



MEETING AGENDA

Annual Meeting of the Board of Directors
Thursday, June 25, 2026 | 3:00PM – 5:00PM
Monterey Plaza Hotel & Spa - Cypress Room
400 Cannery Row, Monterey, CA 93940

CALL TO ORDER

PUBLIC COMMENT

This portion of the meeting is reserved for members of the public to address the Board of Directors on any matter not on this agenda but under the jurisdiction of the Board of Directors.

STAFF ANNOUNCEMENTS

CONSENT AGENDA

- A. Minutes of the April 23, 2026 Joint Board and MCTID Oversight Committee Budget Workshop
Recommended Action: Approve the draft minutes as presented.
- B. FY2025-26 Department Results Reports
Recommended Action: Receive Department Results Reports
- C. Third Quarter Financial Statements
Recommended Action: Approve Third Quarter Financial Statements as presented
- D. FY2026-27 Board and Committee Meeting Schedule
Recommended Action: Approve the schedule as presented.
- E. Transaction Resolutions
Recommended Action: Approve increase of Transaction Resolution amounts from \$50k to \$75k
- F. Dissolve See Monterey Compensation Committee and assign responsibilities to Executive Committee
Recommended Action: Approve dissolving the Compensation Committee and assign duties to Executive Committee

REGULAR AGENDA

New Business

- A. Board Engagement & Participation Insights
See Monterey to review insights from the Board of Directors survey.
- B. See Monterey FY2026-27 Board of Directors Elections
Recommended Action: Elect the FY2026-27 Board Slate (Directors and Advisors) and Officers as recommended by the Board Development Committee.

Big Sur | Carmel-by-the-Sea | Carmel Valley | Marina | Monterey | Moss Landing |
Pacific Grove Pebble Beach | Salinas | Salinas Valley | Seaside | South County
See Monterey: 99 Pacific Street, Bldg 375 Suite B, Monterey CA 93942



- C. Bank Account Signers
Recommended Action: Approve the list of authorized signers on See Monterey bank accounts.
- D. See Monterey Board of Directors Transaction Resolutions
Recommended Action: Adopt Board of Directors Transaction Resolutions for FY2026-27, transactions between See Monterey and voting board members.
- E. See Monterey FY2026-27 Business Plan and Budget
Recommended Action: Review and approve the FY2026-27 Business Plan and Budget as presented.
- F. See Monterey FY2025-26 Business Plan Update
Recommended Action: Receive the FY2025-26 Business Plan Update as presented.

BOARD MEMBER ANNOUNCEMENTS

GOOD OF THE ORDER

NEXT MEETING OF THE BOARD: Annual Meeting - September 17, 2026

ADJOURN

CONSENT AGENDA

A



MEETING Minutes

Joint Board of Directors and MCTID Oversight Committee Meeting
Thursday, April 23, 2026 | 3:00PM – 5:00PM
Monterey Marriott- Ferrantes Room
350 Calle Principal, Monterey CA 93940

Janine Chicourrat called the meeting to order at 3:07pm.

PUBLIC COMMENT- None

STAFF ANNOUNCEMENTS

Janine welcomed new faces to the Board of Directors and thanked them for attending. Ken Spifogel's passing was honored for his contributions to the hospitality community. Rob O'Keefe acknowledged several recent staff anniversaries open position and welcomed new Community Relations Director Colleen Courtney who starts in May with See Monterey. Rob shared a video featuring Monterey County and Sand City recently featured on the Today Show. He also announced Monterey will be hosting the Visit CA Outlook Forum in March 2027 bringing 1,000+ industry attendees and \$1.5 million in economic impact to the area. Teresa highlighted a group sales activation in partnership with Pebble Beach Food and Wine. She also highlighted new air service developments including additional seats added to existing flights and new service to Chicago.

CONSENT AGENDA

- A. Minutes of the January 29, 2026 Board of Directors Meeting
Recommended Action: Approve the draft minutes as presented.
- B. FY2025-26 Department Results Reports
Recommended Action: Receive Third Quarter Department Results Reports
- C. Third Quarter Financial Statements
Recommended Action: Approve Third Quarter Financial Statements
- D. AI Notetaking and Recording Policy
Recommended Action: Approve See Monterey policy
- E. Chair Elect Title & Responsibilities
Recommended Action: Approve title and duties change of Chair Elect to Vice Chair.
- F. Line of Credit
Recommended Action: Approve a renewed \$400k line of credit.

There was a motion to approve the Consent Agenda as presented. M/S. Ed Smith/John Turner. The motion carried unanimously.

REGULAR AGENDA

New Business

A. See Monterey Board Recruitment and Bylaws Update

Rob presented the recommendation to increase the amount of Board Director Chairs from 19 to 21 seats to include an additional Monterey County seat and new Sand City seat. This also allows for an uneven number for voting. Rob introduced Mayor Mary Ann Carbone as a candidate to fill the new Sand City Director Seat. Dante Hall, City Manager of Monterey was welcomed to fill the City of Monterey advisor seat held in the interim by Nat Rojanasathira. Rob also proposed updating the bylaws to allow a non-director to chair the Sales and Marketing Committees allowing a wider net of potential qualified candidates.

There was a motion to update the bylaws to increase the number of director seats from 19 to 21 as recommended by the Board Development Committee. M/S Stefan Lorch/Bina Patel. The motion carried unanimously

There was a motion to elect Mary Ann Carbone to the Sand City Director seat and Dante Hall as the permanent Advisor seat for the City of Monterey as recommended by the Board Development Committee. M/S Kirk Gafill/John Turner. The motion carried unanimously.

There was a motion to allow non-Directors to chair the Sales and Marketing Committee as recommended by the Board Development Committee. M/S Bina Patel/Ed Smith. The motion carried unanimously

B. See Monterey FY2025-26 Business Plan Update

Rob provided an overview on current and upcoming projects related to this year's business plan. Teresa reviewed the 2026-2027 forecast noting revenue growth of 16.4% over last year and occupancy growth of 7.6% year over year. Business Development productivity was reviewed with a 20% increase in leads. Dawn Mathes-Park highlighted Marketing Communications and Public Relations KPI's noting both departments are on track to meet year end goals. Rob highlighted progress made in Q4 major projects including promoting Hwy 1 reopening, the Chicago flight launch, and Monterey's feature on Wheel of Fortune airing April 22nd. Rob discussed expanding See Monterey's marketing reach through advertising to new markets noting significant increase in traffic to the Chicago, Austin, Nashville and Detroit.

C. FY2026-2027 Budget Workshop

Janine kicked off the discussion highlighting the importance in the budget workshop as a time for Board Members to ask questions and provide feedback. Rob reviewed the 2026-27 strategic priorities of extending leisure markets, targeting group business opportunities large and small, and maintaining focus on international marketings. Key strategic programs to support these initiatives include wine and culinary, luxury programs, destination stewardship and responsible travel. He noted leveraging the global spotlight on Monterey County with two key partnerships next year with the US Men's Open and Outlook Forum. Richard presented the FY 2026-27 budget reflecting projected total revenues of approximately \$14.5 million, representing a 3% year-over-year increase in the budget.

D. See Monterey Board Chair Extension

Rob presented three options regarding extending the current Board Chairs terms and corresponding Executive Committee roles to a two year term. Discussion ensued with the recommendation made to extend Janine as the current chair, and Erik as the current vice Chairs to another term in FY26-27.

There was a motion to approve the board chair extension option 2 to two years. M/S Stefan Lorch/John Turner. Janine Chicourrat abstained. The motion carried unanimously.

BOARD MEMBER ANNOUNCEMENTS: Rob invited the group to attend CSUMB's Making Waves event benefiting the hospitality program and urged the committee to share within their networks. Kimbley Craig announced on behalf of Kate Daniels that the roundabout at Laureles Grade is now complete.

GOOD OF THE ORDER: None

NEXT MEETING OF THE BOARD: June 25, 2026

Janine Chicourrat adjourned the meeting at 5:05pm.

I attest that the Board of Directors approved these minutes at a regularly scheduled Board meeting on June 25, 2026.

Signed Donna Langley, Board Secretary

Date

SEE MONTEREY

MEMBERS PRESENT

Janine Chicourrat
Chris Sommers
Donna Langley
Erik Uppman
Mel Harder
Amy Herzog
Dale Johnson
Sylvain Briens
Chris Morello
John Turner
Bina Patel
Stefan Lorch
Kirk Gafill
Ed Smith
Kevin Ellis
Tim McGregor
Nat Rojanasathira
Robert Lambert
Alex Marin

MEMBERS ABSENT

Kate Daniels
Margaret D'Arrigo
Jacquie Atchison
Liesbeth Visscher
Paige Viren
Erin Sollecito
Norm Groot
Sean Panchal
Mike LaBarre
Amrish Patel
Paula Joy-MacNab
Anna Velazquez
Dana Allen-Greil
Tonya Hufford
Michelle
Overmeyer

GUESTS PRESENT

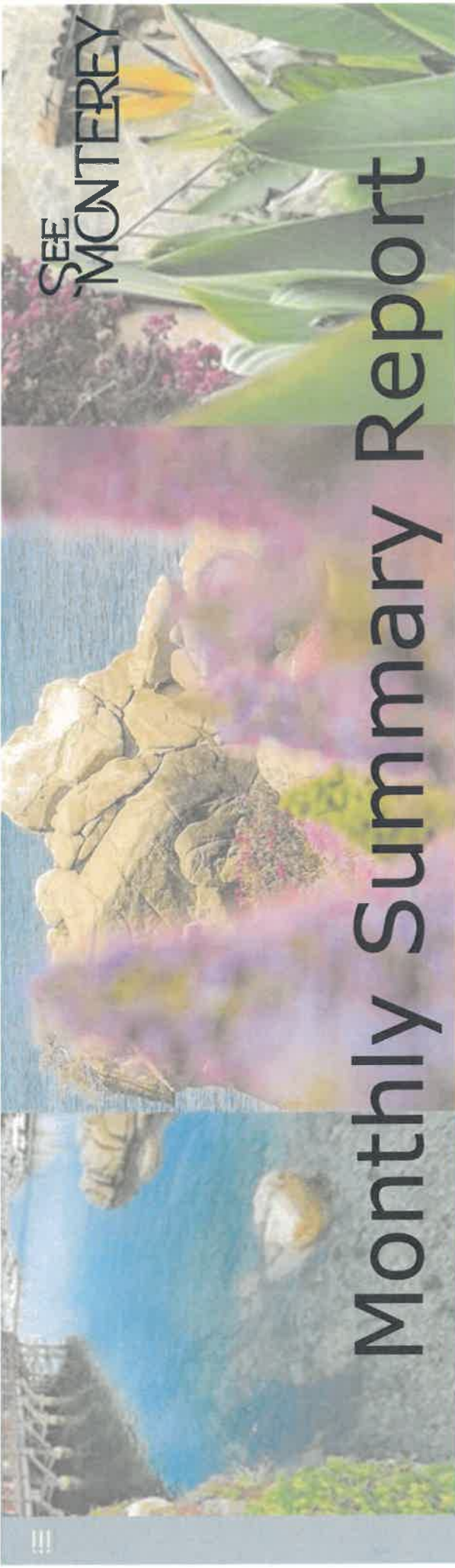
Dante Hall
Mary Ann Carbone

STAFF PRESENT

Rob O'Keefe
Teresa Savage
Richard Dole
Dawn Mathes-Park
Jeniffer Murray
Marissa Reader

CONSENT AGENDA

B



SEE
MONTEREY

Monthly Summary Report

April 2026

Executive Summary

April 2026



Highlights

Monterey County's hotel market posted stable occupancy performance with continued pricing strength. Occupancy increased slightly 0.5% YOY to 73.9%, supported by modest demand growth of 2.6% YOY outpacing supply growth of 2.1%. ADR rose strongly 9.9% YOY to \$274, driving RevPAR up 10.5% YOY to \$202 and total hotel revenue growth of 12.7% YOY to \$76.5M, indicating a healthy balance of demand and pricing power.

