

## Highway 1 Tourism Alliance (H1TA) Board of Directors

### Regular Meeting

### Minutes | March 26, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Mike Hanchett, Melissa Kurry, Aaron Graves, Bram Winter  
County Liaison: CAO Cheryl Cuming, Tessa Cornejo

Absent: Laila Kollmann

Guests: Emily Brown and Maddy Dechamps from Civitas (via Zoom)

#### Call to Order

2:37pm

#### Public Comment

None

#### Administrative Items

- Roll Call: Gary Setting, Mike Hanchett, Melissa Kurry, Bram Winter, Aaron Graves are present
- Next board meeting dates are April 23 and May 28

#### Discussion Items

- H1TA Updates
  - The EIN has been received and plan is to start May 1, 2025 for services provided by H1TA nonprofit, contingent on approval of agreement at Board of Supervisors meeting April 29, 2025.

#### Action Items (each topic will allow for Board Discussion, followed by Public Comment)

- Approval of Bylaws
  - CAO Cuming confirmed that the CBID bylaws remain in effect. Maddy walked through the details of the new H1TA bylaws. Bram asked about the local fund areas and CAO confirmed LFAs will continue under existing CBID bylaws.
  - A motion was made by Bram Winter and seconded by Mike Hanchett to approve the bylaws as presented. With no further discussion, the motion was approved by a voice vote of the Board.
- Adopt/Appoint Resolution
  - CAO Cuming presented a resolution for the appointment of the initial directors and adoption of bylaws for H1TA. Maddy did confirm that it is effective immediately.
  - A motion was made by Bram Winter and seconded by Melissa Kurry to approve the resolution as presented. With no further discussion, the motion was approved by a voice vote of the Board.
- Initial Director Terms
  - CAO Cuming reviewed current CBID Advisory member terms and noted that terms for the H1TA Directors will mirror CBID since the boards include the same members. CAO noted that both Gary and Bram are up for renewal in June 2025, so this item will be

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agenized in May 2025. Terms will be staggered initially using 2 and 4 years and aligning the term end date to April, which is noted in as the annual renewal date within the H1TA bylaws:

- Gary Setting, 4 years, June 2025 to April 2029
- Bram Winter, 4 years, June 2025 to April 2029
- Melissa Kurry, 4 years to April 2029
- Mike Hanchett, 2 years to April 2027
- Laila Kollmann, 2 years to April 2027
- Aaron Graves, 2 years April 2027
- A motion was made by Melissa Kurry and seconded by Aaron Graves to approve the initial director terms. Discussion ensued with Mike noting that Gary and Bram’s term details need to be confirmed, and CAO noted item will be on addressed in May 2025. With no further discussion, the motion was approved by a voice vote of the Board.
- Board Officer Elections
  - CAO confirmed the designation of officers for a 1-year term:
    - Chair: Gary Setting
    - Vice Chair: Aaron Graves
    - Secretary | Treasurer: Mike Hanchett
  - A motion was made by Bram Winter and seconded by Melissa Kurry to approve the board officer elections. With no further discussion, the motion was approved by a voice vote of the Board.
- Request to Open New Bank Account
  - A motion was made by Aaron Graves and seconded by Bram Winter to approve opening a bank account. Bram asked which bank was being considered and CAO Cuming confirmed that Mechanics Bank was recommended by Connect Accounting. With no further discussion, the motion was approved by a voice vote of the Board.
- Agreement for Services - County and H1TA
  - Maddy (Civitas) reviewed the Contract for Special Services by Independent Contractor document. Tessa noted that there is a question on item 2 regarding payment beginning on May 1, 2025 versus July 1st. The term of the contract is through June 30, 2026 and may be extended for four additional 1-year terms. Mike asked about dissolution or disestablishment regarding distribution of remaining funds, and it was confirmed that this is accurate based on 1989 law. It was confirmed that the ‘authorized county’ personnel is the County CAO.
  - A motion was made by Mike Hanchett and seconded by Bram Winter to approve the agreement with an edit on page 2, item 2 to change “payment should begin May 1, 2025” rather than July 1, 2025. With no further discussion, the motion was approved by a voice vote of the Board.
- H1TA Subcontractor CAO Scope | Services - MarketCher and H1TA
  - CAO Cuming reviewed the updated scope of services between MarketCher and H1TA, to include all duties needed to properly run the new nonprofit. Cheryl confirmed that the updates to the current scope were to change the effective date to May 1, 2025 to June 30, 2026, and including tasks needed to lead the new nonprofit. It was noted that the

