

April 23, 2026

SEE MONTEREY JOINT BOARD OF DIRECTORS & MCTID OVERSIGHT COMMITTEE

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



STAFF ANNOUNCEMENTS

Welcome!



Colleen Courtney
Community Relations Director

STAFF ANNOUNCEMENTS

OPEN POSITIONS:

- Executive/Board Administrator

MILESTONE ANNIVERSARIES:

- David Cater- 12 years
- Joe Marcy- 10 years
- Hoku Young- 5 years



MONTEREY HOSTING VISIT CA OUTLOOK

MARCH 2-4, 2027

1,000 INDUSTRY ATTENDEES

\$1.5M+ IN ECONOMIC IMPACT



PEBBLE BEACH FOOD & WINE - GROUP SALES ACTIVATION

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



FIRED UP! AWARD THREE-PEAT!



CONNECTING WITH THE COMMUNITY



It Takes Two @ Crema



Pacific Grove FAM



**See Monterey + Portola
Hotel Beach Cleanup**

AIR SERVICE DEVELOPMENT

Air Service Updates – Summer 2026

4K Additional Seats per week!

New Service - United: Chicago (ORD) launching May (166 seats)



Capacity Growth (Upgauges to 737-800 | +90 seats per flight)

LAX – Begins Apr 30; 6:10pm arrival | Overnight | 7:03am departure
Planned through September

DEN – Begins May 21; 8:55pm arrival | Overnight | 5:00am departure
Planned indefinitely (performance-based)



DFW (American) – Returns May 21; 11:55am arrival | 12:40pm departure
Planned through summer; previously upgauged to 737-800

JSX – Service Resumes June 11

Burbank
Orange County





CONSENT AGENDA

CONSENT AGENDA



1

Minutes of the January 29, 2026 Board of Directors Meeting
Recommended Action: Approve the draft minutes as presented.

2

FY2025-26 Department Results Reports
Recommended Action: Receive Third Quarter Department Results Reports.

3

Third Quarter Financial Statements
Recommended Action: Approve Third Quarter Financial Statements.

4

AI Notetaking and Recording Policy
Recommended Action: Approve See Monterey Policy.

5

Chair Elect Title & Responsibilities
Recommended Action: Approve title and duties change of Chair Elect to Vice Chair.

6

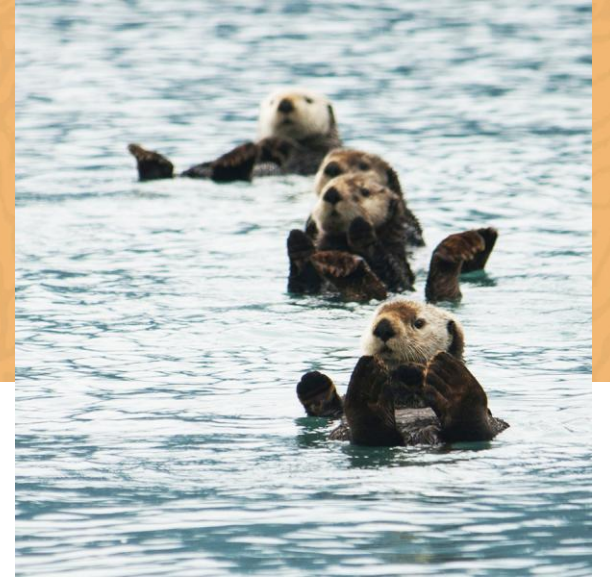
Line of Credit
Recommended Action: Approve a renewed \$400k line of credit.



REGULAR AGENDA

REGULAR AGENDA

**A. SEE MONTEREY BOARD
RECRUITMENT AND
BYLAWS UPDATE**



BYLAWS UPDATE

Bylaws: ARTICLE V DIRECTORS

- Section 1: Number. The Corporation shall have a minimum of fifteen (15) and up to nineteen (19) Directors. Each Director shall have one vote.
- Bylaws Last Changed 3.29.17 -revised number of directors to minimum 15 up to 19.

Proposed Revision:

Section 1: Number. The Corporation shall have a minimum of fifteen (15) and up to twenty-one **(21) Directors**. Each Director shall have one vote.

- Increase Director seats from 19 to 21 to avoid an even number for voting

New Board Seats: Director (voting)

- Jurisdiction: Sand City
- Jurisdiction: County

VOTE TO APPROVE



Mary Ann Carbone

Director Seat - City of Sand City



Dante Hall

Advisor Seat - City of Monterey
(replace Nat Rojanasathira)

VOTE TO APPROVE

**The other
Dante Hall**



VOTE TO APPROVE



Mary Ann Carbone

Director Seat - City of Sand City



Dante Hall

Advisor Seat - City of Monterey
(replace Nat Rojanasathira)

BYLAWS UPDATE

Bylaws: ARTICLE V DIRECTORS

Committee Chairs- Current Bylaws State:

- Development - Chaired by Past Chair
- Compensation - Comprised of 3 Directors
- Finance - Chaired by Treasurer
- Marketing - Chaired by a Director
- Sales - Does not specify
- MCTID - Chaired by lodging member of the BOD

Proposed Revision:

ARTICLE V DIRECTORS

- **No requirement for chairs of Sales & Marketing committees to be a Director.**

REGULAR AGENDA

**B. SEE MONTEREY FY2025-26
BUSINESS PLAN UPDATE**



GROUP BUSINESS PRODUCTIVITY

FY25-26 JUL-MAR

Booking Analysis

User Group: Meeting Sales | Turned Definite 7/1/2025 - 3/31/2026 | Sales Mgr.: All | Peak: All | Market Segment

| Events Turned Definite | Contract Rooms | Avg. Peak | Lead Count | Economic Impact |
|--------------------------|----------------------------|--------------------------|------------------------|------------------------------|
| 175 +11.5% YOY | 52.9K -16.7% YOY | 107 -23.2% YOY | 720 +19% YOY | \$46.8M -29.7% YOY |