Compared to its competitive set, Monterey County ranked highest in occupancy and also recorded the strongest ADR growth among peer destinations. This positioning reflects both sustained visitor demand and the market's ability to command higher rates, reinforcing its leadership in both utilization and pricing performance.

Monterey Regional Airport TSA checkpoint volume declined 2.3% YOY to 29.9K travelers, indicating a slight softening in annual demand. However, volumes remain above 2024 and 2023 levels, suggesting continued recovery and stabilization in passenger activity despite the modest decline.

U.S. hotel performance improved in April as demand growth (+2.0%) outpaced supply growth (+0.4%), driving occupancy up 1.6%. ADR increased 2.8%, lifting RevPAR 4.4% year over year. April's results reflect continued pricing power and steady travel demand amid modest new supply growth.

Inflation climbed to a three-year high of 3.8% in April, driven by rising energy costs, including a 28.4% YOY increase in gasoline prices and a 20.7% rise in airfares, while consumer sentiment fell from 53.3 to a record-low 47.6, with declines observed across all demographic, age, and income groups.



Hotel Demand
279.1K
+2.6% YOY



Hotel ADR
\$273.95
+9.9% YOY



Overnight Trip Share
88%



MRY Checkpoint Volume
29.9K
-2.3% YOY



Website Sessions
107.2K
-1.5% YOY



L&H Jobs
26.6K
+5.1% YOY

Organization Goals

Fiscal Year-to-Date as of April 2026

SEE
MONTEREY

Sales Leads



April 2026
90
+55.2% YOY
Fiscal Year-to-Date
802
+63.7% YOY

Sales Conversion



April 2026
26.7%
+54.7% YOY
Fiscal Year-to-Date
24.9%
+32.8% YOY

Sales New Business



April 2026
50.7%
-49.3% YOY
Fiscal Year-to-Date
55.3%
-24.8% YOY

Engaged Sessions



April 2026
107,182
-1.5% YOY
Fiscal Year-to-Date
1,182,125
+0.6% YOY

Previous Goal: 1.0M. Adjusted to 1.4M on 2/18.

Social Media Follower Growth



April 2026
2,541
+72.9% YOY
Fiscal Year-to-Date
20,075
+182.0% YOY

Previous Goal: 22k. Adjusted to 28k on 2/18.

Intent to Visit Score



As of January 2026,
the brand measures
achieved 4.3

*Notes: The Intent to Visit Score is updated biannually

Source: See Monterey

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MarCom KPIs

Fiscal Year-to-Date as of April 2026

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Meet in Monterey Engaged Web Sessions



Website Impressions



Partner Site Conversions



Previous Goal: 165K. Adjusted to 290K on 2/18.

Top Level Group Conversions



Previous Goal: 305. Adjusted to 450 on 2/18.

Social Engagements



Previous Goal: 3.1M. Adjusted to 4.0M on 2/18.

Referral Traffic from Earned Media/Influencers



Earned Media Impressions



Media Hits in Top 125 Publications



Previous Goal: 55. Adjusted to 70 on 2/18.

Average Media Quality Score



Social Average Engagement Rate



Source: See Monterey

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Hotel Review

SEE
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Monthly Performance by Market

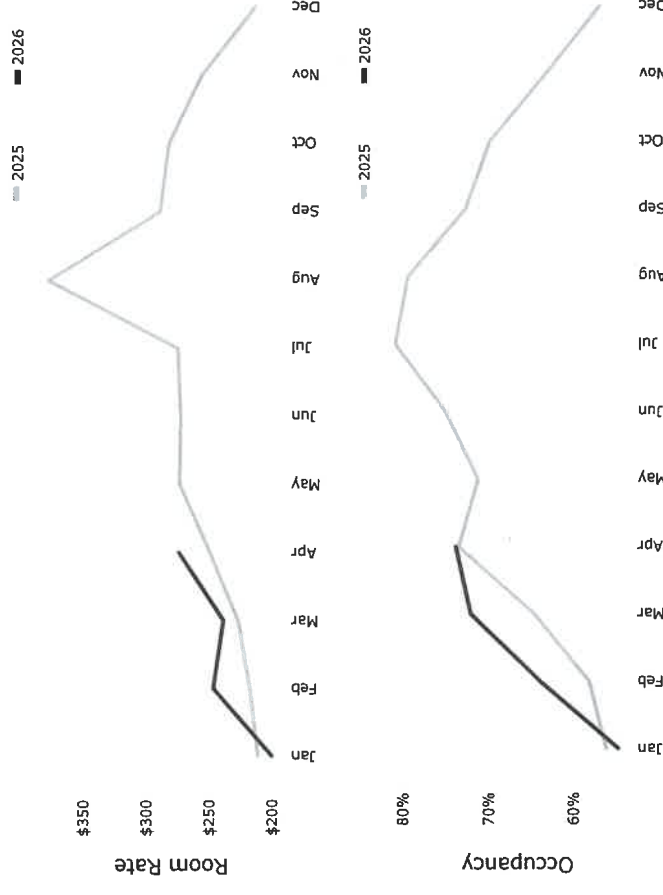
	OCC	% CHG	ADR	% CHG	RevPAR	% CHG
Limited+	62.8%	+9.7%	\$152	+8.2%	\$96	+18.8%
Full Service+	70.2%	+11.8%	\$275	+10.0%	\$193	+23.0%
Luxury+	67.1%	+17.4%	\$885	+18.3%	\$594	+39.0%
Group properties+	70.0%	+14.8%	\$408	+13.6%	\$285	+30.5%
Cannery Row+	74.3%	+9.0%	\$342	+7.2%	\$254	+16.9%
City of Monterey, CA+	68.1%	+11.1%	\$219	+9.8%	\$149	+22.0%
Monterey County, C..	64.0%	+9.8%	\$247	+13.5%	\$158	+24.7%
Unincorporated Mon..	68.3%	+14.5%	\$331	+5.5%	\$226	+20.8%
Limited+	70.4%	+12.2%	\$150	+6.7%	\$106	+19.7%
Full Service+	77.1%	+9.4%	\$256	+1.8%	\$198	+11.3%
Luxury+	79.8%	+16.0%	\$819	+4.1%	\$654	+20.8%
Group properties+	77.6%	+11.9%	\$388	+4.0%	\$301	+16.4%
Cannery Row+	79.6%	+7.4%	\$322	+1.7%	\$257	+9.2%
City of Monterey, CA+	74.9%	+10.3%	\$204	+2.0%	\$153	+12.4%
Monterey County, C..	72.1%	+11.5%	\$238	+5.2%	\$172	+17.2%
Unincorporated Mon..	76.1%	+17.7%	\$338	+7.5%	\$257	+26.5%
Limited+	72.8%	+0.5%	\$174	+6.5%	\$126	+7.0%
Full Service+	77.2%	-1.1%	\$296	+6.8%	\$229	+5.6%
Luxury+	78.9%	+6.2%	\$965	+13.2%	\$761	+20.2%
Group properties+	77.5%	+0.6%	\$451	+12.0%	\$350	+12.7%
Cannery Row+	82.6%	+5.3%	\$364	+3.7%	\$300	+9.3%
City of Monterey, CA+	76.3%	+0.1%	\$235	+5.1%	\$179	+5.1%
Monterey County, C..	73.9%	+0.5%	\$274	+9.9%	\$202	+10.5%
Unincorporated Mon..	79.0%	+5.9%	\$393	+9.7%	\$310	+16.2%

Source: STR

Calendar Year-to-Date Performance

Monterey County, CA+

Occupancy	ADR	RevPAR	Supply	Demand	Revenue
66.2% +4.7%	\$242 +6.3%	\$160 +11.3%	1.5M +2.2%	1.0M +7.0%	\$243.1M +13.7%



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Hotel Competitive Performance

