

April 20, 2026

SEE MONTEREY FINANCE COMMITTEE

SEE
MONTEREY





PUBLIC COMMENT



STAFF ANNOUNCEMENTS



CONSENT AGENDA

Agenda

1

**Minutes of the January 22,
2026 Finance Committee**
*Recommended Action: Approve
Draft Minutes*



REGULAR AGENDA

A. THIRD QUARTER 2025-26 FINANCIAL REVIEW



See Monterey Income Statement and Variance Notes For the Nine Months Ending March 31, 2026

All \$ in \$1,000

	YTD Actuals	Budget YTD vs Actuals YTD			Prior Year to Date			Annual Budget
Revenue	Actuals	Budget	Variance	% Chg	PY	Variance	% Chg	
TID Revenue	\$7,135.9	7,069.3	66.6	1%	6,236.0	899.8	14%	9,438.2
Jurisdiction Investment	\$3,891.8	3,886.8	5.0	0%	3,889.7	2.2	0%	4,525.9
Private Revenue	\$179.5	124.9	54.7	44%	473.9	-294.4	-62%	142.0
Total Revenue	\$11,207.3	\$11,080.9	\$126.3	1%	\$10,599.6	\$607.6	6%	\$14,106.1

Revenue Source	YTD Actuals	Variance vs Forecast	Comments
TID	7,135.9	66.6	Favorable results driven by County of Monterey
Private Revenue	179.5	54.7	4th quarter co-op's billed in 3rd quarter

See Monterey

Income Statement and Variance Notes

For the Nine Months Ending March 31, 2026

	YTD							
Marketing Expense	Actuals	Budget	Variance	% Chg	PY	Variance	% Chg	Annual Budget
Leisure Marketing	\$2,785.8	2,958.0	-172.2	-6%	2,415.6	370.2	15%	3,552.6
International Marketing	\$226.1	237.9	-11.9	-5%	129.0	97.1	75%	262.4
Luxury Marketing	\$372.9	364.3	8.6	2%	419.0	-46.1	-11%	478.7
Public Relations	\$200.1	229.7	-29.6	-13%	143.4	56.7	40%	455.0
Agency Fees	\$325.1	325.1	0.0	0%	294.1	31.0	11%	423.5
Marketing Operations	\$435.2	447.0	-11.8	-3%	387.3	47.9	12%	693.3
Total Marketing Expense	\$4,345.1	\$4,562.0	-\$216.9	-5%	\$3,788.3	\$556.8	15%	\$5,865.4

Marketing Programs	YTD Actuals	Variance vs Budget	Comments
Leisure Marketing	2,785.8	-172.2	\$125K in production cost timing for Find Your Way Here 2.0 - moved the video shoot to June \$50K related to media invoice timing for Highway 1 and Chicago flight campaigns
International Marketing	226.1	-11.9	Budget placed in February for UK Highway 1 placements; media running over multiple months.
Public Relations	200.1	-29.6	Budgeted wire release (\$6K) not required, and influencer marketing (\$20k) was scaled back due to other priorities, dollars will be reallocated.
Marketing Operations	435.2	-11.8	Timing variance due to Madden Media March invoice (\$8k) received in April

See Monterey

Income Statement and Variance Notes

For the Nine Months Ending March 31, 2026

	YTD Actuals	Budget	Variance	% Chg	PY	Variance	% Chg	Annual Budget
Business Development								
BD Programs	\$95.6	94.6	1.0	1%	85.8	9.8	11%	117.8
Group Events	\$867.5	850.9	16.6	2%	696.1	171.3	25%	1,250.5
Leisure Events	\$250.0	218.9	31.2	14%	265.2	-15.2	-6%	432.6
Meeting Incentives	\$55.7	91.8	-36.1	-39%	25.7	30.0	117%	141.8
Group Marketing	\$860.4	881.3	-20.9	-2%	683.4	177.0	26%	1,010.7
BD Operations	\$73.8	73.6	0.3	0%	85.4	-11.6	-14%	95.3
Total Business Development	\$2,203.0	\$2,211.0	-\$8.0	0%	\$1,841.6	\$361.4	20%	\$3,048.5