Definite Events +11.5%
Contracted RN's -16.7%
Average Peak -23.2%
Leads are up +19%
Economic Impact \$46.8M -29.7%

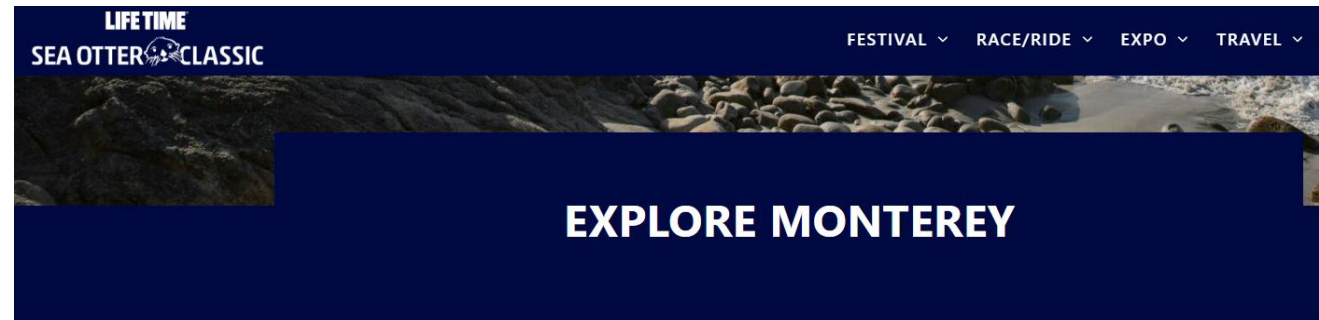
Industry Trend : Smaller Groups with Less Room Nights
See Monterey BD Team Focus is more High-Value Leads in Funnel

EVENT STRATEGY

Event Development Update

Things in play now

- IndyCar Championship Week + Celebration Dinner + Street Signage
- Pebble Beach Food & Wine – Luxury Meeting Planner FAM
- Ragnar Races – Site tour 4/15
- Salinas Soccer Complex - Tournaments
- Sea Otter Classic – Stakeholder Tour
- Monterey Bay FC Partnership



Find your way to Monterey County and explore all that our destination has to offer with the help of [See Monterey](#), the official travel planning resource for Monterey County!

Discover the [best places to stay](#) from resorts to one-of-a-kind hotels and everything in between, browse a full calendar of year-round [events](#), experience world-class [attractions](#), epic outdoor adventures, and an incredible [food and drink scene](#). Always stay up to date with what's new with the [See Monterey blog](#), on [social media](#), or by [signing up](#) for monthly See



FY 25-26 JULY-MARCH RESULTS REVIEW

MARKETING COMMUNICATIONS KPIS

| Metric | Goal | Q1-Q3 Stats | % To Goal |
|---------------------------|----------------------------------|-------------|-----------|
| *Engaged Web Sessions | 1,400,000 <i>(was 1,000,000)</i> | 1,074,943 | 77% |
| MIM Engaged Web Sessions | 175,000 | 158,441 | 90% |
| Website Impressions | 54,000,000 | 46,970,000 | 87% |
| *Social Engagements | 4,000,000 <i>(was 3,100,000)</i> | 3,109,030 | 77% |
| Social Audience Growth | 22,000 | 17,533 | 80% |
| *Partner Site Conversions | 290,000 <i>(was 165,000)</i> | 203,196 | 70% |
| *Group Web Inquiries | 450 <i>(was 305)</i> | 545 | 121% |

*Goal adjusted at mid-year

FY 25-26 JULY-MARCH RESULTS REVIEW

MARKETING COMMUNICATIONS KPIS

| Metric | Goal | Q1-Q3 Stats | % To Goal |
|--------------------------|-----------------------|----------------------------------|-----------|
| *Top 125 Outlets | 70 <i>(was 55)</i> | 50 'Firsts' <i>(87 total)</i> | 71% |
| Media Impact Score | 14/20 | 16/20 | n/a |
| Earned Media Impressions | 2.25 billion | 1,762,001,983 | 78.31% |

TOP OUTLETS



*Goal adjusted at mid-year

ANOTHER DAY IN MONTEREY

Off Season Brandtailing Campaign

Offer Period: Oct 2025 through Mar 2026, 22 Hotels

Economic Impact

\$1.7M = hitting during need time periods

Promotion:

- Dedicated campaign landing page on SeeMonterey.com
- E-Newsletters: TravelZoo, Visit California & *SF Chronicle*
- Paid social, coordinated organic social & website content
- Earned media & PR pitching

Results:

- **20,000+** partner referrals (*clicks to partner sites*)
- Over **72,000+** NEW users to landing page (*reaching new audiences*)
- Over **90,000** total web sessions



Reaching New Markets – Chicago & Austin

| | Chicago | Minneapolis | Detroit |
|-----------------------|----------------|-------------|---------|
| FY25 Sessions | 12,229 | 2,638 | 789 |
| FY26 Sessions | 69,323 | 2,166 | 1,558 |
| % Change YOY | 466.87% | -17.89% | 97.47% |
| FY25 New Users | 9,108 | 2,104 | 572 |
| FY26 New Users | 67,085 | 1,729 | 1,336 |
| % Change YOY | 636.55% | -17.82% | 133.57% |

| | Austin | Salt Lake City | Nashville |
|-----------------------|----------------|----------------|-----------|
| FY25 Sessions | 2,811 | 1,605 | 1,062 |
| FY26 Sessions | 5,219 | 1,848 | 1,672 |
| % Change YOY | 85.66% | 15.14% | 57.44% |
| FY25 New Users | 2,128 | 1,191 | 732 |
| FY26 New Users | 4,456 | 1,455 | 1,407 |
| % Change YOY | 109.40% | 22.17% | 92.21% |

Q4 MAJOR PROJECTS & PROGRAMS



Promoting HWY 1

Domestic + international marketing blitz, powered by critical partnerships with Visit California and SLO CAL.