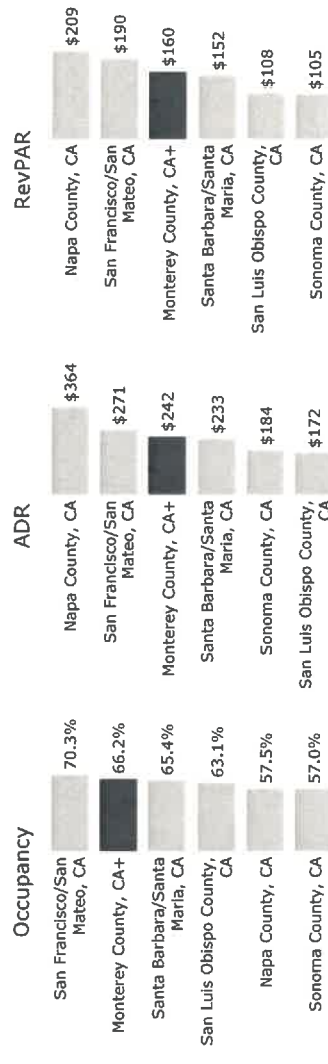
Monthly Performance by Market

	OCC	% CHG	ADR	% CHG	RevPAR	% CHG
Monterey County, CA+	64.0%	+9.8%	\$247	+13.5%	\$158	+24.7%
Napa County, CA	56.7%	+6.0%	\$346	+4.4%	\$196	+10.7%
San Francisco/San Mateo, CA	72.4%	+17.8%	\$275	+28.1%	\$199	+51.0%
San Luis Obispo County, CA	61.3%	+5.5%	\$167	+2.9%	\$102	+8.5%
Santa Barbara/Santa Maria, CA	63.1%	+2.7%	\$225	+7.0%	\$142	+9.9%
Sonoma County, CA	54.1%	+4.5%	\$174	+0.1%	\$94	+4.7%
Monterey County, CA+	72.1%	+11.5%	\$238	+5.2%	\$172	+17.2%
Napa County, CA	61.3%	+1.2%	\$364	+4.9%	\$223	+6.2%
San Francisco/San Mateo, CA	74.8%	+12.4%	\$268	+23.5%	\$200	+38.8%
San Luis Obispo County, CA	68.0%	+12.2%	\$171	+3.8%	\$117	+16.5%
Santa Barbara/Santa Maria, CA	71.0%	+12.5%	\$235	+10.2%	\$167	+24.0%
Sonoma County, CA	60.6%	+9.5%	\$183	+0.4%	\$111	+10.0%
Monterey County, CA+	73.9%	+0.5%	\$274	+9.9%	\$202	+10.5%
Napa County, CA	66.9%	+2.3%	\$421	+4.9%	\$282	+7.3%
San Francisco/San Mateo, CA	72.2%	+3.6%	\$219	-4.2%	\$156	-0.8%
San Luis Obispo County, CA	70.6%	+1.7%	\$195	+5.6%	\$138	+7.4%
Santa Barbara/Santa Maria, CA	71.0%	+3.1%	\$260	+9.4%	\$185	+12.8%
Sonoma County, CA	64.9%	+7.2%	\$211	+3.9%	\$137	+11.4%

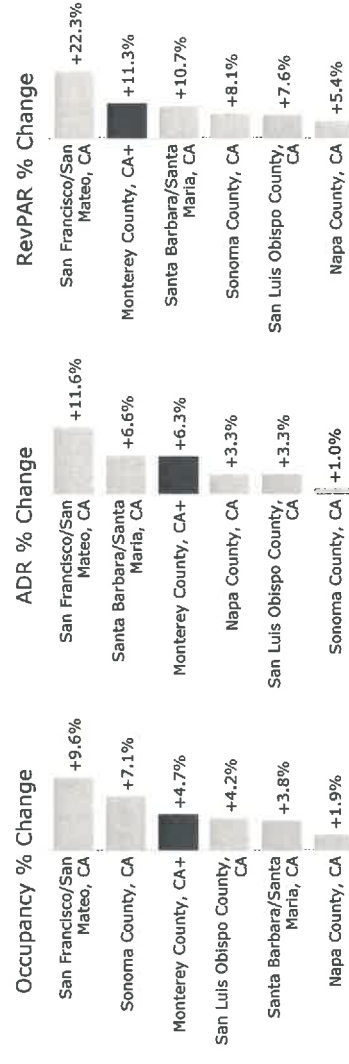
Source: STR

Calendar Year-to-Date Performance

Performance by Market



% Change vs. Previous Year



Hotel Booking Segmentation

SEE
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April 2026 Performance by Segment

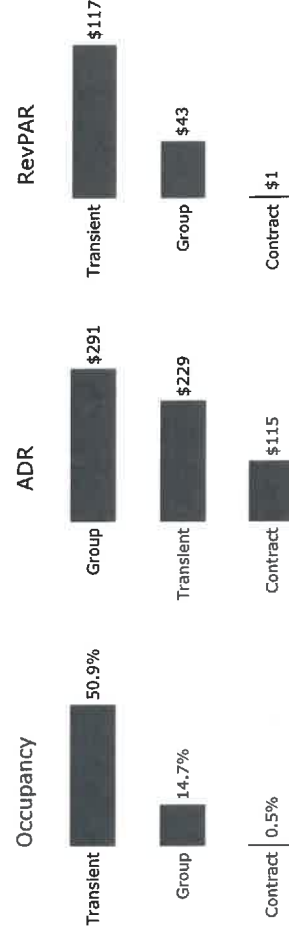
Segment	OCC	% CHG	ADR	% CHG	RevPAR	% CHG
Monterey County, CA+						
Transient	58.5%	+3.9%	\$264	+7.7%	\$155	+11.9%
Group	14.8%	-11.3%	\$320	+19.7%	\$47	+6.2%
Contract	0.6%	+9.3%	\$115	-7.4%	\$1	+1.2%
Napa County, CA						
Transient	44.2%	-1.3%	\$421	+5.7%	\$186	+4.3%
Group	22.7%	+15.3%	\$422	+2.7%	\$96	+18.4%
Contract	0.1%	-87.0%	\$172	-51.0%	\$0	-93.6%
San Francisco/San Mateo, CA						
Transient	53.6%	+8.5%	\$217	-1.3%	\$116	+7.1%
Group	13.2%	-11.0%	\$255	-10.6%	\$34	-20.4%
Contract	5.3%	-1.1%	\$148	-3.0%	\$8	-4.0%
San Luis Obispo County, CA						
Transient	63.2%	+2.3%	\$194	+4.6%	\$123	+7.0%
Group	7.1%	-1.4%	\$202	+13.6%	\$14	+12.0%
Contract	0.3%	-28.7%	\$199	+28.2%	\$1	-8.6%
Santa Barbara/Santa Maria, CA						
Transient	59.8%	+4.4%	\$259	+12.0%	\$155	+17.0%
Group	9.5%	-4.8%	\$286	-1.4%	\$27	-6.1%
Contract	1.7%	+3.7%	\$153	+8.8%	\$3	+12.9%
Sonoma County, CA						
Transient	51.9%	+6.1%	\$191	+7.8%	\$99	+14.4%
Group	12.4%	+10.9%	\$295	-7.3%	\$37	+2.8%
Contract	0.5%	+50.7%	\$185	+54.8%	\$1	+133.2%

Source: STR

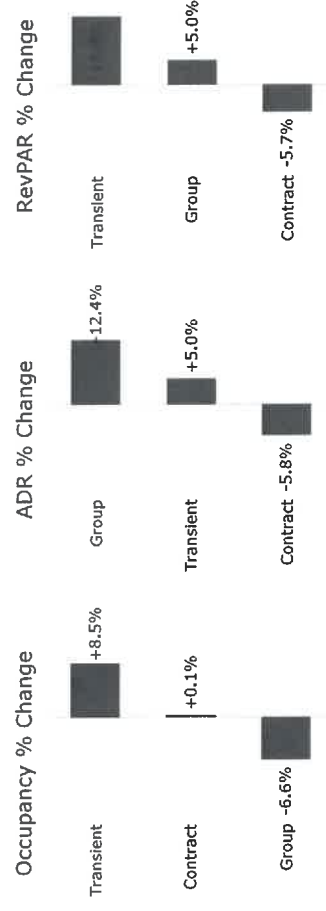
Monterey County, CA+ Segment Performance

Calendar Year-to-Date

Performance by Market



% Change vs. Previous Year



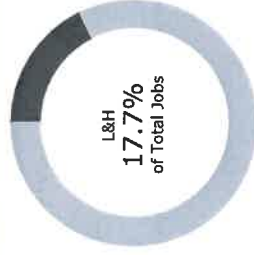
Leisure & Hospitality Workforce

Salinas, CA

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Total Leisure & Hospitality Jobs

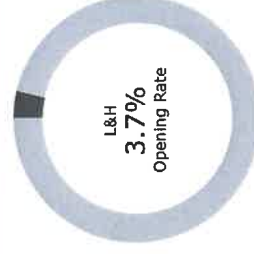
L&H Jobs
as of April 2026
26.6K
+5.1% YOY | +3.1% vs. 2019



L&H
17.7%
of Total Jobs

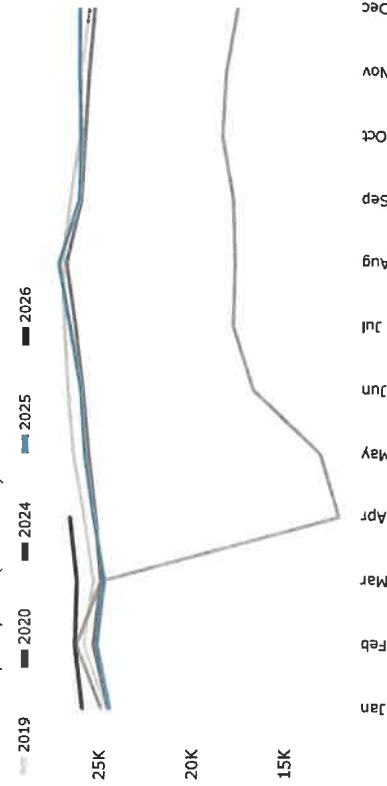
Leisure & Hospitality Job Openings

L&H Job Openings
as of December 2025
1.0K
+0.0% YOY | -12.4% vs. 2019



L&H
3.7%
Opening Rate

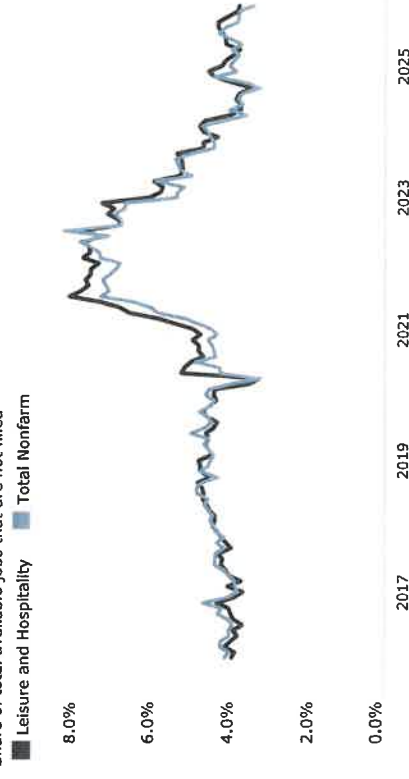
Employment Recovery Leisure & Hospitality Jobs (Thousands)