Business Development Programs	YTD Actuals	Variance vs Budget	Comments
Group Events	867.5	16.6	Invoice timing (\$15k)
Leisure Events	250.0	31.2	Highway 1 re-opening and VisitCA Outlook resulted in increased March FAMs; \$20k invoices paid in March, budgeted in 4th quarter
Meeting Incentives	55.7	-36.1	Timing of payouts; however, anticipate to be under \$45k due to prospects not closing
Group Marketing	860.4	-20.9	Invoice timing, CVENT \$25K budgeted in January but posted in December

See Monterey

Income Statement and Variance Notes

For the Nine Months Ending March 31, 2026

Community Relations	YTD Actuals	Budget	Variance	% Chg	PY	Variance	% Chg	Annual Budget
CR Programs	\$74.6	78.0	-3.4	-4%	63.7	10.9	17%	92.8
Visitor Services	\$12.2	12.0	0.1	1%	14.9	-2.7	-18%	14.7
CR Operations	\$5.1	6.0	-0.8	-14%	19.5	-14.4	-74%	12.9
Total Community Relations	\$91.9	\$96.0	-\$4.1	-4%	\$98.1	-\$6.2	-6%	\$120.4

Community Relations Programs	YTD Actuals	Variance vs Budget	Comments
CR Programs	74.6	-3.4	Wayfinding workshops scaled back (\$2.5k)
CR Operations	5.1	-0.8	Professional development savings

See Monterey

Income Statement and Variance Notes

For the Nine Months Ending March 31, 2026

	YTD Actuals	Budget	Variance	% Chg	PY	Variance	% Chg	Annual Budget
Administration								
Business Operations	\$212.7	205.9	6.7	3%	204.0	8.7	4%	275.1
HR/Legal	\$73.8	74.6	-0.8	-1%	123.1	-49.3	-40%	191.1
Accounting/Finance	\$71.8	72.7	-0.9	-1%	116.7	-45.0	-39%	85.8
IT	\$68.4	69.9	-1.6	-2%	78.6	-10.2	-13%	96.1
Governance	\$28.8	48.6	-19.8	-41%	24.1	4.7	19%	63.6
Other Administration	\$65.7	75.0	-9.3	-12%	61.6	4.1	7%	98.0
Computer/Software	\$77.3	84.7	-7.4	-9%	62.1	15.2	24%	99.8
Furniture/Fixtures	\$6.3	4.4	1.9	43%	16.4	-10.1	-62%	6.4
Total Administration	\$604.6	\$635.9	-\$31.2	-5%	\$686.6	-\$81.9	-12%	\$916.1

Admin Programs	YTD Actuals	Variance vs Budget	Comments
Business Operations	212.7	6.7	Insurance invoice timing (\$4k)
Governance	28.8	-19.8	BoardEffect software not renewed (\$12k) Board committee meeting savings (\$6k)
Other Administration	65.7	-9.3	Professional Development (\$5k) and travel (\$4k)
Computer/Software	77.3	-7.4	Project management software timing- budgeted in Feb, paid in April (\$7k)

See Monterey

Income Statement Summary

For the nine Months Ending March 31, 2026

	YTD Actuals	YTD Budget	Variance	% Chg	PY	Variance	% Chg	Annual Budget
Total Talent	\$2,780.5	2,828.5	-48.0	-2%	2,532.6	247.9	10%	4,099.5
Marketing	\$4,345.1	4,562.0	-216.9	-5%	3,788.3	556.8	15%	5,865.4
Business Development	\$2,203.0	2,211.0	-8.0	0%	1,841.6	361.4	20%	3,048.5
Community Relations	\$91.9	96.0	-4.1	-4%	98.1	-6.2	-6%	120.4
General & Administration	\$604.6	635.9	-31.2	-5%	686.6	-81.9	-12%	916.1
Total Expenses	\$10,025.1	\$10,333.4	-\$308.3	-3%	\$8,947.2	\$1,078.0	12%	\$14,049.8