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new subcontractor agreement will be completed upon the Board's approval of the final document, and will be provided to the non-profit with a scope of work (exhibit A) and the

required insurance (exhibit B). Tessa reconfirmed that the county will notify MarketCher in writing 30 days prior that the current agreement will expire on April 30, 2025.

- A motion was made by Aaron Graves and seconded by Melissa Kurry to approve the scope of work as presented. With no further discussion, the motion was approved by a voice vote of the Board.
- H1TA Subcontractor Agreement and Support Services Scope
  - Maddy and Emily reviewed the subcontractor agreement for services document and exhibit B (County insurance requirements), which will be used to renew contracts with all contractors related to delivering work product for H1TA and the local fund areas.
  - Additional services expenses are estimated to be up to \$80,000 with 50% paid by CBID, and the remaining 50% paid by each local fund area based on their percentage of contribution. Services overview provided breakdown estimated at \$12,600/year for accounting (Connect), \$24,500 for tax/audit (Glenn Burdette), \$27,000 for legal (Civitas Advisors), \$15,000 for three administrative items, including support (Cheryl Rowe), office (SLO CAL) and insurance (HUB).
  - A motion was made by Aaron Graves and seconded by Bram Winter to approve the subcontractor agreement as presented, and the additional services vendors overview. With no further discussion, the motion was approved by a voice vote of the Board.
- 25 | 26 Budget
  - CAO Cuming recommended the organization budget assessments collections flat to the current FY, and Directors agreed. CAO presented the draft budget with projected expenses of \$1,317,216. Mike suggested prioritization of expense reductions. The CAO confirmed the prioritized expense savings are found within paid media's social management via SF Gate and LA Times, and asset curation delivery based on the new SLOCAL portal co-op (launch January 2026). CAO Cuming noted the recommendation to invest around 15% of the 25 | 26 carryforward in order to ensure the organization has future available funds that total more than \$225,000, which is the total set-aside for contingency (\$100,000) and reserves (\$125,000).
  - A motion was made by Bram Winter and seconded by Mike Hanchett to approve the 25 | 26 draft budget. With no further discussion, the motion was approved by a voice vote of the Board.

## Future Agenda Items

## Closing Comments & Adjournment

None

The meeting was adjourned at 4:10pm.

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## Highway 1 Tourism Alliance Board of Directors Meeting

### Minutes | April 23, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Melissa Kurry, Bram Winter, Laila Kollmann

County Liaison: CAO Cheryl Cuming, Tessa Cornejo

Absent: Mike Hanchett, Aaron Graves

Guests: Lori Keller, Kirstin Koszorus, Molly Cano and Lisa Belsanti, SLO CAL

#### Call to Order

2:29pm

#### Public Comment

None

#### Administrative Items

- Roll Call: Gary Setting, Melissa Kurry, Bram Winter, Laila Kollmann are present
- Consent Agenda – Minutes: A motion was made by Bram Winter and seconded by Melissa Kurry to approve the March 26 H1TA minutes. With no further discussion, these minutes were approved by a voice vote of the Board; Laila Kollmann abstained.
- Next board meeting dates are May 28 and June 25. District renewal is May 6 ROI and June 3 Public Meeting. CAO Cuming will be out of the country on June 3 so Gary Setting will attend.

#### Information Items

- H1TA Updates
  - The domains, highway1tourismalliance.com and highway1tourismalliance.org have been secured and redirect to highway1roadtrip.com.
  - Planned start date of May 1, 2025 for services provided by H1TA non-profit contingent on approval of agreement at Board of Supervisors April 29th meeting
- Marketing
  - Roll-Up Report highlights include nearly 300k new visitors from paid media this quarter. SEM still leads conversions, CPL dropped to \$2.06, video was tops for beach showcasing, and Cambria continues to be the leader for LFAs.