Source: Bureau of Labor Statistics

Job Opening Rate

Share of total available jobs that are not filled



Source: Tourism Economics

Airport TSA Checkpoint Volume & Visitor Origins

MRY - Monterey Regional

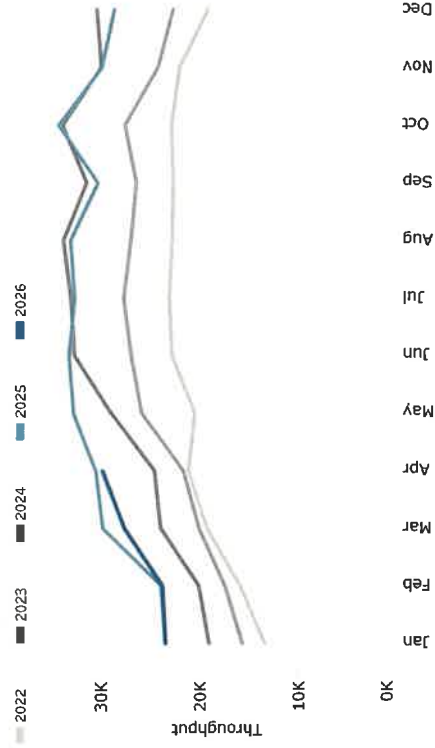
Monthly TSA Checkpoint Volume

Year-to-Date TSA Checkpoint Volume & Visitor Origins

April 2026 Volume
29.9K
 -2.3% YOY

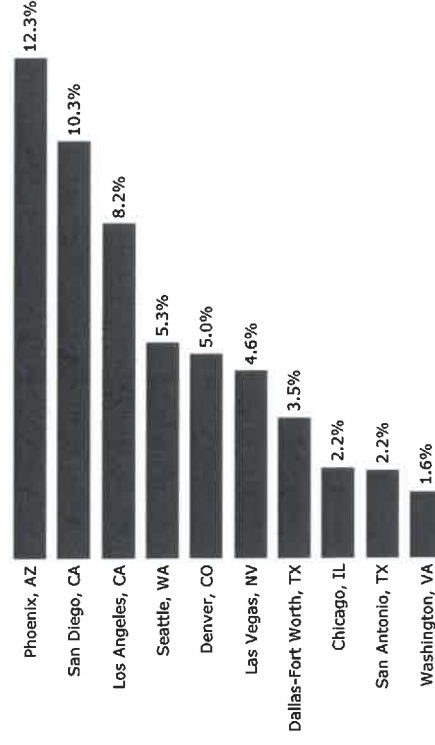
Jan - Apr 2026 Volume
104.9K
 -2.8% YOY

TSA Checkpoint Volume by Month
 Last Five Calendar Years



Source: Transportation Security Administration

Top Origin Markets - Air
 Jan - Mar 2026 Visitor Arrivals



Source: OAG

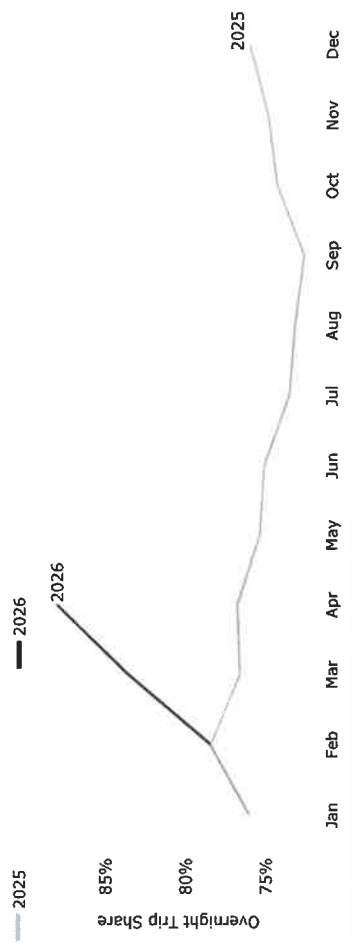
Visitor Profile

April 2026 Domestic Visits

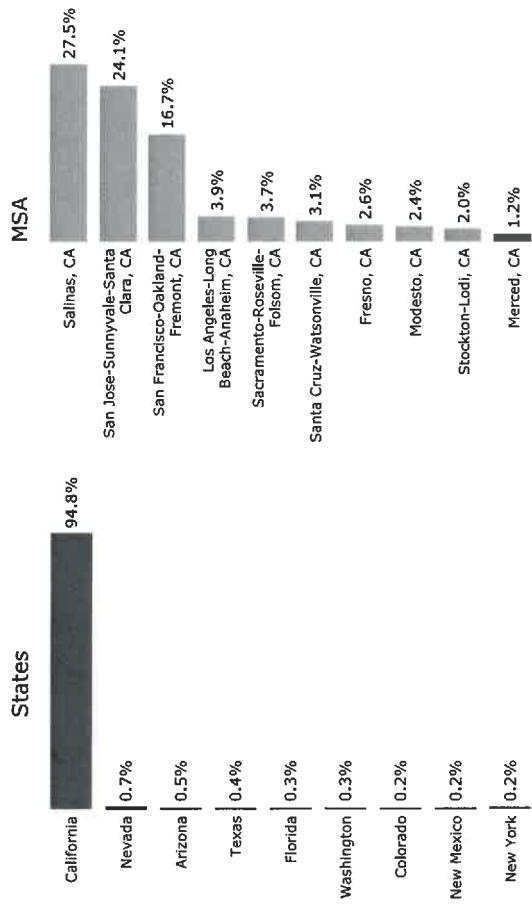


Domestic Visitor Trends & Characteristics

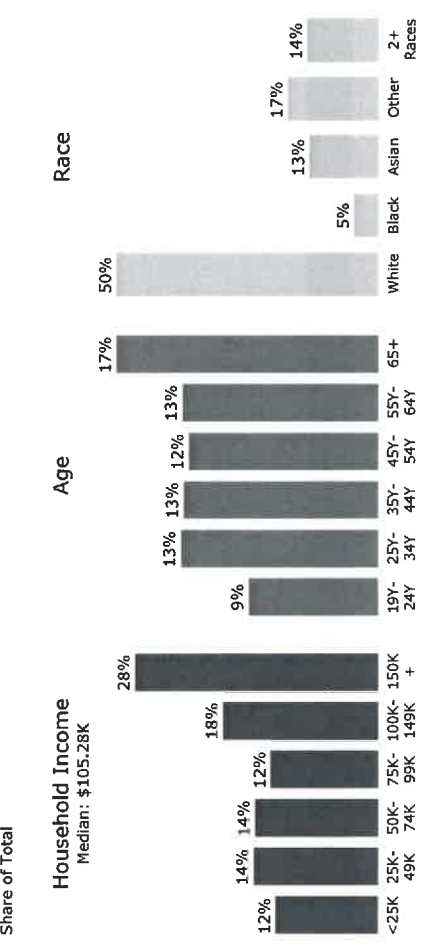
Overnight Trip Share by Month



Top Origin Markets



April 2026 Visitor Origin Demographics



Source: Azira & U.S. Census Bureau

Domestic Visitor Spending

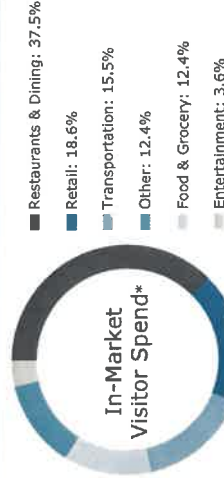
SEE
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Monthly Visitor Credit Card Spending



March 2026 Card Spend
\$87.5M
+13.5% YOY

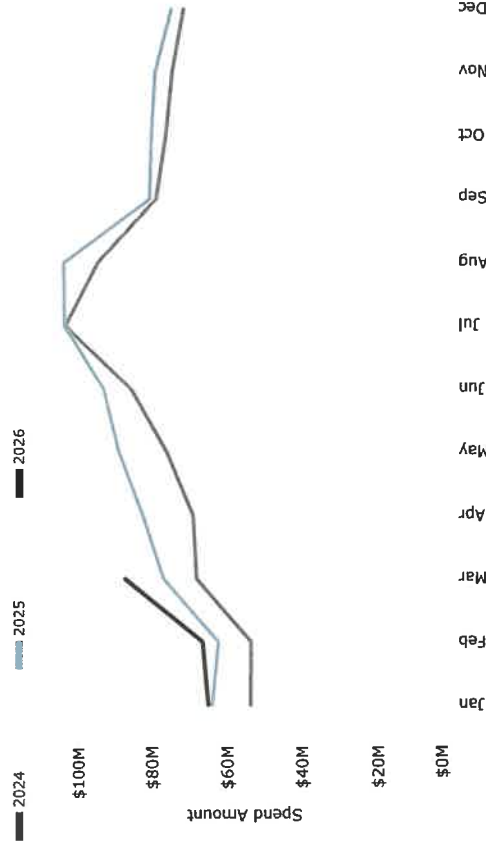
Calendar Year-to-Date Visitor Credit Card Spending



Jan - Mar 2026 Card Spend
\$219.2M
+7.8% YOY

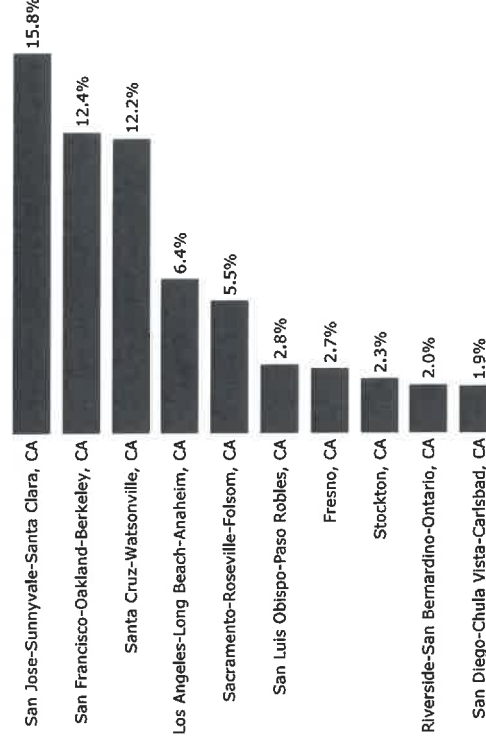
Visitor Spending by Month

Last Three Calendar Years



Top Visitor Origins by Spending

Jan - Mar 2026



* In-market spending on accommodations excluded from share of spending by category charts
Source: Visa Destination Insights