		YTD Budget	Variance	% Chg	PY	Variance	% Chg	
Net Retained								
Revenue	11,207.3	11,080.9	126.3	1%	10,599.6	607.6	6%	14,084.1
Expenses	10,025.1	10,333.4	-308.3	-3%	8,947.2	1,078.0	12%	14,049.8
Net Retained	\$1,182.1	\$747.6	\$434.6	58%	\$1,652.5	-\$470.3	-28%	\$34.2

Expenses

	YTD Actuals	YTD Budget	Variance	% Chg	PY	Variance	% Chg	Annual Budget
Talent Expense								
Salary	\$2,119.8	2,127.5	-7.7	0%	1,969.6	150.1	8%	2,842.0
Incentive	\$149.2	144.8	4.4	3%	130.9	18.3	14%	422.5
Benefits	\$335.2	333.7	1.5	0%	260.9	74.3	28%	437.2
Taxes	\$176.4	222.5	-46.1	-21%	171.3	5.2	3%	397.7
Total Talent Expense	\$2,780.5	\$2,828.5	-\$48.0	-2%	\$2,532.6	\$247.9	10%	\$4,099.5

REGULAR AGENDA

B. 2026-2027 BUDGET REVIEW



TOURISM ECONOMICS

2026-2027 FORECAST

2026

- Occupancy Growth flat +.4%
- ADR Growth +1.5%
- Overall Revenue +3.9%
- Supply +1.9%

Study conducted Feb 2026

Indicator Levels

	2025	2026	2027
Occupancy	68.7%	68.9%	69.5%
ADR	\$266	\$270	\$275
Rev PAR	\$183	\$186	\$191
Supply	4.55M	4.64M	4.64M
Demand	3.12M	3.20M	3.23M
Revenue	\$832.3M	\$864.4M	\$888.1M

% Change vs. Previous Year

	2025	2026	2027
Occupancy	2.7%	0.4%	0.8%
ADR	-0.5%	1.5%	1.9%
RevPAR	2.1%	1.9%	2.8%
Supply	-0.4%	1.9%	0.0%
Demand	2.3%	2.4%	0.8%
Revenue	1.8%	3.9%	2.7%

% Change vs. 2019

	2025	2026	2027
Occupancy	-5.1%	-4.7%	-3.9%
ADR	16.2%	17.9%	20.1%
RevPAR	10.2%	12.3%	15.4%
Supply	4.1%	6.2%	6.2%
Demand	-1.2%	1.1%	2.0%
Revenue	14.8%	19.2%	22.5%



MONTEREY COUNTY STR – *JAN 1 – APR 4, 2026 VS. 2025*

- **Occupancy: 64.7%** (+7.6%)
 - **ADR: \$202.71** (+6.0%)
 - **RevPAR: \$131.08** (+14.1%)
 - **Demand: 769.4K** (+9.7%)
 - **Revenue: \$156M** (+16.4%)
 - **Supply: +2.0%** (315 Rooms)
- Revenue growth (+16.4%) is the standout
 - RevPAR up (14.1%) signals a highly productive market—outpacing both occupancy and rate growth.
 - Occupancy gains (+7.6%) significantly exceed supply growth (+2.0%)
 - Growth in all Tiers –
 - Luxury 11.9%, Full-Service 5.1%, Limited Service 9.1%

FOR PLANNING PURPOSES

General Parameters FY26-27 Business Plan

- Guided by longer term context including MCT 2030
- Reflecting a steady MCTID and collaboration with Jurisdiction partners to support continued investment
- Investment in Responsible Travel/Sustainability and traveler dispersion are key drivers of Jurisdiction Investment – good for the visitor, the resident and our budget
- Final Budget and Business Plan to be presented to the Board of Directors on June 25, 2026