Chicago Flight Launch

Chicago multi-faceted marketing campaign with high-impact media engagement, powered by partnerships with Visit Carmel, Monterey Bay Aquarium, MRY, and co-promotions with Choose Chicago.



Wheel of Fortune

National broadcast debut across ABC, CBS, and NBC (8M viewers), amplified by next-day streaming on Peacock, Hulu, and Disney+ and a national consumer sweepstakes.

Find Your Way Here 2.0: Upcoming Video + Photoshoot

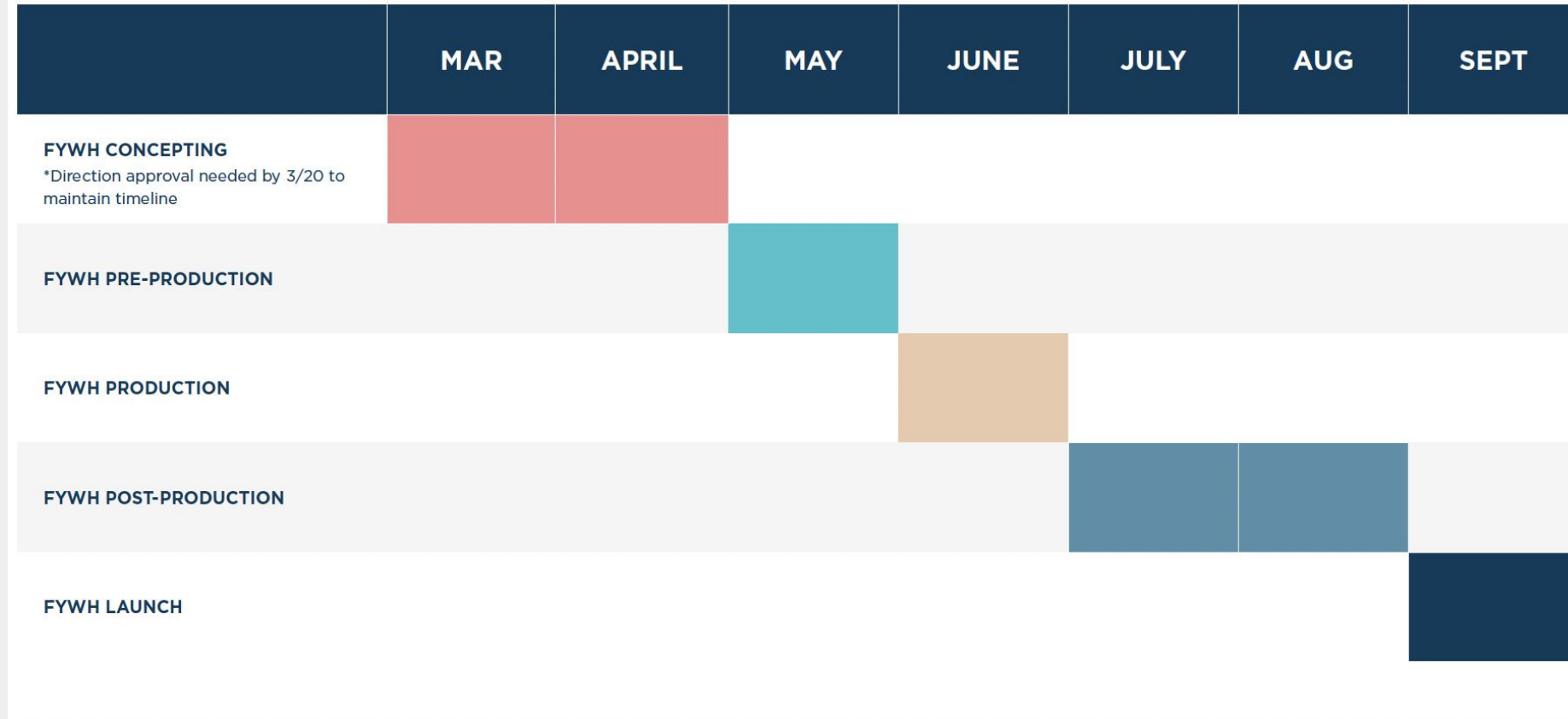
SCOPE:

- Landmark Assets
- Luxury, Wine Country
- Destination Identities

TIMELINE:

- Concepting (Apr)
- Pre-Production (May)
- Production (Jun – Jul)
- Post-Production (Jul – Aug)
- Launch (Sept)