International Visitor Spending



Monthly Visitor Credit Card Spending

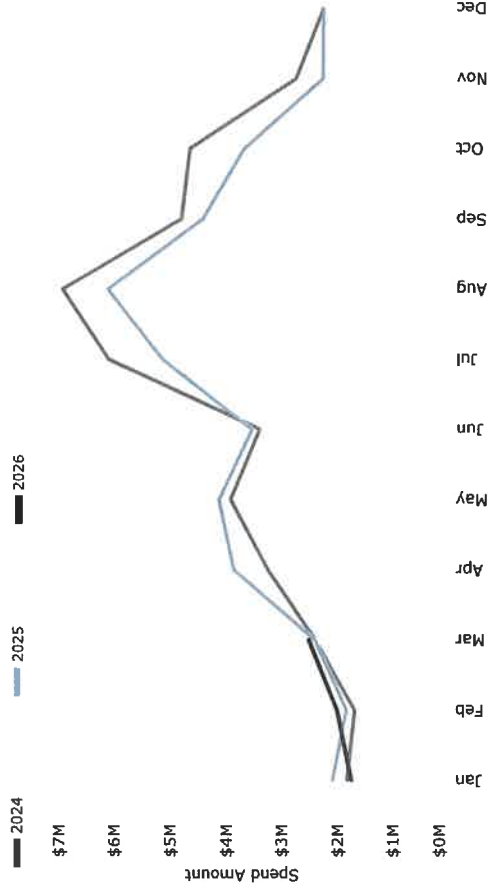


Calendar Year-to-Date Visitor Credit Card Spending



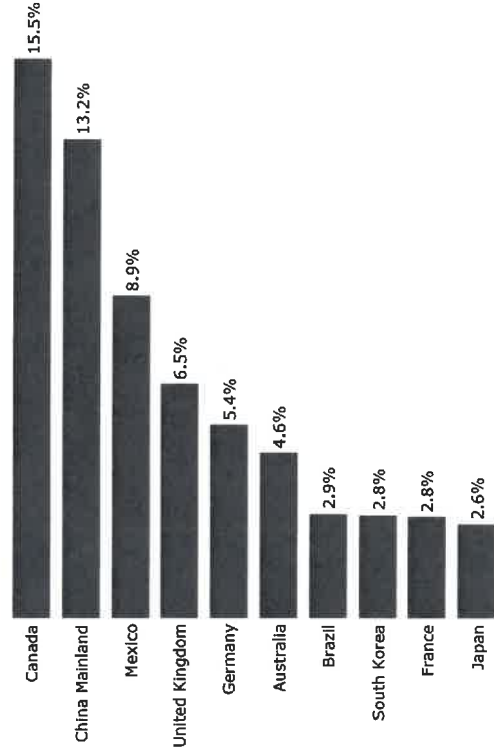
Visitor Spending by Month

Last Three Calendar Years



Top Visitor Origins by Spending

Jan - Mar 2026



* In-market spending on accommodations excluded from share of spending by category charts
Source: Visa Destination Insights

Rooms On-the-Books - Single Property

SEE
MONTEREY

Jan - Apr 2026 Meetings & Sports Events

Assist & Definite Room Nights

Events **73** Rooms **12.8K** Attendees **9.0K**

Assist & Definite Room Nights by Year & Month

Total All room nights currently on the books by event date

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2019	2.9K	5.1K	4.8K	5.1K	4.1K	3.1K	2.5K	1.7K	3.3K	4.9K	3.7K	1.1K	42.2K
2020	2.6K	2.1K	1.7K	717	121	104	69	67	336			21	7.9K
2021		469		120	424	973	115	487	3.3K	2.1K	3.9K	579	12.5K
2022	503	3.2K	1.8K	1.3K	5.8K	1.4K	2.9K	2.9K	3.0K	2.2K	4.0K	1.3K	30.3K
2023	5.0K	2.5K	4.4K	2.9K	3.6K	2.0K	2.3K	1.7K	1.8K	6.7K	3.6K	838	37.2K
2024	1.6K	2.0K	3.3K	3.3K	3.1K	1.2K	1.8K	1.6K	3.7K	2.0K	3.2K	1.1K	28.1K
2025	1.7K	3.3K	5.7K	3.7K	1.5K	3.0K	3.8K	1.9K	2.8K	3.9K	2.9K	870	35.2K
2026	1.8K	5.8K	3.3K	1.9K	2.9K	3.4K	385	873	1.5K	3.8K	308		26.0K
2027	1.9K		3.0K	1.6K	1.8K	3.1K	726	673	2.0K				14.8K
2028				1.1K		742		486		790			3.1K
2029										595			595
2030													820

Difference from avg. share of annual total rooms



40,000

35,000

30,000

25,000

20,000

15,000

10,000

5,000

0

Rooms

Peak

<50

51-100

101-200

201-300

301-400

401-500

501+

5

1

1

1

SEE
MONTEREY

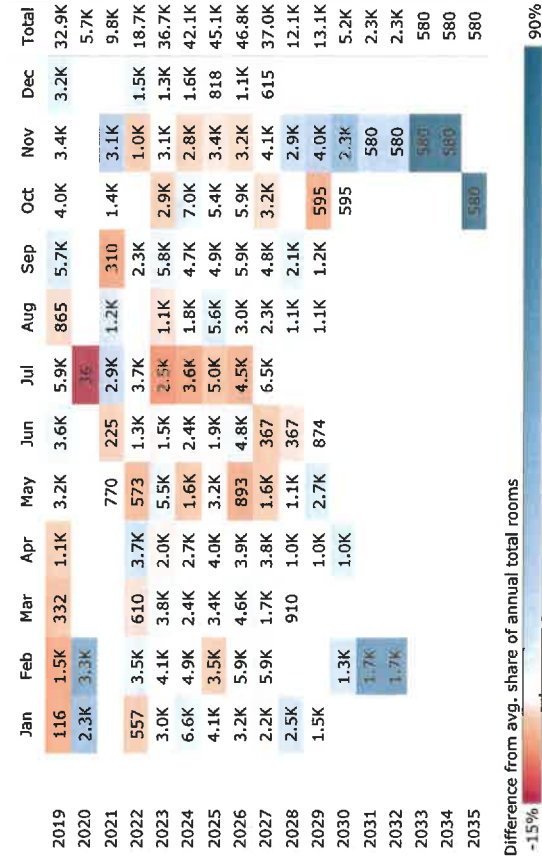
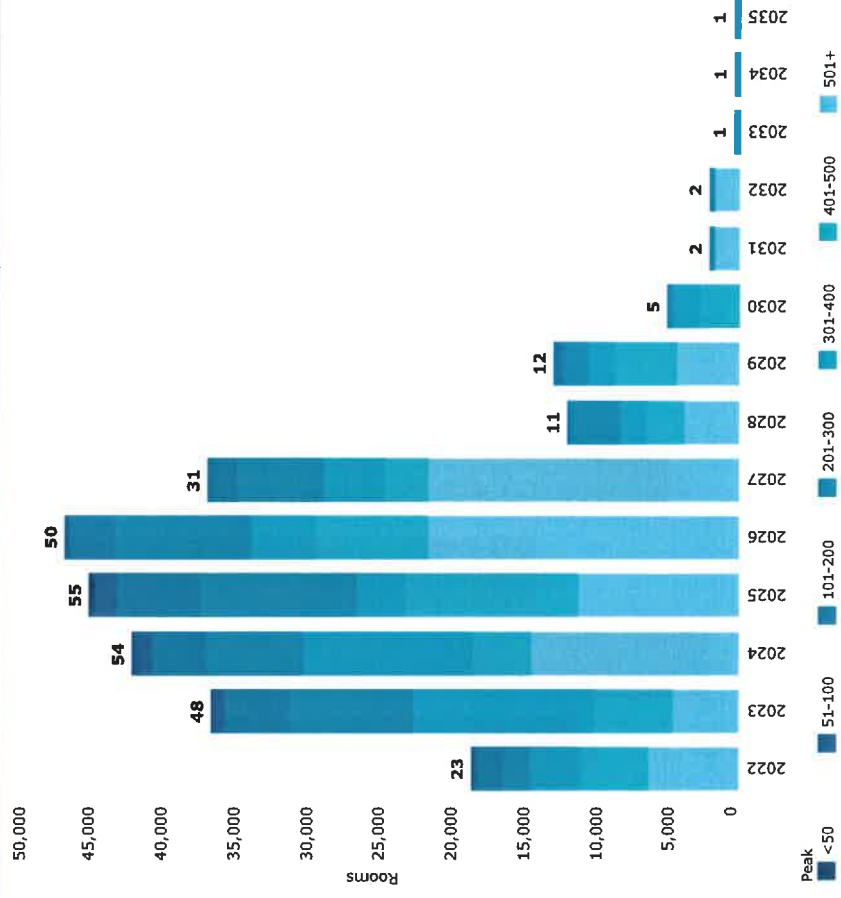
Assist & Definite Room Nights

Rooms
17.6K

Attendees
32.3K

Assist & Definite Room Nights by Year & Month

Total All room nights currently on the books by event date

Powered by **SYMPHONY** | TOURISM ECONOMICS

Convention Center Groups

Calendar Year | Assist & Definite Groups | Turned definite as of 5/15/2026

SEE
MONTEREY

Meetings with <200 Peak Room Nights

	Event Count	Attendance	Status-based rooms
2021	3	145	535
2022	9	2,274	2,345
2023	19	4,725	5,521
2024	22	6,763	4,705
2025	22	9,232	7,036
2026	17	6,278	3,910
2027	5	2,365	2,237
2028	1	155	367
2029	2	355	874

Meetings with 301-400 Peak Room Nights

	Event Count	Attendance	Status-based rooms
2021	2	1,050	1,938
2022	3	22,300	3,687
2023	11	28,300	12,460
2024	11	46,250	11,716
2025	4	41,400	3,390
2026	5	42,500	4,487
2027	4	40,950	4,227
2028	2	40,000	1,864
2029	2	40,000	1,864
2030	2	40,000	1,864

Meetings with 201-300 Peak Room Nights

	Event Count	Attendance	Status-based rooms
2021	2	1,500	1,449
2022	3	1,012	1,847
2023	11	5,412	8,605
2024	11	5,910	6,708
2025	14	8,966	10,825
2026	11	6,580	9,450
2027	8	4,850	6,028
2028	4	2,950	3,448
2029	2	1,750	1,717
2030	1	550	595
2031	1	550	580