Planning Assumptions & Considerations

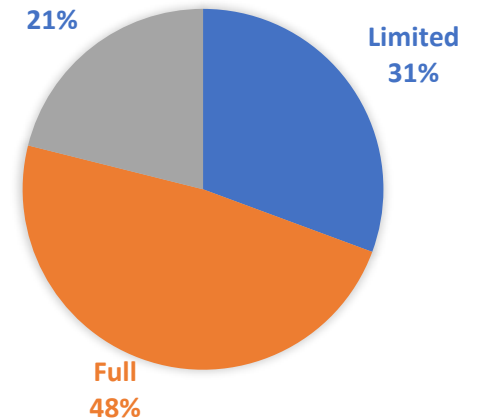
FY 2026-27 Revenue and Expense

MCTID Revenue

- Occupancy rate slight increase from FY2025-26
- TID rates remain the same in FY2026-27

Fiscal Year	Luxury	Non-Luxury Full Service	Limited Service
2025-26	7.9	5.1	1.7
2026-27	7.9	5.1	1.7
2027-28	8.8	5.7	1.9

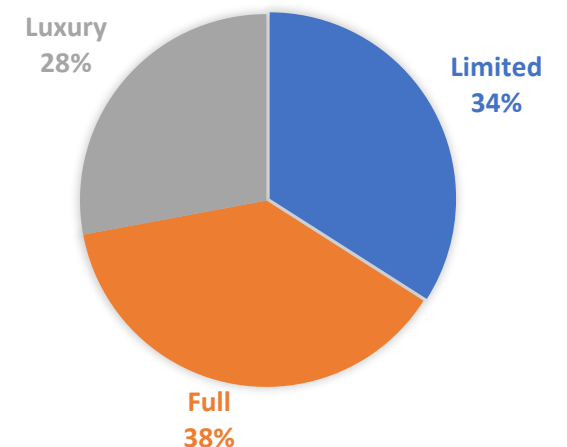
TID REVENUE



Jurisdiction Investment Partnership Revenue

- ADR slight increase from FY 2025-26
- County of Monterey TOT estimate of \$2.02M in County draft budget
- City of Monterey capped at \$1.8M including \$350k payback to City of Monterey for MCC
- *Revenue projections to be trued up as economic data warrants*
- *Expenses driven by revenue and cash flow*