CREATIVE PRODUCTION TIMELINE



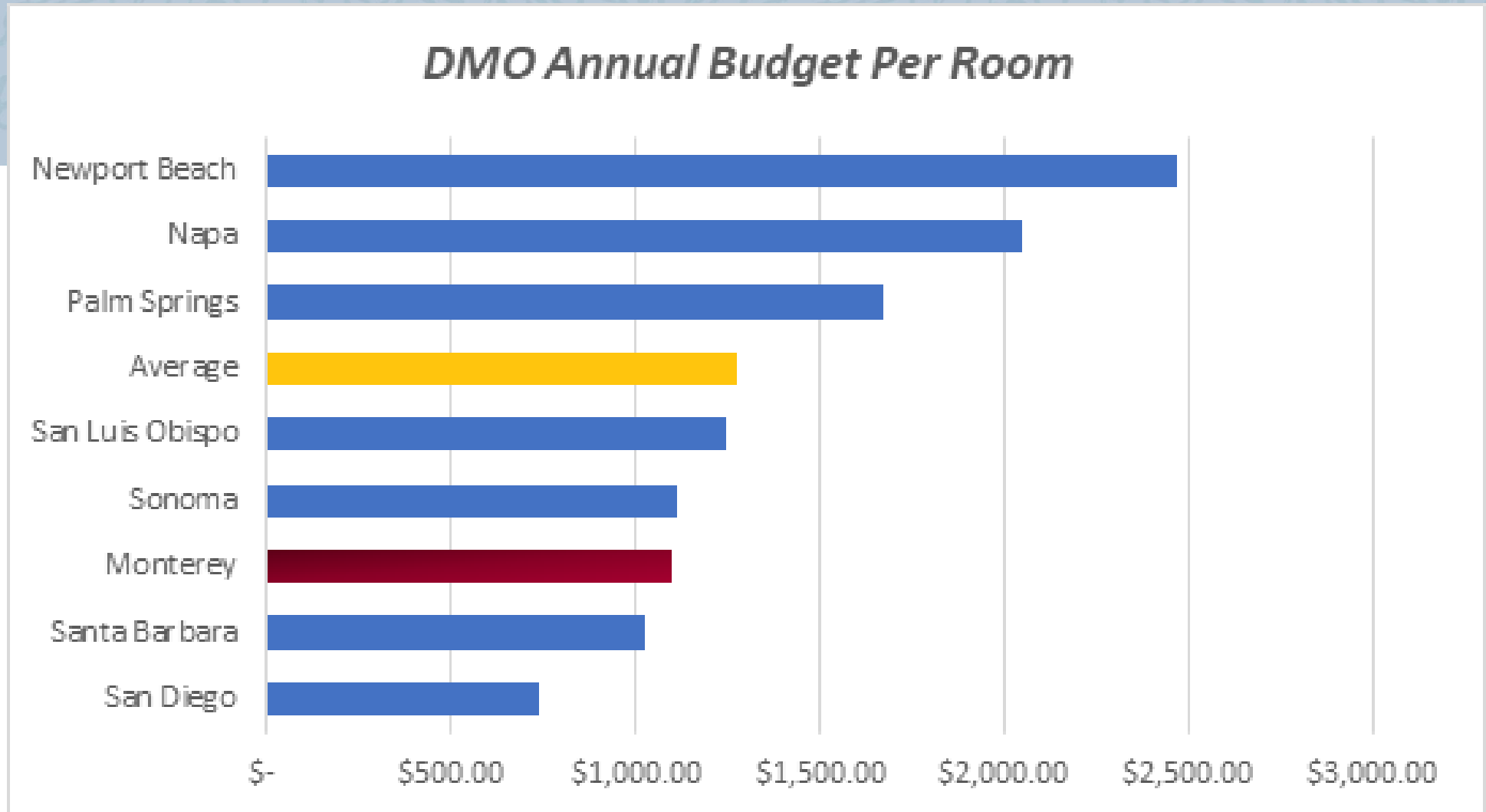
REGULAR AGENDA

C. FY2026-2027 BUDGET WORKSHOP



DMO ANNUAL BUDGETS

COMPETITIVE ANALYSIS



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%

Punching above our weight!

DEMAND 360

Future Booking Data Resource

- Forward-looking demand intelligence tool- On The Books Data
- Market-Level Demand Insights (*Not Just Your Hotels*)
- True Competitive Market Visibility
- Stronger Revenue Management Decisions

The logo for Amadeus Demand360+ is displayed on a dark blue rounded rectangular background. The word "aMADEUS" is written in a white, lowercase, sans-serif font, with the 'a' being smaller and positioned to the left of the 'MADEUS'. Below it, "Demand360+®" is written in a white, uppercase, sans-serif font.

aMADEUS
Demand360+®

FOR PLANNING PURPOSES

General Parameters FY26-27 Business Plan

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

MONTEREY COUNTY'S TOURISM OUTLOOK

Situation Analysis & Forecast

Global Outlook

Elevated airfares driven by fuel costs, a volatile U.S. dollar, and geopolitical uncertainty are pressuring long-haul and inbound international travel.

International recovery remains uneven—gains from Japan, South Korea, and China offset by softer demand from Canada, the UK, and Europe.

Global travel demand is growing at a moderated pace, with updated forecasts from Tourism Economics and Visit California trending below earlier expectations.

MONTEREY COUNTY'S TOURISM OUTLOOK

Situation Analysis & Forecast

Global Outlook - continued

Consumers remain value-driven: shorter stays, closer destinations, later bookings, and greater price sensitivity.

Economic uncertainty, tariffs, and geopolitical volatility are increasing destination trade-offs and competition for market share.

Business and group travel remains resilient but booking windows are shorter and ROI scrutiny is higher.

MONTEREY COUNTY'S TOURISM OUTLOOK

Situation Analysis & Forecast

Destination Outlook

2026 Tourism Economic forecast flat occupancy and slight uptick in ADR. Strong first quarter 2026; cautiously optimistic

Highway 1 re-open is driving business to Big Sur, working with Monterey County to drive safety messaging

Events strategy focus; Monterey Car Week, IndyCar Championship Week, holiday destination activation and will look for more opportunities to expand on events and drive new events

MONTEREY COUNTY'S TOURISM OUTLOOK

Situation Analysis & Forecast

Destination Outlook- continued

Airlift development remains priority; continued collaboration with MRY and partners and drive awareness of new Chicago flight and FBO status

Leisure- especially luxury segment, continues to drive high-value visitation;
Bucket list experiences

Meeting trends favor smaller, more experiential groups; strategy will focus on capturing high-value experience driven events.