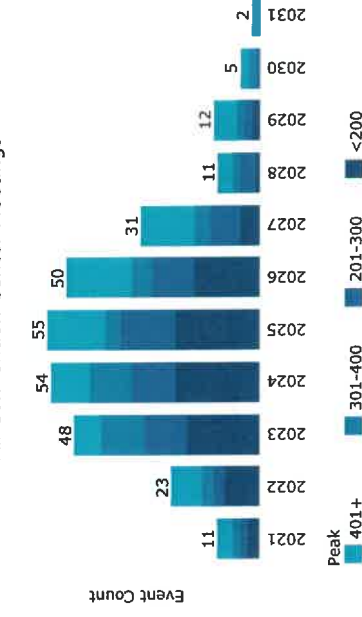
Meetings with 401+ Peak Room Nights

	Event Count	Attendance	Status-based rooms
2021	4	3,600	5,864
2022	8	26,501	10,794
2023	7	7,851	10,071
2024	10	9,776	18,957
2025	15	14,866	23,855
2026	17	16,951	28,975
2027	14	14,451	24,463
2028	4	3,900	6,424
2029	6	5,550	8,602
2030	2	2,500	2,766
2031	1	1,400	1,749

All Convention Center Meetings

	Event Count	Attendance	Status-based rooms
2021	11	6,295	9,786
2022	23	52,087	18,673
2023	48	46,288	36,657
2024	54	68,699	42,086
2025	55	74,464	45,106
2026	50	72,309	46,822
2027	31	62,616	36,955
2028	11	47,005	12,103
2029	12	47,655	13,057
2030	5	43,050	5,225
2031	2	1,950	2,329

All Convention Center Meetings



Source: CRM (Simpleview)

Powered by **SYMPHONY** | TOURISM ECONOMICS

Meeting Sales as of April 2026



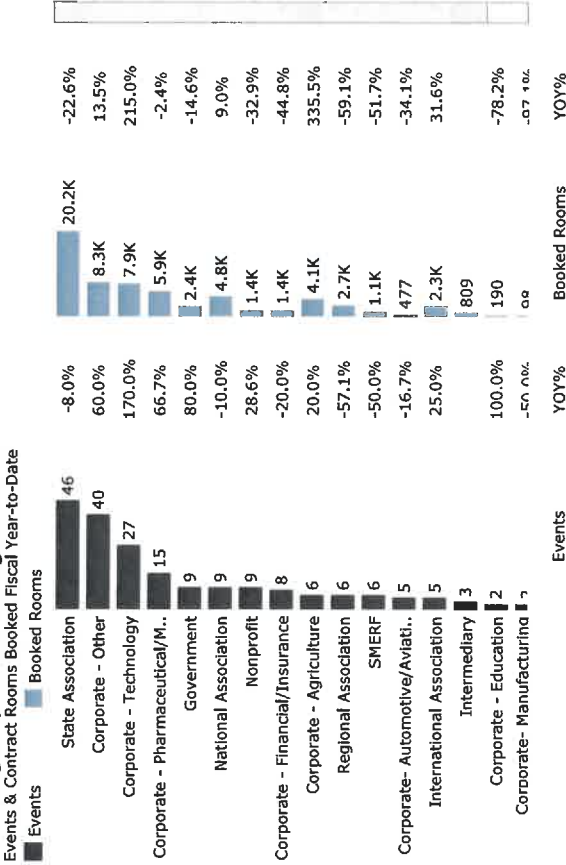
Fiscal Year-to-Date Bookings

Events **200** +14.3% YOY
Booked Rooms **64,184** -10.0%YOY
Avg. Peak **117** -16.9%YOY

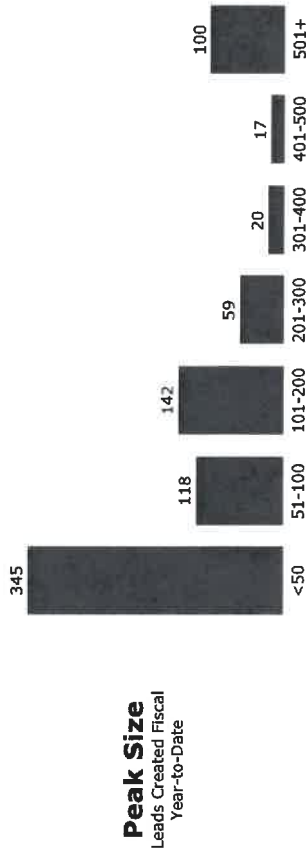
Lead Volume Fiscal Year-to-Date

Events **801** +23.6% YOY
Lead Rooms **274,228** -5.2% YOY
Avg. Peak **116** -19.6% YOY

Bookings by Market Segment



Peak Size



Event Year

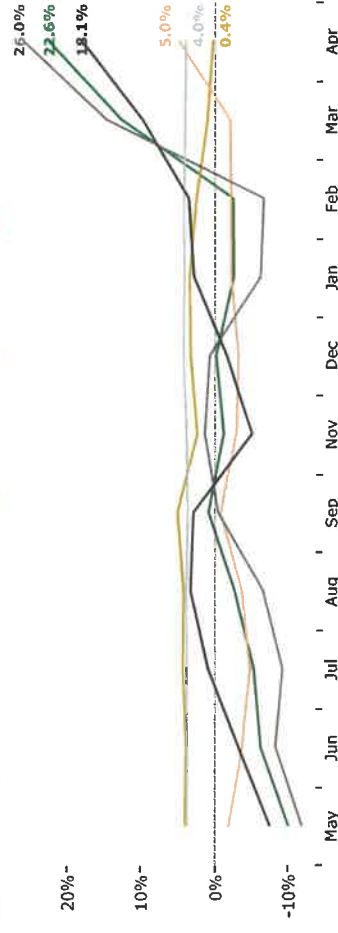


Travel Trends

Travel Price Index

% Change Relative to Same Month in Previous Year | Last 12 Months

■ Airline Fares ■ F&B ■ Motor Fuel ■ Other Lodging ■ Rec. Services ■ Transportation



Source: U.S. Travel Association via U.S. Travel Recovery Tracker

Planning Leisure Travel Within the Next 12 Months

% of American Consumers Planning Travel by Household Income (Calendar Year)

■ 2025 Q1 ■ 2025 Q2 ■ 2025 Q3 ■ 2025 Q4 ■ 2026 Q1

<\$50K \$50-\$99K \$100-\$149K \$150K-\$249K \$250K+

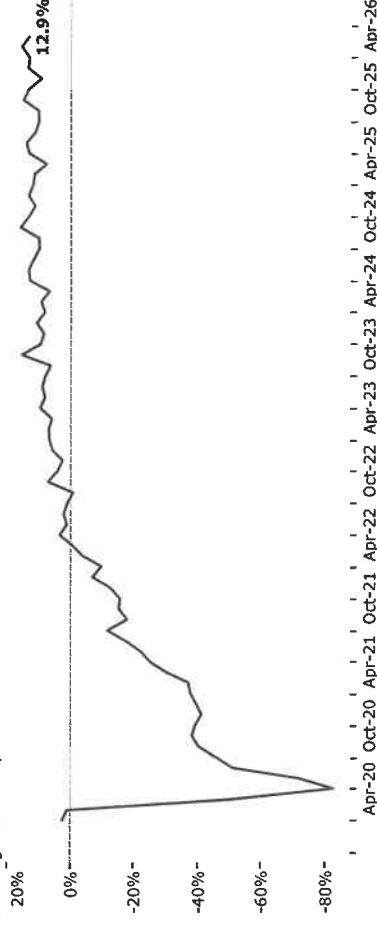


Note: Light gray bars represent the average for all survey respondents

Source: MMGY Global's Portal of American Travelers

Travel Spending (% change vs 2019)

% Change vs. 2019 | U.S. total

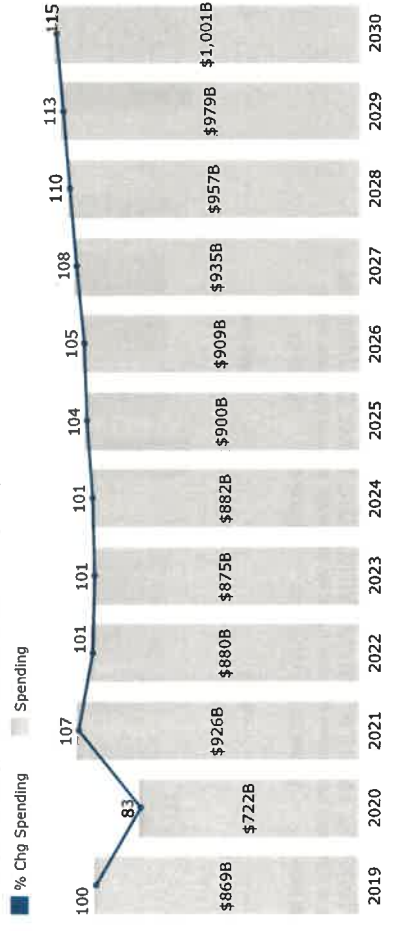


Source: Tourism Economics via U.S. Travel Recovery Tracker

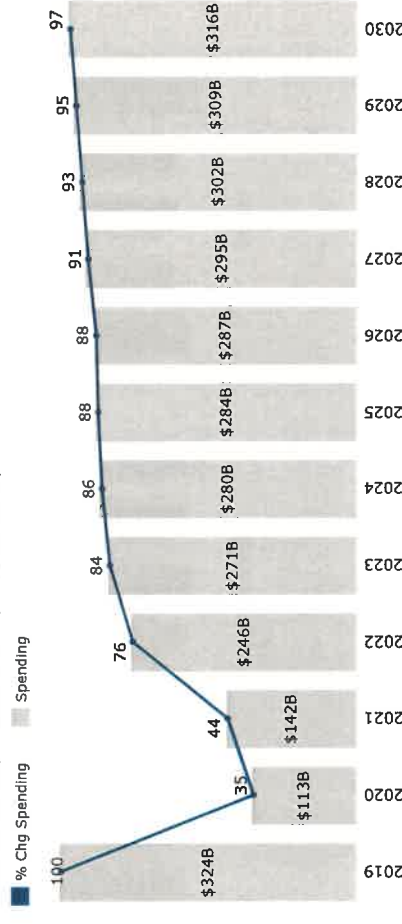
SEE
MONTEREY

Domestic Travel Forecast

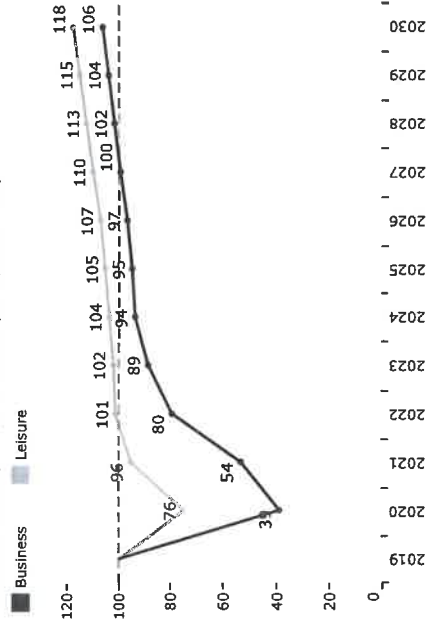
Real Domestic Leisure Travel Spending
Forecasted recovery, relative to 2019 (Index, 2019=100)