TOT REVENUE



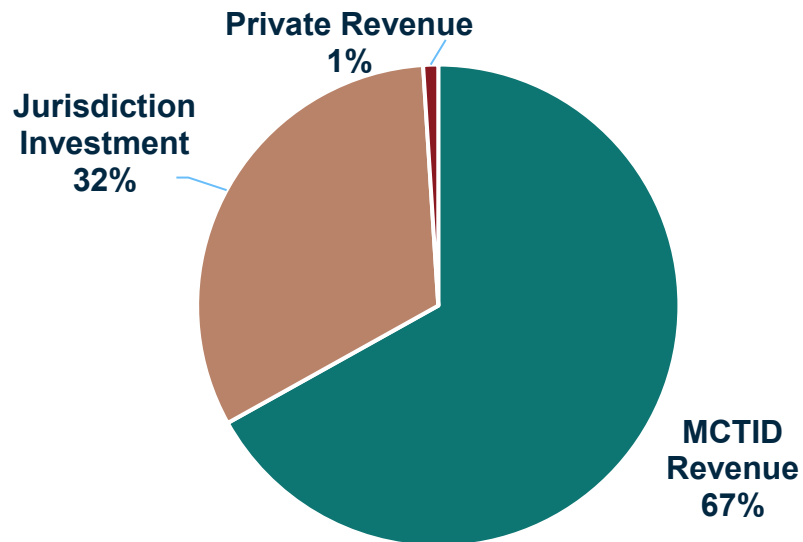
Revenue Comparison

FY 2025-26 and FY 2026-27

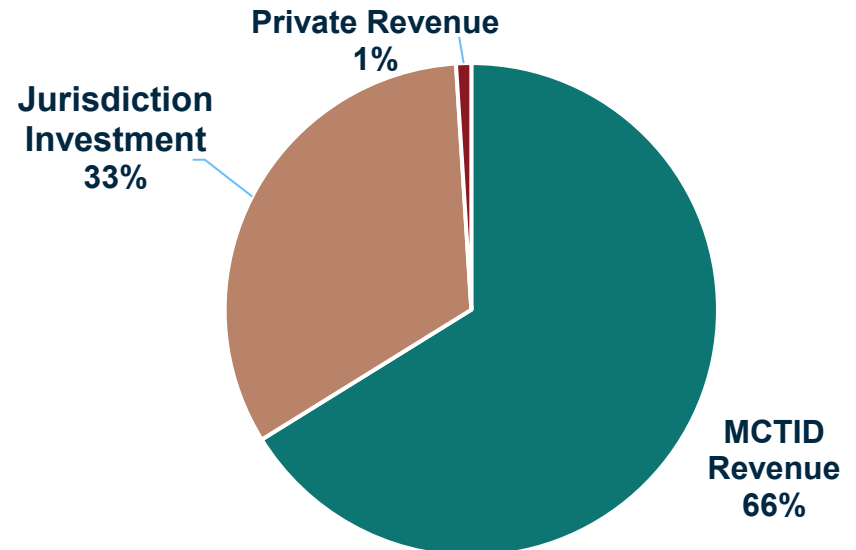
All \$ in \$1,000

	FY2025-26 Reforecast	FY2026-27 Budget	Difference	% Change YOY
Revenue				
MCTID Revenue	9,438,183	9,615,178	176,995	2%
Jurisdiction Investment	4,525,879	4,770,915	245,035	5%
Private Revenue	142,000	144,600	2,600	2%
Total Revenue	14,106,063	14,530,693	424,630	3%

FY2025-26 Revenue



FY2026-27 Revenue





VISIT CA OUTLOOK

MARCH 2-4, 2027

1,000 INDUSTRY ATTENDEES

\$1.5M+ IN ECONOMIC IMPACT

U.S. MEN'S OPEN

PEBBLE BEACH

JUNE 2027

Drive Awareness thru Partnership
Meeting Planners, Travel Trade and
Media

MARKETING COMMUNICATIONS EXPENSE

FY2025-26 comparison to FY2026-27

Marketing Expense	FY2025-26 Reforecast	FY2026-27 Budget	Difference	% Chg	
Leisure Marketing	3,552,588	3,677,025	124,437	4%	Maintain marketing in key drive/air markets, expand wine country promotion, responsible travel
International Marketing	262,390	295,500	33,110	13%	Expand digital buys; increase international press trips
Luxury Marketing	478,669	545,200	66,531	14%	Asset refresh and updated luxury campaign, including digital flip book, and new PR opportunities
Public Relations	455,021	466,000	10,979	2%	Satellite media tour to expand new market/audience reach
Agency Fees	423,456	427,818	4,362	1%	
Marketing Operations	693,261	701,365	8,104	1%	
Total Marketing Expense	5,865,386	6,112,908	247,522	4%	

BUSINESS DEVELOPMENT EXPENSE

FY2025-26 comparison to FY2026-27

Business Development	FY2025-26 Reforecast	FY2026-27 Budget	Difference	% Chg	
BD Programs	117,792	126,154	8,362	7%	Increase in Client Services to drive Bleisure Travel
Group Events	1,253,800	1,348,765	94,965	8%	Add hospitality program with US Men's Open, removal of PBFW, and reduction in SITE Classic
Leisure Events	426,156	448,180	22,024	5%	Increase with hosting VCA Outlook
Meeting Incentives	141,760	100,000	(41,760)	-29%	Budget aligned to FY2025-26 actual spend
Group Marketing	1,010,676	1,052,750	42,074	4%	Increase in production to refresh creative; Visit CA Outlook Forum in Monterey
BD Operations	98,079	91,140	(6,939)	-7%	
Total Business Development	3,048,263	3,166,989	118,726	4%	