#### Presentations

- Molly Cano, SLO CAL Lodging Forecast
  - Overall supply is expected to outpace demand, negatively impacting RevPAR and occupancy; short-term rentals and RV parks were not part of the study
  - Tourism Economics predicts consumer spending will strengthen in the next year, attributed to high-income households spending on luxury travel experiences
  - Headwinds for US travel include negative sentiment, border & immigration policies, economic slowing in Canada & Mexico, and uncertainty about the domestic economy
  - The forecast was made prior to the April 2 tariff announcements, which made downside risks more pronounced
  - SLO CAL markets are more dependent on regional visitors, with less exposure to international travel
- Kirstin Koszorus, K2 PR, Public Relations Update and New FY Trends

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- Upcoming media missions are in Los Angeles, Phoenix, Quebec, and the International Media Marketplace
- The 24 | 25 fiscal year efforts resulted in 13 media visits, 50 articles generated with 13 stories in publications such as USA Today, Thrillist, Travel + Leisure, US News & World Report; total possible impressions was 89,372,336
- Partnerships are being cultivated with Paso Robles, Visit SLO CAL, and Visit Santa Maria Valley. Laila asked why SMV and Kirstin confirmed shared opportunities exist with VCA Gold Pass and Central Coast Dream Team journalists.
- Media trends include a return to first-person storytelling and freelancers creating their own content; press trips are becoming less favorable and journalists are looking to explore without heavy PR involvement. Keeping an eye on a potential media shift back towards domestic destinations based on global uncertainty.
- Muck Rack was a successful addition to the PR toolbox

Comments: Board appreciates Kirstin's efforts and is very supportive of continuing to focus on individual journalist visits, specific media missions that bear fruit and 2 small group FAMs per year.

- Lori Keller, 25 | 26 Marketing Strategy Direction
  - Big things await California with 2026 World Cup Soccer and 2028 Olympics being held in LA; partnerships and co-ops are being explored to maximize
  - The Video-First strategy continues and will be supported by Sunshine & Bourbon efforts
  - Opportunities with AI inclusion into the website have been reviewed, but don't currently show a way to improve the site visitor experience
  - Paid media will continue to be refined with both administrative improvements and tactical enhancements
  - Stewardship evolves to work with LFAs and SLO CAL, in addition to focusing on the benefit to the traveler
  - Highway 1 reopening may offer collaboration opportunities with SLO CAL, Monterey, Santa Barbara, Ventura, and Visit California

Comments: Gary said he supports more exploration on YouTube and Bram wants to see videos that are educational and informative. Overall the board supports the direction, and the 'hold steady' approach for the coming fiscal year, as we strive for continuous improvements in paid media KPIs. CAO noted 25 | 26 Marketing Plan will be provided at the May board meeting.

**Action Items** (each topic will allow for Board Discussion, followed by Public Comment)

- Gary Setting and Bram Winter board renewals
  - The renewals were approved in the CBID meeting and a motion to approve continuation as a Board of Directors member for H1TA was made by Melissa Kurry and seconded by Laila Kollmann. With no further discussion, the motion was approved by a voice vote of the Board.
- Local Fund Area Agreements
  - Avila Beach: A motion was made by Bram Winter and seconded by Melissa Kurry to approve the TJA marketing contract with ABTA for one year at \$242,100, effective July 1, 2025. The Scope of Work was approved as presented; Laila asked about one-year terms with options to renew, and CAO Cuming confirmed that the agreement specifies that the renewal is allowed for us to four times under the same SOW. With no further discussion, the motion was approved by a voice vote of the Board.