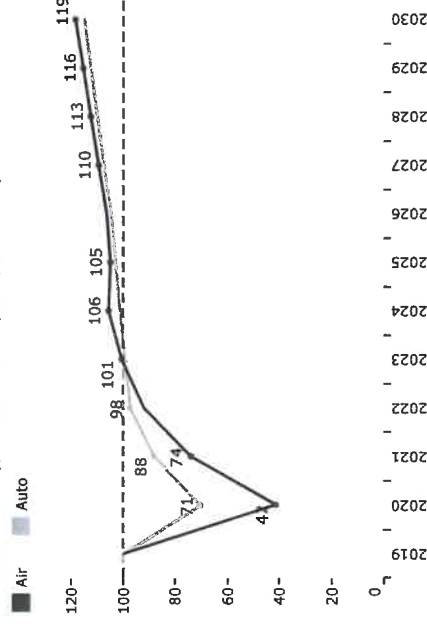
Real Domestic Business Travel Spending
Forecasted recovery, relative to 2019 (Index, 2019=100)



Leisure vs. Business Travel Volume
Forecasted recovery, relative to 2019 (Index, 2019=100)



Auto vs. Air Travel Volume
Forecasted recovery, relative to 2019 (Index, 2019=100)



Group vs. Transient Travel Spending
Forecasted recovery, relative to 2019 (Index, 2019=100)



CONSENT AGENDA

C

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	BudgetVariance	PY Variance	% Chg
TID Revenue	\$7,135.9	7,069.3 66.6	6,236.0 899.8	14%
Jurisdiction Investment	\$3,891.8	3,886.8 5.0	3,889.7 2.2	0%
Private Revenue	\$179.5	124.9 54.7	473.9 -294.4	-62%
Total Revenue	\$11,207.3	\$11,080.9 \$126.3	\$10,599.6 \$607.6	6%
Revenue Source	YTD Actuals	Variance vs Forecast	Comments	
TID	7,135.9	66.6	Favorable results driven by City 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

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

Administration	YTD Actuals	Budget Variance	% Chg	PY Variance	% Chg	Annual Budget
Business Operations	\$212.7	205.9	3%	204.0	8.7	275.1
HR/Legal	\$73.8	74.6	-1%	123.1	-49.3	191.1
Accounting/Finance	\$71.8	72.7	-1%	116.7	-45.0	85.8
IT	\$68.4	69.9	-2%	78.6	-10.2	96.1
Governance	\$28.8	48.6	-41%	24.1	4.7	63.6
Other Administration	\$65.7	75.0	-12%	61.6	4.1	98.0
Computer/Software	\$77.3	84.7	-9%	62.1	15.2	99.8
Furniture/Fixtures	\$6.3	4.4	43%	16.4	-10.1	6.4
Total Administration	\$604.6	\$635.9	-5%	\$686.6	-\$81.9	\$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
Total Talent	\$2,780.5
Marketing	\$4,345.1
Business Development	\$2,203.0
Community Relations	\$91.9
General & Administration	\$604.6
Total Expenses	\$10,025.1

YTD Budget Variance	% Chg
2,828.5	-2%
4,562.0	-5%
2,211.0	0%
96.0	-4%
635.9	-5%
\$10,333.4	-3%

PY Variance	% Chg	Annual Budget
2,532.6	247.9	4,099.5
3,788.3	556.8	5,865.4
1,841.6	361.4	3,048.5
98.1	-6.2	120.4
686.6	-81.9	916.1
\$8,947.2	\$1,078.0	\$14,049.8

Net Retained	
Revenue	11,207.3
Expenses	10,025.1
Net Retained	\$1,182.1

YTD Budget Variance	% Chg
11,080.9	126.3
10,333.4	-308.3
\$747.6	\$434.6
	58%

	PY	Variance	% Chg
	10,599.6	607.6	6%
	8,947.2	1,078.0	12%
	\$1,652.5	-\$470.3	-28%

Expenses

Talent Expense	YTD Actuals
Salary	\$2,119.8
Incentive	\$149.2
Benefits	\$335.2
Taxes	\$176.4
Total Talent Expense	\$2,780.5

YTD Budget Variance	% Chg
2,127.5	-7.7
144.8	4.4
333.7	1.5
222.5	-46.1
\$2,828.5	-\$48.0
	-2%

PY Variance	% Chg	Annual Budget
1,969.6	150.1	2,842.0
130.9	18.3	422.5
260.9	74.3	437.2
171.3	5.2	397.7
\$2,532.6	\$247.9	\$4,099.5

CONSENT AGENDA

D

See Monterey FY2026–27 Board of Directors + Committee Calendar

■ Board / MCTID
 ■ Committees
 ■ Executive
 ■ Special

July 2026

■ Wed. July 29 3:00-4:30pm: Joint Marketing & Sales – FY26–27 Plan

August 2026

No Scheduled Meeting

September 2026

■ Wed. Sept 9 10:00-11:00am: Executive – CEO Performance Review
■ **Thur.** **Sept 17** **Annual Meeting:** **Everyone**
■ Tue. Sept 22 4:00 – 5:00pm: Board Development & EC Meeting

October 2026

■ Wed. Oct 7 3:30-5:00pm: MCTID Strategic Check-In
■ Wed. Oct 21 3:00-4:30pm: Sales Committee
■ Thur. Oct 22 3:00-4:30pm: Marketing Committee
■ Fri. Oct 23 9:30-10:30am: Finance Committee – Q1 Financials & Audit
■ Thur. Oct 29 3:00-5:00pm: Board – Audit & 990 Approval

January 2027

■ Wed. Jan 13 3:30-5:00pm: MCTID – Reforecast Approval
■ Wed. Jan 20 3:00-4:30pm: Joint Marketing & Sales – Reforecast
■ Fri. Jan 22 9:30-10:30am: Finance – Q2 Financials & Reforecast
■ Thur. Jan 28 3:00-5:00pm: Board – Reforecast Approval

March 2027

■ Thur. Mar 11 4:00-5:00pm: Board Development – Recruitment Planning

April 2027

■ Wed. Apr 14 3:30-5:00pm: MCTID Budget Workshop
■ Thur. Apr 22 3:00-4:30pm: Marketing Budget Workshop
■ Wed. Apr 21 3:00-4:30pm: Sales Budget Workshop
■ Fri. Apr 23 9:30-10:30am: Finance – Q3 Review & Budget
■ Thur. Apr 29 3:00-5:00pm: Joint Board + MCTID Budget Workshop

June 2027

■ Thur. Jun 3 4:00-5:00pm: Board Dev – Final Slate
■ Thur. Jun 10 3:30-5:00pm: MCTID – Elections & Budget
■ Thur. Jun 24 3:00-5:00pm: Annual Board Meeting

CONSENT AGENDA

E

TRANSACTION RESOLUTIONS

Section 5: Annual Statement

A. Transactions included in the statement shall be those transactions:

1. To which the Corporation or its subsidiary was a party;
2. Which involved more than \$50,000 or was one of a number of such transactions with the same person involving, in the aggregate, more than \$50,000; and
3. In which either of the following interested persons had a direct or indirect material financial interest (a mere common Directorship is not a material financial interest):

- a. Any Director or officer of the corporation;
- b. Any holder of more than 10 percent of the voting power of the corporation.

Proposed Adjustments:

Increase to the Resolutions amount from \$50k to \$75k

May require that some special-events/activations (ex.US Open) need an ad hoc Resolution to be created with no impact on original Resolution and approved by Finance Committee

REGULAR AGENDA

B

SEE MONTEREY

FY2026-27 Board of Directors

		Name	Organization
		Elected Officers	
1	Chair	Janine Chicourrat	Portola Hotel & Spa
2	Vice Chair	Erik Uppman	Cannery Row Company
3	Past Chair	Bina Patel	Peninsula Hospitality Group
4	Treasurer	Kirk Gafill	Nepenthe / Phoenix Corp
5	Secretary	Donna Langley	Pebble Beach Resorts
		Elected Directors	
6		Chris Sommers	Monterey Plaza Hotel & Spa
7		Margaret D'Arrigo	City of Salinas
8		Amrish Patel	Green Lantern Inn
9		Kate Daniels	Monterey County
10		Ed Smith	City of Monterey
11		Dale Johnson	Embassy Suites Seaside
12		Mel Harder	WeatherTech Raceway Laguna Seca
13		Sylvain Briens	Sanctuary Beach Resort
14		Amy Herzog	Visit Carmel
15		Stefan Lorch	Monterey Marriott
16		Kevin Ellis	Hyatt Regency Monterey
17		John Turner	Intercontinental The Clement
18		MaryAnn Carbone	City of Sand City
19		VACANT	
20		VACANT (Julia Chaland)	Kimpton
21		VACANT	
		Advisors: non-voting members (annual terms, no limits)	
		Name	Organization
22		Liesbeth Visscher	City of Marina
23		Dana Allen-Greil	Monterey Bay Aquarium
24		Erin Sollecito	Monterey Touring Vehicles
25		Dante Hall	City of Monterey
26		Mike LaBarre	King City (Mayor)
27		Anna Velazquez	Soledad (Mayor)

SEE MONTEREY

28		Tonya Hufford	MCC
29		Paige Viren	MCHA
30		Jacquie Atchison	Arts Council for MC
31		Norm Groot	MC Farm Bureau
32		Paula Joy MacNab	MC Film Commission
33		Chris Morello	Monterey Regional Airport
34		Michelle Overmeyer	MST
35		VACANT	

SEE MONTEREY

FY2026-27 See Monterey Executive Committee

Name	Organization	Role
Janine Chicourrat	Portola Hotel & Spa	Chair
Erik Uppman	Cannery Row Company	Vice Chair
Bina Patel	Peninsula Hospitality Group	Past Chair
Kirk Gafill	Nepenthe	Treasurer
Donna Langley	Pebble Beach Resorts	Secretary
John Turner	InterContinental The Clement	MCTID Chair

Staff:

Rob O'Keefe, President & CEO

SEE MONTEREY

FY2026-27 See Monterey Board Development Committee

The Board Development Committee shall be a standing advisory committee chaired and appointed by the Past Chair with members recommended by the Executive Committee, subject to the approval of the Board of Directors. The Committee members shall consist of two members of the Board of Directors not subject to election; two non-voting members of the Corporation; and the Chair, who shall not vote. A minimum of two members of the Committee shall be representatives of lodging businesses within investing jurisdictions. The Committee will meet upon the occurrence of any vacancy in the Board of Directors for the purpose of recruitment and nominating a Director or Advisor to fill said vacancy. The Committee shall follow application Board-approved process to solicit and evaluate all possible candidates for the Board and Executive Committee. The Committee shall propose a sufficient number of nominees to fill the Board composition requirements. The Committee may recommend exceptions be made to extend the term limits in accordance with Article V, Section 2.