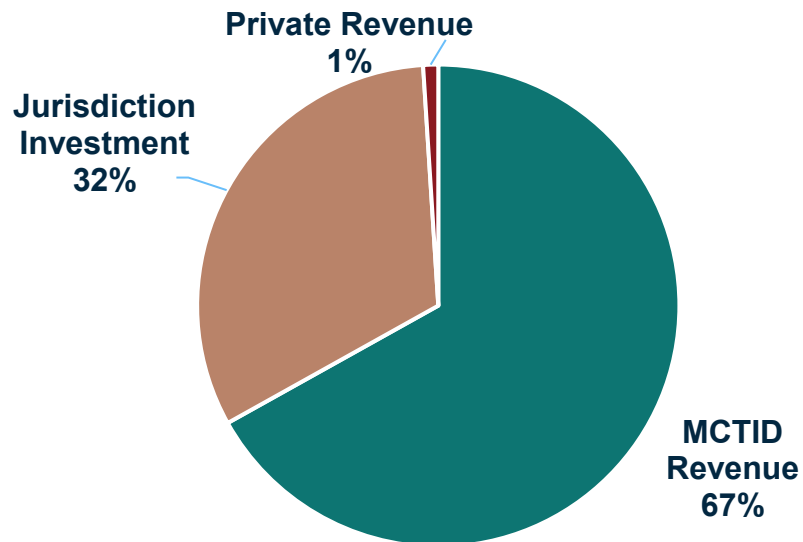
REVENUE COMPARISON

FY 2025-26 and FY 2026-27

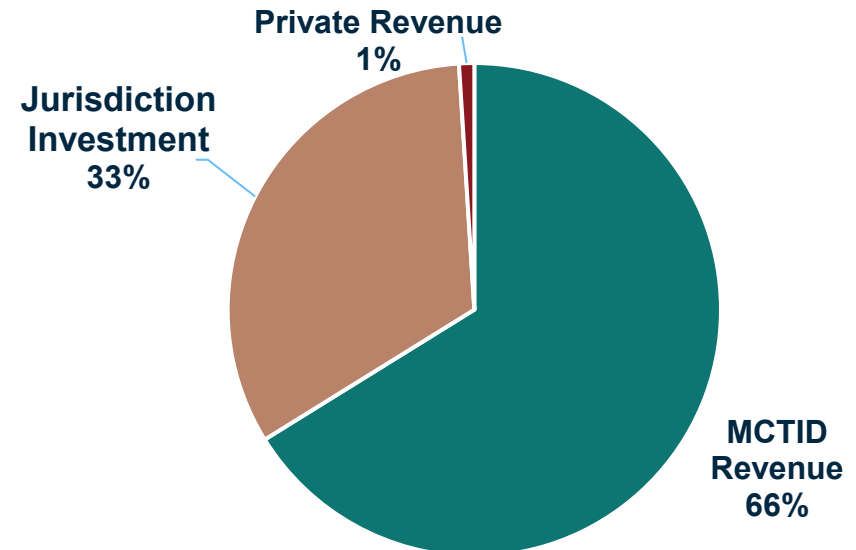
All \$ in \$1,000

| | 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



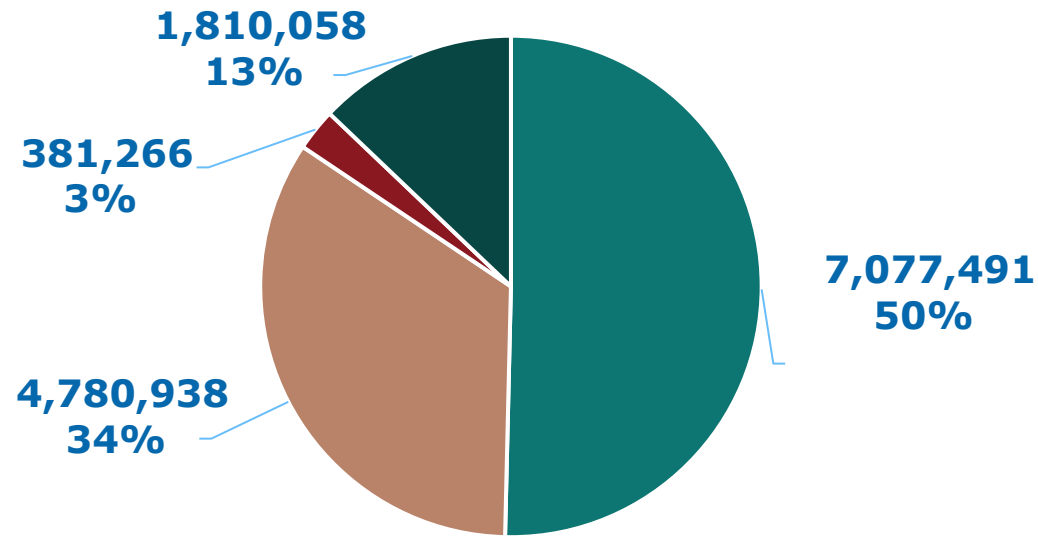
FY2026-27 Revenue



TOTAL EXPENSE BY DEPARTMENT

FY2025-26 comparison to FY 2026-27

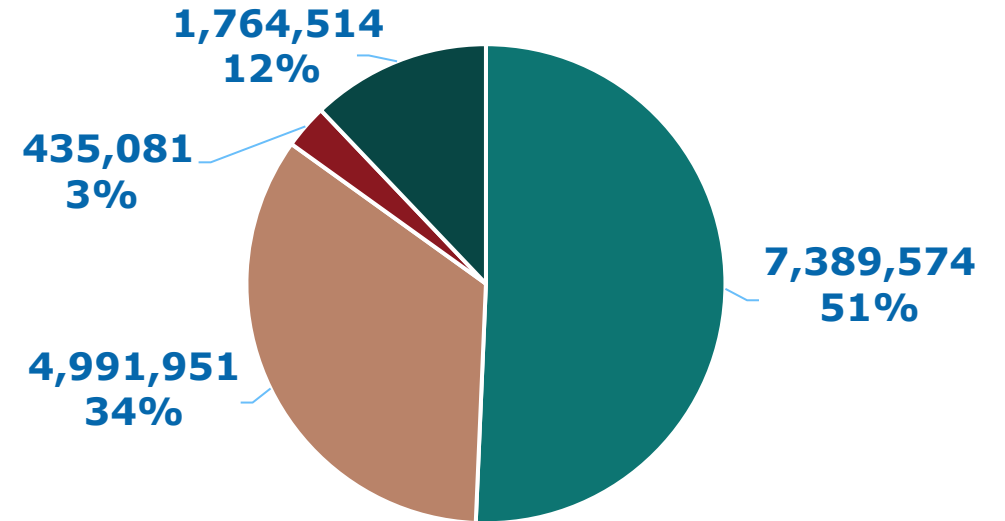
FY2025-26 Expense by Department



- 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 \$14,581,120
(talent included)



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

FY 26-27 STRATEGIC PRIORITIES

- Extended Leisure Markets
- Group – Large & Small; Bleisure, C-Suite
- International

Key Programs

- Wine & Culinary
- Luxury
- Destination Stewardship/ Responsible Travel
- Leverage Global Spotlight Moments
 - World Cup
 - Outlook Forum in MRY
 - US Men's Open
 - LA Olympics



GROUP & DESTINATION EVENT CONSIDERATIONS

*Maintain Always on Group
Tactics but layer in...*

- Advance Monterey County's Group & Meetings Sweet Spot
- Drive Incremental Revenue Through Bleisure and Length-of-Stay Strategies
- Expand Consideration & Capture Proximity-Driven Group Demand



FY 26-27 BUSINESS DEVELOPMENT CONSIDERATIONS

DRAFT GOALS & KEY METRICS

Metrics that show increased REACH and NEW Business growth

ORGANIZATION GOALS

Leads (Range 850 to 900)

Conversion (22-25%)

NEW Business Leads (50-55%)

POSSIBLE KPIs

- Solicitation Goal Targets
- % growth in >400 on peak leads
- Need Time and Mid-Week Bookings
- Growth in Further out Markets
- MCC Booking Pace
- Usage of Meeting Incentive Payout
- Growth in Market Segments

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, and reduction in other group events for bandwidth |
| Leisure Events | 426,156 | 448,180 | 22,024 | 5% | Increased 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% | |

FY 26-27 MARKETING AND COMMUNITY RELATIONS - *CONSIDERATIONS*

- Strengthen Core Markets and Invest in High-Value Growth Markets
- Elevate Monterey County's Luxury, Wine & Culinary Identity — Own the Narrative of Place
- Leverage Global Spotlight Moments to Accelerate Brand Elevation & Leisure Demand
- Expand Leadership in Destination Stewardship & Responsible Travel and Advance “Tourism Matters” narrative



FY 26-27 MARKETING COMMUNICATIONS CONSIDERATIONS

DRAFT GOALS & KEY METRICS

GOALS