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- Avila Beach: A motion was made by Melissa Kurry and seconded by Bram Winter to approve the administrative contract for Stephanie Rowe and the Scope of Work as presented for one year at \$25,121.80, effective July 1, 2025. With no further discussion, the motion was approved by a voice vote of the Board.
- Local Fund Area Funding Applications
  - The updated Events and Beautification & Infrastructure agreement packages were presented. CAO noted that the updated application forms will mimic the legal wording on the application signature page.  
A motion was made by Laila Kollmann and seconded by Melissa Kurry to approve the agreements as presented. Bram discussed future interest to review for possible changes to indemnification and additional legal language. The motion was approved by a voice vote of the Board. Bram suggested reviewing for possible changes to indemnification and additional legal language.

### **Future Agenda Items**

- Renewal of Local Fund Area Scopes of Work (admin & marketing)
- Renewal of BID Bunch Scopes of Work

### **Closing Comments & Adjournment**

The board thanked Molly for attending.

The meeting was adjourned at 4:08pm.

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## Highway 1 Tourism Alliance Board of Directors Meeting

### Minutes | May 28, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Melissa Kurry, Bram Winter, Laila Kollmann, Mike Hanchett, Aaron Graves

County Liaison: CAO Cheryl Cuming, Tessa Cornejo

Absent: None

Guests: None

#### Call to Order

2:17pm

#### Public Comment

Gary shared that Moonstone Properties was voted Travelers' Choice on TripAdvisor, putting them in the top 10% worldwide.

#### Administrative Items

- Roll Call: Gary Setting, Melissa Kurry, Bram Winter, Laila Kollmann, Mike Hanchett, Aaron Graves are present
- Consent Agenda – Minutes: A motion was made by Bram Winter and seconded by Laila Kollmann to approve the April 23 minutes. With no further discussion, these minutes were approved by a voice vote of the Board; Mike Hanchett and Aaron Graves abstained.
- Financials | Balance Sheet, Administrator and Partner updates:
  - This General Fund report ties back to the Bid Bunch expense tracking, both reporting a total of \$161,322 in expenses for the month of April. Year to date expenses are \$1,281,943. Year to date revenue collected is \$1,206,596 which is \$5,170 less than what was budgeted through April for the fiscal year ending June 30, 2025. Year to date expenses paid, \$1,281,943 came in under budget by \$311,604. Net Income is \$413,187, which is \$304,433 more than budgeted for year to date. Overall cash increased by \$11,089 from June 30, 2024.
  - Partner Update: The SLO County Arts Council report findings were shared including: arts-related tourism contributed \$291.1 million in visitor spending; arts and culture sector generated \$35.4 million in direct sales and support 1,343 jobs in 2024; 3.1 million attendees engaged in arts and culture events; primary revenue sources were merchandise (61%), donations (56%) and ticket sales (48%); and volunteers contributed 197,000 hours valued at \$7.6 million in 2024.
- Next board meeting dates are June 25 and July 23.

#### Information Items

- H1TA Updates
  - The assessment fund transfer from SLO County has been completed
- Highway 1 meeting with Senator Laird
  - SLO CAL hosted a meeting with State Senator Mike Laird in early May. Key takeaways from the meeting include: developing a unified messaging strategy during Highway 1 closures; more transparent and responsive messaging with Caltrans; advocate for improved signage about road status and promote communities like San Simeon and Ragged Point; push for urgency with the construction workforce being consistently on-

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site; engaging with the Governor's office to raise awareness and emphasize urgency; and AB 1008 to address increased demand for alcohol licenses beyond population limits. Aaron shared that he is on a subcommittee with SLO CAL that is focusing on an economic impact study. Mike provided details from a Caltrans meeting with San Simeon that was held in March. A general suggestion was made to focus on the upcoming 2026 World Cup and wanting to ensure that visitors can travel the north/south route. CAO Cuming shared the impact on TOT historically when the road is closed. Re: AB 1008, Aaron said the senate did approve, and they are hoping for 10 new licenses to be available countywide.

- Marketing
  - The April Roll-Up report results were reviewed.