Name	Organization	Role
Bina Patel	Peninsula Hospitality Group	Chair (Past Chair)
Chris Sommers	Monterey Plaza Hotel	Director
Norm Groot	MC Farm Bureau	Advisor
Jacquie Atchison	Arts Council of MC	Advisor
VACANT		

Staff:

Rob O'Keefe, President & CEO

SEE MONTEREY

FY2026-27 See Monterey Finance Committee

The Finance Committee shall be an advisory committee, comprised of as many Directors and non-voting members as the Board shall determine on an annual basis, and chaired by the Treasurer of the Corporation. The Finance Committee shall advise and otherwise assist the Board in financial matters and shall have such duties as prescribed by corporate policy.

Name	Organization	Role
Kirk Gafill	Nepenthe	Chair (Treasurer)
Dana Allen-Greil	Monterey Bay Aquarium	Member
Erik Uppman	Cannery Row Company	Member
Chris Sommers	Monterey Plaza Hotel	Member

Staff:

Rob O'Keefe, President & CEO

Richard Dole, Vice President of Finance

SEE MONTEREY

FY2026-27 See Monterey 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 business development programs, and the Committee shall have such duties as prescribed by corporate policy.

Name	Organization
Heidi Bettencourt	Hyatt Regency Monterey Hotel and Spa
Vivian Garcia	Asilomar Conference Grounds
Alex Marin	Asilomar Conference Grounds
Pilar Florez	Bernardus Lodge
Fallon Jennings	Embassy Suites Monterey Bay
Michael Jordan	Monterey Beach Hotel
Casey Swanston Edwards	Monterey Marriott
Kaylani McGregor	InterContinental The Clement
Nicole Turo	The Quail
Allison Wied	Carmel Valley Ranch
VACANT	Hotel Pacific, Hotel Abrego
Terri D'Ayon Joyce	Portola Hotel and Spa
Donna Langley	Pebble Beach Resorts
Steve Battis	Inns of Monterey
Will Elkington	Monterey Plaza Hotel & Spa
Sammy Ramos	La Playa Carmel
Tyler DeWittie	Kimpton Mirador
Janet Fagan	Courtyard/Residence Inn Sand City

Staff:

Rob O'Keefe, President & CEO

Teresa Savage, Executive Vice President of Business Development

Joe Marcy, Director of Business Development

SEE MONTEREY

FY2026-27 See Monterey 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. The Marketing Committee shall provide input and advice to the President and CEO and Board on the marketing plans and activities of the corporation and shall have such duties as prescribed by corporate policy.

Name	Organization
Will Elkington (Chair)	Monterey Plaza Hotel
Mandy Linquist	Salinas Rodeo
Jackie Olsen	Portola Hotel & Spa
Trenton Platt	Monterey Bay Aquarium
Amy Herzog	Visit Carmel
Nat Rojanasathira	City of Monterey
Patrick Kelly	Pebble Beach Company
Evan Loewy	Other Brother
Kelli Sturges	Sanctuary Beach Resort
Colin Twohig	Big Sur River Inn
Gwen McGill	Santa Lucia Highlands
Sue Dreyer	Inns of Monterey

Staff:

Rob O'Keefe, President & CEO

Dawn Mathes-Park, Vice President of Marketing & Community Relations

Leslie Chavez, Director of Marketing

SEE MONTEREY

FY2026-27 See Monterey MCTID Oversight Committee

The MCTID Oversight Committee is an advisory committee Chaired by a lodging member of the See Monterey Board of Directors and comprised of hotel representatives from within the Monterey County Tourism Improvement District (MCTID) boundaries. The number of seats is proportionate to jurisdiction's assessments collected. The MCTID Oversight Committee shall have full decision-making authority over all programs and activities funded by the MCTID assessments.

FY2026-27 members of the Committee and their terms are:

Name	Organization	Jurisdiction	Term Status	Term Ends
Elected Directors				
John Turner (Chair)	Intercontinental The Clement	Monterey	6th term (Year 1)	6/30/2027
Chris Sommers (Vice Chair)	Monterey Plaza Hotel & Spa	Monterey	3rd Term (Year 2)	6/30/2026
Kevin Ellis	Hyatt Regency Monterey	Monterey	4th Term (Year 1)	6/30/2027
Janine Chicourrat	Portola Hotel & Spa	Monterey	2nd Term (Year 2)	6/30/2026
Stefan Lorch	Monterey Marriott	Monterey	3rd Term (Year 1)	6/30/2027
Tim McGregor	Inns of Monterey	Monterey	Not on BOD	
Donna Langley	Pebble Beach Resorts	County	3rd Term (Year 1)	6/30/2027
Colin Twohig	Big Sur River Inn	County	Not on BOD	
Vacant		County		
Amrish Patel	Green Lantern Inn	Carmel	4th Term (Year 2)	6/30/2026
Dale Johnson	Embassy Suites	Seaside	2nd Term (Year 1)	6/30/2027
Harvey Dadwal	Holiday Inn Express	Salinas	Not on BOD	
Sylvain Briens	Sanctuary Beach Resort	Marina	2nd Term (Year 1)	6/30/2027
Alex Marin	Asilomar Conference Grounds	Pacific Grove	Not on BOD	
Faddy Hanna	Courtyard by Marriott	Sand City	1	6/30/2028
Advisors: non-voting members (annual)				
Mike Zimmerman	Cannery Row Company	Monterey	Not on BOD	

REGULAR AGENDA

D

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with COURTYARD BY MARRIOTT & RESIDENCE INN for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 150 room nights
- Meals as needed

53. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

54. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

55. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

56. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: FADY HANNA

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with SANCTUARY BEACH RESORT & RESTAURANT for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 150 room nights
- Meals as needed

49. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

50. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

51. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

52. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: SILVAIN BRIENS

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with PEBBLE BEACH RESORTS for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 4 Board/Committee meetings
- Up to 200 room nights
- Up to 50 golf rounds
- Meals as needed

45. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

46. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

47. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

48. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: DONNA LANGLEY

Chairperson

ATTEST: _____
Vice Chair

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with WEATHERTECH RACEWAY LAGUNA SECA for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 4 Board/Committee meetings
- Up to 150 admissions/meals

41. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

42. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

43. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

44. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: MEL HARDER

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with EMBASSY SUITES for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 150 room nights
- Meals as needed

37. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

38. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

39. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

40. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: DALE JOHNSON

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with MONTEREY PLAZA HOTEL AND SPA for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 200 room nights
- Meals as needed

33. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

34. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

35. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

36. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: CHRIS SOMMERS

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with INTERCONTINENTAL THE CLEMENT for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 200 room nights
- Meals as needed

29. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

30. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

31. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

32. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: JOHN TURNER

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with PENINSULA HOSPITALITY GROUP for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 50 room nights
- Up to 2 Board/Committee meetings
- Meals as needed

25. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

26. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

27. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

28. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: BINA PATEL

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with CANNERY ROW COMPANY for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 150 room nights
- Meals as needed

21. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

22. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

23. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

24. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: ERIK UPPMAN

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with PORTOLA HOTEL & SPA for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 200 room nights
- Meals as needed

17. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

18. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

19. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

20. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: JANINE CHICOURRAT

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with GREEN LATERN INN for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 50 room nights
- Up to 2 Board/Committee meetings
- Meals as needed

13. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

14. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

15. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

16. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: AMRISH PATEL

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with MONTEREY MARRIOTT for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 200 room nights
- Meals as needed

9. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

10. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

11. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

12. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: STEFAN LORCH

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with NEPENTHE/PHOENIX CORPORATION for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 2 Board/Committee meetings
- Up to 150 meals

5. Pricing. All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.

6. Conflict of Interest. The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.

7. Term. This authorization shall be effective from July 1, 2026, through June 30, 2027.

8. Ratification. All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: KIRK GAFILL

Chairperson

ATTEST: _____
Secretary

**Resolution of the Board of Directors
Of the Monterey County Destination Marketing Organization, Inc.**

WHEREAS, the Monterey County Destination Marketing Organization, Inc. ("DMO") is engaged in marketing the destination to enhance and promote the Monterey County travel industry; and

WHEREAS, the DMO's Board of Directors includes members of the travel industry, including representatives of hotels, conference facilities, restaurants, and visitor attractions; and

WHEREAS, from time to time the DMO conducts business with such entities ("Interested Businesses") that may have representatives serving on the Board of Directors ("Interested Directors"); and

WHEREAS, the Board of Directors intends to ensure that any such transactions are fair, reasonable, and in the best interests of the DMO, and are approved in good faith without the vote of any Interested Director; and

WHEREAS, the material facts regarding the transaction and the Interested Director's relationship have been fully disclosed to the Board of Directors;

NOW, THEREFORE, BE IT RESOLVED THAT:

Authorization. The President & CEO, or their designee, is authorized to enter into agreements with HYATT REGENCY HOTEL & SPA for the provision of meeting space, meals, lodging, golf, and audiovisual services, subject to the limits described herein.

- Up to 10 Board/Committee meetings
- Up to 200 room nights
- Up to 40 golf rounds
- Meals as needed

1. **Pricing.** All goods and services shall be provided at or below current market rates, menu pricing, or published room rates.
2. **Conflict of Interest.** The Interested Director(s) shall abstain from discussion and voting on this resolution, and such abstention shall be recorded in the minutes.
3. **Term.** This authorization shall be effective from July 1, 2026, through June 30, 2027.
4. **Ratification.** All prior actions taken consistent with this resolution are hereby ratified and approved.

AYES: _____

NAYES: _____

ABSTAIN: KEVIN ELLIS

Chairperson

ATTEST: _____
Secretary