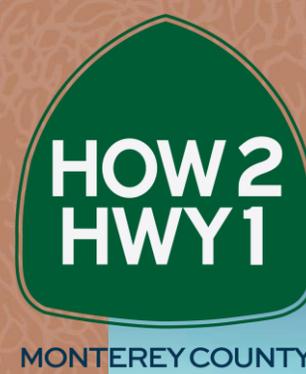
HIGHWAY 1 IS OPEN!

What We've Done

- Leading the charge with CA DMOS and Central Coast partners
- Statewide approach with global reach in consultation with Cal Trans
- Coordinated marketing efforts

What's Next

- Launch domestic and international paid media campaigns
- Activate FIFA-aligned initiatives, including a Highway 1 influencer road trip with Visit California
- Continue earned media outreach, including international pitching at IMM NYC



Standout Stats

- Impressions: 288K
- Engagement: 9,398
- Gained Followers: 62



ORD → MRY FLIGHT LAUNCH

May 23–August 15, Weekly Saturday Service

Marketing Game Plan Considerations:

- Targeted advertising, social and PR campaign
- Member Toolkit
- Chicago-regional sales initiatives
- Partnership initiatives/promotions (e.g., Aquarium, WeatherTech, Choose Chicago)



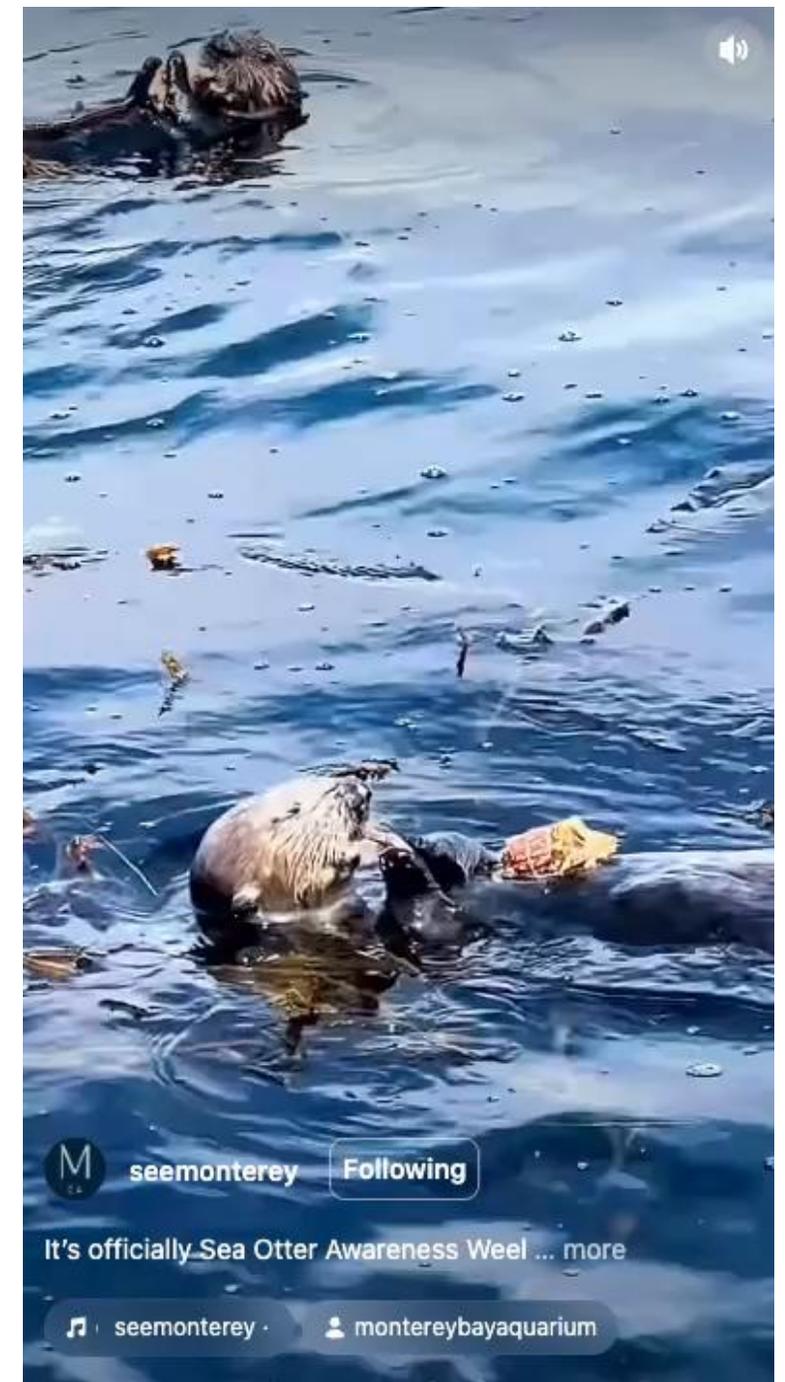
MARKETING COMMUNICATIONS

FY 2025-26 Reforecast Comparison to Budget

Marketing Programs	Reforecast	Variance vs Budget	Comments
Leisure Marketing	3,552.6	144.8	Increase in spend to support Hwy 1 reopening and New Chicago Flight
International Marketing	262.4	22.2	Increase in spend in UK to support Hwy 1 reopening
Public Relations	455.0	90.5	Increase in spend to support Hwy 1 reopening and New Chicago Flight
Agency Fees	423.5	-33.0	Removed Event Development Agency Fees from budget
Marketing Operations	693.3	19.4	Increase event feasibility study fees
Total	5,865.4	245.3	

FY 2025-26 MARCOMM KPI ADJUSTMENTS

Metric	Original Goal	New Goal	% Increase
Engaged Web Sessions	1 million	1.4 million	40%
Social Engagements	3.1 million	4.0 million	30%
Partner Site Conversions	165,000	290,000	75%
Top Level Group Conversions	305	450	48%
Top 125 Outlets	55	70	27%



SUMMARY REFORECAST

FY 2025-26 Reforecast comparison to Budget

	Reforecast	Budget	Variance	% Chg	PY	Variance	% Chg
Total Talent	\$4,099.5	3,958.8	140.7	4%	3,530.9	568.6	16%
Marketing Communications	\$5,865.4	5,620.1	245.3	4%	5,184.7	680.7	13%
Business Development	\$3,048.3	3,047.4	0.9	0%	2,665.5	382.8	14%
Community Relations	\$120.4	122.7	-2.3	-2%	103.3	17.1	17%
General & Administration	\$916.2	971.4	-55.1	-6%	861.0	55.2	6%
Total Expenses	\$14,049.8	\$13,720.4	\$329.4	2%	\$12,345.4	\$1,704.4	14%
Net Retained		Budget	Variance	% Chg	PY	Variance	% Chg