## Presentations

None

## Action Items (each topic will allow for Board Discussion, followed by Public Comment)

- 25 | 25 FY Marketing Plan & Budget
  - A motion was made by Aaron Graves and seconded by Mike Hanchett to approve the Marketing Plan and Budget as presented. With no further discussion, the motion was approved by a voice vote of the Board.
- Subcontractor Renewals
  - H1TA BID Bunch Contracts: CAO Cuming presented the spreadsheet summarizing each subcontractor's scope, term and renewal amount for 25 | 26. A motion was made by Bram Winter and seconded by Aaron Graves to approve the contracts as presented. With no further discussion, the motion was approved by a voice vote of the Board. Mike said that he continues to support the BID Bunch model and appreciates the work being done.
- Local Fund Area Agreements
  - Cambria: A motion was made by Melissa Kurry and seconded by Mike Hanchett to approve the one-year contract with Jill Jackson for admin services, effective July 1, 2025. With no further discussion, the motion was approved by a voice vote of the Board.
  - San Simeon: A motion was made by Bram Winter and seconded by Melissa Kurry to approve the one-year contract with Solterra Strategies for marketing services, effective July 1, 2025. With no further discussion, the motion was approved by a voice vote of the Board.
- Local Fund Area Funding Applications
  - Cambria: A motion was made by Mike Hanchett and seconded by Bram Winter to approve \$8,000 for the Lawn Bowling Tournament. With no further discussion, the motion was approved by a voice vote of the Board.
  - Cambria: A motion was made by Mike Hanchett and seconded by Laila Kollmann to approve \$10,000 for the Arthritis Foundation cycling event. The board discussed the impact on stays, food and beverage at Cambria Pines Lodge, as well as other businesses, which is substantial with the inclusion of riders and family members. With no further discussion, the motion was approved by a voice vote of the Board; Bram Winter abstained.
  - Avila Beach: A motion was made by Bram Winter and seconded by Mike Hanchett to approve \$6,500 for the Pale Kai Outrigger event. With no further discussion, the motion was approved by a voice vote of the Board.

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### **Future Agenda Items**

- Renewal of Local Fund Area agreements (admin & marketing)
- LFA Budgets
- Investment of carryforward
- Workers compensation requirement

### **Closing Comments & Adjournment**

None

The meeting was adjourned at 3:23pm.

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## Highway 1 Tourism Alliance Board of Directors Meeting Minutes | July 23, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Melissa Kurry, Bram Winter, Laila Kollmann, Aaron Graves

Absent: Mike Hanchett

County Liaison: Tessa Cornejo

Staff: Cheryl Cuming

Guests: Lisa Belsanti (SLO CAL), Ann Balboa (Orange22; via Zoom), Emily Brown (Civitas)

### Call to Order

2:05pm

### Public Comment

None

### Administrative Items

- Roll Call: Gary Setting, Melissa Kurry, Bram Winter, Laila Kollmann, Aaron Graves are present
- Board agreed to forego the August meeting due to busy lodging seasonality. Next board meeting dates are September 24 and October 22.

### Information Items

- Financial Audit: The board acknowledges that they exceeded the \$2 million threshold by approximately \$80,000, which necessitates a formal audit. They are working with Allison and Glenn Burdette to complete this within the required timeframe.
- Staffing: Stephanie Rowe, the long-time Avila Beach admin, has announced her retirement after 14 years of service. A search is underway for her replacement.
- Reopening Date: Caltrans has committed to announcing a reopening date for Highway 1 in mid-September.

### Presentations

- Fiscal Year Paid Media Key Outcomes and 25 | 26 Media Plan Ann Balboa, Orange 22
  - Performance: The brand achieved record performance in the last fiscal year, exceeding metrics on a leaner budget. Key successes include 64 million impressions and 733,000 website visitors (a 40% increase). Google Ads and YouTube were major drivers of engagement.
  - Challenges: Performance on Meta platforms (Facebook, Instagram) has softened, with rising costs and declining engagement.
  - New Strategies: The plan for the upcoming year is to "double down" on video content (YouTube, Spotify, CTV), pilot Google's new AI Max tools, and test marketing on Pinterest. They will also build on the success of the "Cool-cations" campaign, which targeted visitors from hotter inland areas.
  - Brand Lift: A recent brand lift study with YouTube showed measurable recall from over 17,000 users, indicating the new brand campaign is having a positive impact.