COMMUNITY RELATIONS EXPENSE

FY2025-26 comparison to FY2026-27

Community Relations	FY2025-26 Reforecast	FY2026-27 Budget	Difference	% Chg	
CR Programs	92,766	154,900	62,134	67%	The addition of Dawn increases staff capacity, enabling expanded memberships and engagement, community sponsorships, FAMs, participation in community events, and added support for the annual See Monterey meeting.
Visitor Services	14,739	-	(14,739)	-100%	Visitor Services expenses moved to Marketing
CR Operations	12,876	10,400	(2,476)	-19%	Reduction in professional development aligns this line item with professional development allocations across other departments
Total Community Relations	120,381	165,300	44,919	37%	

ADMINISTRATION EXPENSE

FY2025-26 comparison to FY2026-27

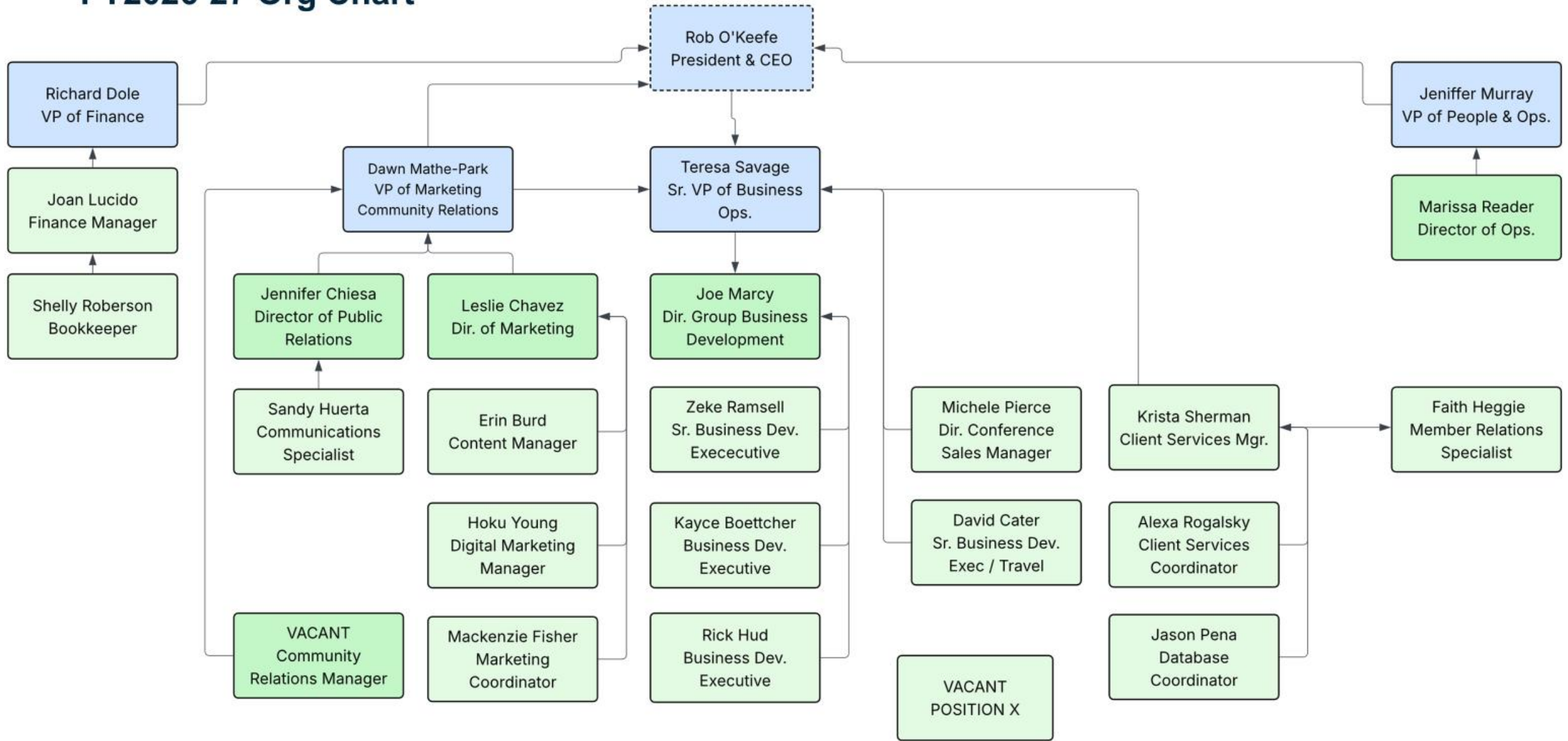
Administration	FY2025-26 Reforecast	FY2026-27 Budget	Difference	% Chg	
Business Operations	276,889	278,475	1,586	1%	
HR/Legal	188,235	105,610	(82,625)	-44%	Legal reserve removed
Accounting/Finance	84,895	86,344	1,449	2%	
IT	96,400	98,200	1,800	2%	
Governance	63,639	52,000	(11,639)	-18%	Board Effect software removed
Other Administration	97,997	90,000	(7,997)	-8%	Reduce travel and professional development
Computer/Software	96,820	105,126	8,306	9%	Enhancing Teams and DocuSign accounts
Furniture/Fixtures	11,370	10,337	(1,033)	-9%	
Total Administration	916,244	826,092	(90,152)	-10%	