Visibility: Increase visibility across search, social, and AI platforms

Engagement: Grow reach and prioritize high-quality engagement

Conversion: Drive measurable partner referrals and intent to visit

EARNED & SOCIAL MEDIA KPIs

- Social Media Audience Growth (+8%)
- Earned Media Reach
(Top-Tier Outlets and Share of Voice)
- Media Impact Score (14/20)

MARKETING KPIs

- Intent to Visit Score (4.3)
- Partner Site Conversions (+5%)
- Top Level Group Conversions (+8%)
- Campaign Engaged Sessions

WINNING IN AI SEARCH (GEO)

HOW WE SHOW UP IN CHATGPT, GOOGLE AI & BEYOND

The Shift

- Success is no longer just traffic, but visibility in AI-generated results
- Goal: Be the source AI pulls from—not just another result

Our Strategy

1. Answer Travel Questions Directly

- Build content around real traveler queries (itineraries, timing, access, tips)

2. Structure Content for AI Extraction

- Clear headers, FAQs, bullet points

3. Establish See Monterey as the Authority

- Lead with Fact, Own Key Topics
- Expand “Key Facts” (timely, definitive, clear)
- Reinforce authority

4. Extend Beyond Our Site

- PR, partner content, and backlinks drive AI citations
- Position See Monterey as the trusted source across the web

‘In the AI era, earned media is no longer just about visibility — it’s about verifiable authority. It strengthens how AI systems understand your expertise, elevates your position in automated search results and provides the independent validation your audiences (and AI) trust.’

- PRSA, February 2026

FY 26-27 INTERNATIONAL- *CONSIDERATIONS*

- Capitalize on Iconic Coastal Drive Experiences
- Global Spotlight Moments
- Leverage Co-Ops Investment with Global Trade Partners and Operators
- Maximize Earned International Media and Trade Visibility
- Advance Leadership in Destination Stewardship and Responsible Travel



FIFA



MONTEREY JET CENTER



MONTEREY
REGIONAL AIRPORT



A modern and welcoming passenger terminal representing the beauty and charm of the Monterey region.

Transforming How Residents and Visitors Travel



Common-use ticketing and boarding gates



5 passenger boarding bridges



LEED Platinum certified (goal)



Scan the QR code to follow along!



montereyairport.com/transform

MRY | METAMORPHOSIS
SAFETY ENHANCEMENT PROGRAM

Funding for the MRY Metamorphosis Safety Enhancement Program comes from grants and airport revenues, not local tax dollars.