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## Consent Items

- Minutes: A motion was made by Bram Winter and seconded by Aaron Graves to approve the May 28 minutes. With no further discussion, these minutes were approved by a voice vote of the Board.

## Action Items (each topic will allow for Board Discussion, followed by Public Comment)

- Approve Chair and Vice Chair
  - The board members thanked Gary Setting for his three years serving as Chair. A motion was made by Bram Winter and seconded by Laila Kollmann to appoint Aaron Graves the Chair and Melissa Kurry the Vice Chair of the CBID and H1TA boards. With no further discussion, the motion was approved by a voice vote of the Board.
- Executive Committee
  - A resolution was proposed to formally establish an Executive Committee, consisting of the Chair (Aaron), Vice Chair (Melissa), and Treasurer/Secretary (Mike). Gary noted that the Executive Committee could meet immediately following the board meetings and Emily Brown confirmed that the frequency is as-needed to comply with Brown Act. A motion was made by Laila Kollmann and seconded by Bram Winter to approve the Executive Committee. With no further discussion, the motion was approved by a voice vote of the Board.
- Non-Profit Policy Documents
  - Three new non-profit policies were discussed: Record Retention, Conflict of Interest, and a Whistleblower policy. The board decided to align the required ethics training with the existing county schedule (every two years) to the Whistleblower policy will be updated and brought back to a future meeting for approval.
  - A motion was made by Bram Winter and seconded by Melissa Kurry to approve the Record Retention Policy as presented. With no further discussion, the motion was approved by a voice vote of the Board.
  - A motion was made by Bram Winter and seconded by Laila Kollmann to approve the Conflict of Interest policy with the noted amendment. With no further discussion, the motion was approved by a voice vote of the Board.
- Subcontractor Contract Renewals
  - The board reviewed the contracts for Cambria marketing; Cayucos administrator, marketing and social media/photography; Los Osos administrator and marketing; Oceano/Nipomo administrator and marketing; and Edna Valley/AG administrator and marketing for the 2025-2026 fiscal year. It was confirmed by Civitas that there was nothing in the H1TA policies or bylaws that precluded the board from approving the contracts retroactive to July 1, 2025.
  - A motion was made by Bram Winter and seconded by Aaron Graves to approve the contracts as presented. With no further discussion, the motion was approved by a voice vote of the Board.
- LFA Budgets
  - The individual budgets for each local fund area for the 2025-2026 fiscal year were reviewed. A motion was made by Aaron Graves and seconded by Bram Winter to approve the budgets as presented. With no further discussion, the motion was approved by a voice vote of the Board.
- Local Fund Area Agreements

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- Cayucos: Cayucos Chamber Celebration of Cayucos 150th Birthday; Laila asked Melissa if she supports, with Laila noting that she has worked with the Chamber closely over the years. She also stated that her property, Shoreline Inn, is sold out for the dates of the event, but she still supports the event. It will be the first public event for the renovated Cayucos Landing/Vets Hall.
- A motion was made by Aaron Graves and seconded by Bram Winter to approve \$21,000 for the celebration on the weekend of September 21. With no further discussion, the motion was approved by a voice vote of the Board.

#### **Future Agenda Items**

- Fiscal Year Marketing Roll-Up Report

#### **Closing Comments & Adjournment**

None

The meeting was adjourned at 3:27pm.

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Highway 1 Tourism Alliance Board of Directors Meeting  
Special Meeting

Minutes | August 19, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Melissa Kurry, Bram Winter, Mike Hanchett, Aaron Graves

Absent: Laila Kollmann

County: Tessa Cornejo, Lisa Howe

Staff: Cheryl Cuming

Guests: Lori Keller (Momentum Strategies), Emily Brown (Civitas), Ken Kelly (Coastal Vacation Rentals), Cathy Cartier (SLO CAL), Toni Legras (Beachside Rentals), Miguel Sandoval\* (San Simeon Lodge), Mitchell Masia\* (Cambria Inns Collection), Linda Austin\* (Oceano West Inc.)

\*Arrived at 3pm for Steering Committee.