TALENT EXPENSE

FY2025-26 comparison to FY2026-27

Talent Expense	FY2025-26 Reforecast	FY2026-27 Budget	Difference	% Chg	
Salary	2,842,034	3,005,716	163,681	6%	One new MarCom/Sales position beginning in January (Position X)
Incentive	422,527	439,428	16,901	4%	
Benefits	437,232	459,093	21,862	5%	10% increase beginning in January
Taxes	397,687	413,594	15,907	4%	
Total Talent Expense	4,099,480	4,317,831	218,352	5%	

FY2026-27 Org Chart



Blue Indicates Executive Leadership

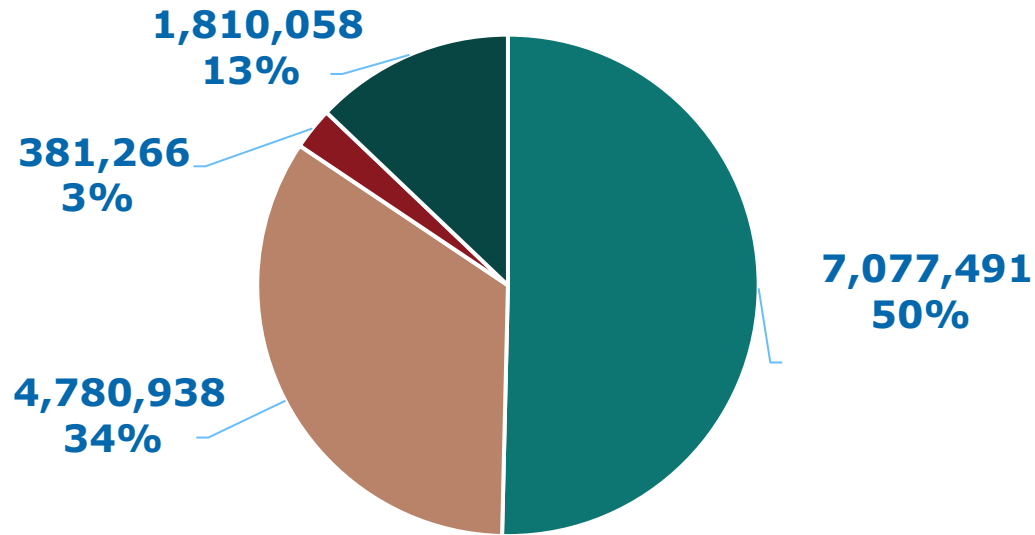
Current Staff 24 FTE's

26 FTE's Total Position Count

TOTAL EXPENSE BY DEPARTMENT

FY2025-26 comparison to FY 2026-27

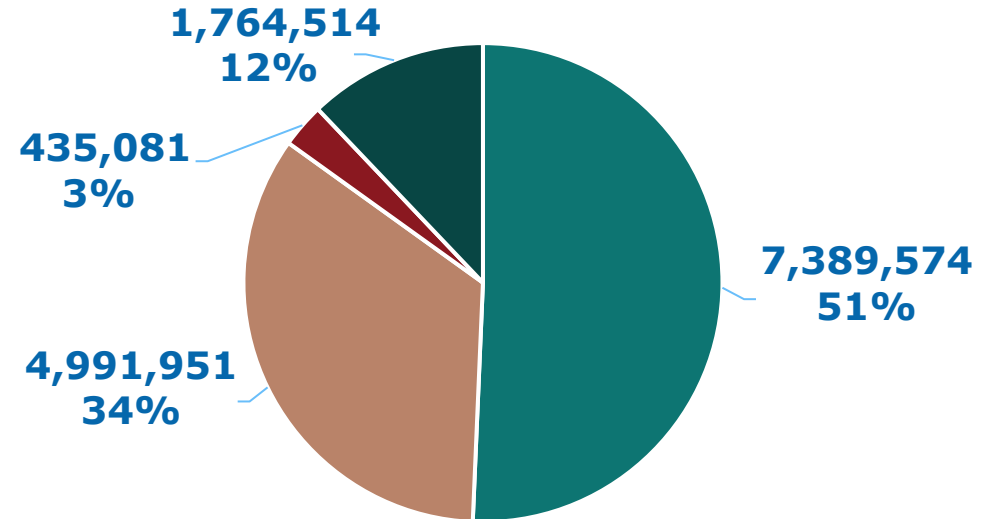
FY2025-26 Expense by Department



- Marketing Communications
- Business Development
- Community Relations
- General & Administration

Total Expense \$14,049,753
(talent included)

FY2026-27 Expense by Department



- Marketing Communications
- Business Development
- Community Relations
- General & Administration

Total Expense \$14,589,120
(talent included)

REVENUE AND EXPENSE

FY2025-26 comparison to FY2026-27

	FY2025-26 Reforecast	FY2026-27 Budget	Difference	% Chg
Revenue	14,106,063	14,530,693	424,630	3%
Expenses	14,049,753	14,589,120	539,367	4%
Net Retained	56,309	(58,427)		

REGULAR AGENDA

C. LINE OF CREDIT



Line of Credit Renewal