Revenue	14,106.1	13,789.7	316.4	2%	13,008.3	1,097.7	8%
Expenses	14,049.8	13,720.4	329.4	2%	12,345.4	1,704.4	14%
Net Retained	\$56.3	\$69.3	-\$13.0	-19%	\$663.0	-\$606.7	-92%

REGULAR AGENDA

D. BOARD DEVELOPMENT & LEADERSHIP SYMPOSIUM



Irving Texas, January 20-23



ZEITGEIST CONSULTING
**DMO
PRÖZ**

CIVITAS
PARTNERSHIPS • PROGRESS • PROSPERITY


CFO by design

Fired Up!
CULTURE


**SearchWide
Global**

LEADERSHIP SYMPOSIUM- HIGH LEVEL TAKEAWAYS



- **DMO boards face structural constraints**—indirect funding, political pressure, and limited control over the destination—but play a critical strategic role despite these challenges.
- **Board members are key community advocates**, positioned to champion tourism’s value and align destination goals with broader community priorities.
- **Destination development is now a core duty**—boards must support long-term investments that enhance visitor experience, resident quality of life and destination competitiveness.
- **“Cathedral thinking” is essential**—focusing on initiatives with impact that extends well beyond current board terms.
- **High-performing boards emphasize** productive dialogue, clear governance vs. staff roles, strong onboarding, and accountability for outcomes and organizational culture.

FOR SEE MONTEREY SPECIFICALLY...



Sessions reinforced the importance of:

- Clear separation of roles: board as stewards and advocates, staff as strategists and operators.
- Keeping long-term destination outcomes front and center alongside near-term performance.
- Continuing to evolve board engagement to ensure members actively contribute their expertise and community influence.

Key Takeaways: Scheduling a board workshop with speakers from this symposium

***THE SEE
MONTEREY
WAY***

OUR VALUES

- 1** Connectivity
- 2** Collaboration
- 3** Agility
- 4** Accountability
- 5** Inclusivity
- 6** Sustainability

THE ROLE OF A BOARD MEMBER

Fiduciary (n. Latin – “trust”)

- A person or organization action on behalf of another
- Trusted to manage affairs due to greater knowledge or expertise
- Held to higher legal and ethical standard of conduct
- Prioritizes the beneficiary’s best interests above all else
- Avoids conflicts of interest and acts with integrity





BOARD MEMBER DISCUSSION



GOOD OF THE
ORDER



**NEXT MEETING OF
THE BOARD + MCTID
BUDGET WORKSHOP
APRIL 23, 2026
(NEW DATE)
ADJOURNED**