MARKETING COMMUNICATIONS EXPENSE

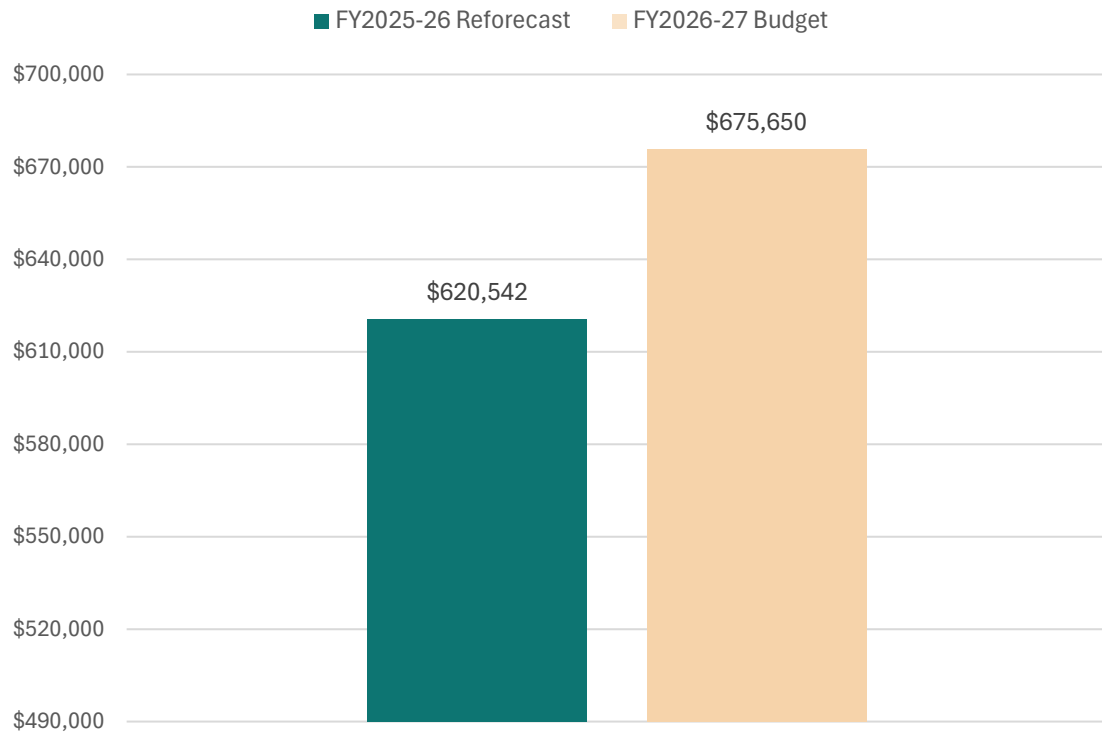
FY2025-26 Comparison to FY2026-27

| 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 and culinary promotion, responsible travel |
| International Marketing | 262,390 | 295,500 | 33,110 | 13% | Expand digital buys; increase international press trips, Outlook Forum |
| 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 | 708,000 | 701,365 | (6,635) | -1% | |
| Community Relations | 105,642 | 165,300 | 59,658 | 56% | Increase memberships, community sponsorships, FAMs, attendance at community events |
| Total Marketing Expense | 5,985,767 | 6,278,208 | 292,441 | 5% | |

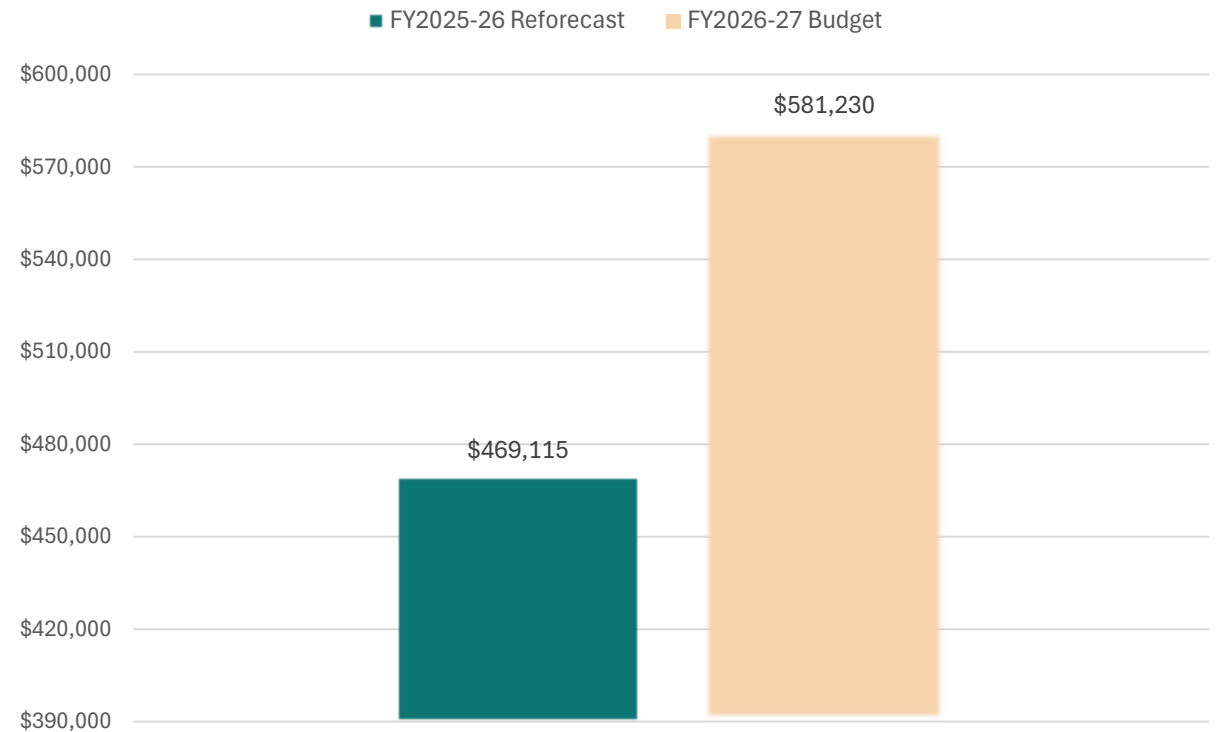
FY 26-27 MARKETING COMMUNICATIONS AND BUSINESS DEVELOPMENT

COMBINED BUDGET SPEND

Luxury Spend 9% Increase Year over Year



International Spend 24% Increase Year over Year



Increase in International Spend to Support the VCA Outlook Conference International Delegation 53