- Renew \$400K revolving line of credit for working capital flexibility
- No increase to limit; currently undrawn
- Extends maturity to December 30, 2026
- Rate priced at WSJ Prime (6.75%)
- Provides financial flexibility to manage timing differences in revenues and expenses

Recommendation:

That the Board approve the renewal of the \$400,000 line of credit with Pacific Valley Bank through December 30, 2026, and authorize the following signers:

Janine Chicourrat, Chair

Bina Patel, Past Chair

Erik Uppman, Chair Elect

Kirk Gafill, Treasurer

Rob O'Keefe, CEO

Teresa Savage, SVP Business Ops

Operating Reserve: 10% of revenue \$1.45M + \$400k Rainy Day Fund + \$400k LOC = \$2.25M

REGULAR AGENDA

D. FINANCIAL MANAGEMENT UPDATES



Financial Management Updates

Audit Firm

- Plan to use MRBK for 2025-26 fiscal year audit.

Banking Update

- Renewing \$400,000 line of credit at Pacific Valley Bank.
- Working with Bank of America to increase aggregate credit card limit from \$150,000 to \$250,000.

Software Update

- Finance team working with Solver Global to build robust budgeting models with on-demand real-time reporting to provide up-to-date financial metrics.

Personnel Update

- Shelly Roberson, bookkeeper, moving from 24 hours per week to 32 hours per week.



GOOD OF THE
ORDER



NEXT MEETING OF
THE COMMITTEE:
OCTOBER 2026