LUXURY TRAVEL IN MONTEREY COUNTY

Monterey County has the most diverse portfolio of luxury properties and experiences anywhere on the West Coast



10 luxury properties account for 27% of total TOT revenue



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

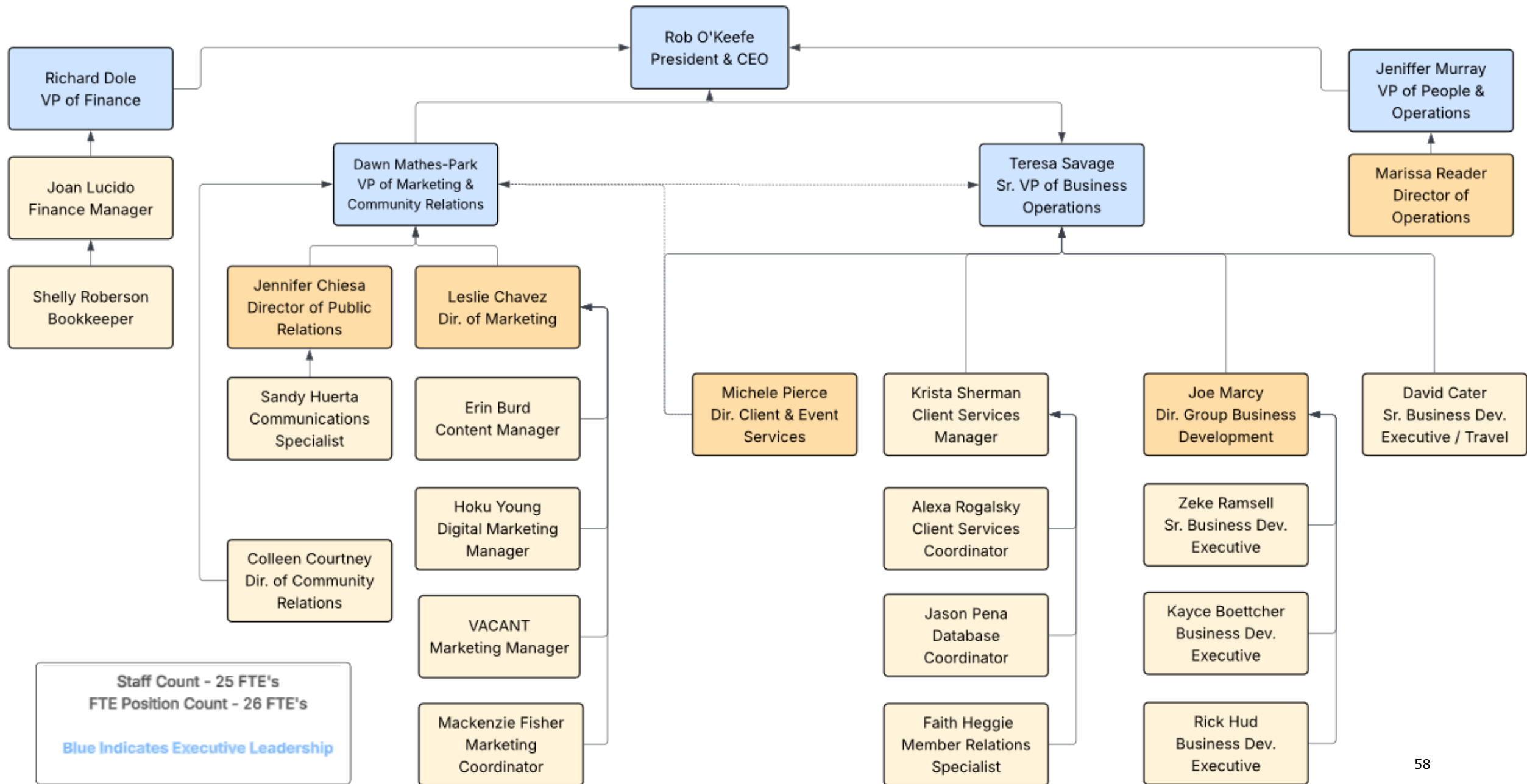
| Talent Expense | FY2025-26 Reforecast | FY2026-27 Budget | Difference | % Chg | |
|-----------------------------|-------------------------|---------------------|----------------|-----------|--|
| Salary | 2,842,034 | 3,005,716 | 163,681 | 6% | Adding Special Projects Manager position, Oct 2026 |
| 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% | |

DMO STAFFING BENCHMARK CONSIDERATIONS

| | <u>DMO Budget</u> | <u>Typical Staff Size</u> |
|---|--------------------------|---------------------------|
| | \$5M–\$10M | 15–25 staff |
|  | \$10M–\$20M | 25–45 staff |
| | \$20M–\$40M | 40–70 staff |
| | \$50M+ (e.g., San Diego) | 100+ staff |

Marketing Team Size (for \$10–20M DMO)

Typical range: ~8 to 15 FTEs dedicated to marketing



REGULAR AGENDA

D. BOARD CHAIR EXTENSION



BOARD CHAIR EXTENSION

Section 3: Term. All officers shall be elected for a term of one (1) year or until their successors are elected and qualified.

Considered Action: All officers shall be elected for a 2-year term.

All officers would have the option to opt out after one year.





BOARD MEMBER DISCUSSION



GOOD OF THE ORDER



**NEXT MEETING OF
THE BOARD:
JUNE 25, 2026
ADJOURNED**