**Call to Order**

2:04pm

**Public Comment**

None

**Administrative Items**

- Roll Call: Gary Setting, Melissa Kurry, Bram Winter, Mike Hanchett, Aaron Graves are present
- Upcoming dates:
  - Next board meeting dates are September 24 and October 22.
  - Ethics training is due by September 24.
  - The SLO CAL Summit is November 13 from 11:30a – 5pm at Embassy Suites.

**Information Items**

None

**Presentation**

None

**Action Items** (each topic will allow for Board Discussion, followed by Public Comment)

- Survey
  - The draft survey was reviewed and changes were suggested. A motion was made by Mike Hanchett and seconded by Bram Winter to approve the survey with changes as discussed. With no further discussion, the motion was approved by a voice vote of the Board.
- Survey Implementation Plan
  - The outreach and implementation plan was reviewed. CAO Cuming confirmed that the County has required us to engage a 3<sup>rd</sup> party to develop and analyze the survey results. Matthew Landkamer, Whereabout, has been recommended, along with Momentum Strategies to manage the process and Sunshine & Bourbon to develop the communication materials.

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- A motion was made by Bram Winter and seconded by Melissa Kurry to approve the Scope of Work for Whereabout Travel for \$12,650. With no further discussion, the motion was approved by a voice vote of the Board.
- A motion was made by Melissa Kurry and seconded by Mike Hanchett to approve the Scope of Work for Momentum Strategies for \$15,000. With no further discussion, the motion was approved by a voice vote of the Board.
- A motion was made by Bram Winter and seconded by Gary Setting to approve the Scope of Work for Sunshine & Bourbon for \$3,600. With no further discussion, the motion was approved by a voice vote of the Board.
- Local Fund Area Agreements
  - Cambria: A motion was made by Melissa Kurry and seconded by Mike Hanchett to approve the one-year contract with Jill Jackson for admin services, effective July 1, 2025. With no further discussion, the motion was approved by a voice vote of the Board.
  - San Simeon: A motion was made by Bram Winter and seconded by Melissa Kurry to approve the one-year contract with Solterra Strategies for marketing services, effective July 1, 2025. With no further discussion, the motion was approved by a voice vote of the Board.
- 1994 Formation Steering Committee
  - Emily Brown of Civitas presented, including introductions, project landscape, 1989 vs 1994 ordinances, conversion timeline, committee roles and responsibilities, 1994 district parameters and next steps. Comments included Aaron Graves stating that he had been involved in the process to convert from 1989 to 1994 previously and found it to be collaborative and indicative of solidarity. Toni Legras expressed concerns about a lack of fairness since not all of the unincorporated areas of the county are included. Mike Hanchett said that the county may not support the effort if they are looking to increase TOT. Cathy Cartier noted that SLO CAL is up for renewal in 2027 and shared concern about an increase being triggered. The group discussed ways to work with SLO CAL to ensure efforts aren't being duplicated. Cathy asked if Local Fund Area services would need to change and Emily said it wasn't necessary as long as direct benefit to the constituents could be shown.

### **Future Agenda Items**

- Annual Report
- Fiscal Year Marketing Roll-Up Report

### **Closing Comments & Adjournment**

None

The meeting was adjourned at 4:20pm.

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# Unincorporated SLO County TBID Conversion

Steering Committee Meeting  
August 19, 2025

Emily Brown  
Project Manager &  
Operations Coordinator



1

## AGENDA

- Introductions
- Project Landscape
- '89 vs '94
- Conversion Timeline
- Roles & Responsibilities
- '94 District Parameters
- Next Steps

2

## Introductions

### **H1TA board members:**

Aaron Graves (Chair), Everlygrove (Cambria)  
 Melissa Kurry (Vice Chair), See Lyon Beach Rentals (Cayucos)  
 Gary Setting (Past Chair), Sea Pines (Los Osos)  
 Mike Hanchett, Cavalier Resort and Sands by the Sea (San Simeon)  
 Bram Winter, Moonstone Hotel Properties (Cambria)  
 Laila Kollmann, Shoreline Inn (Cayucos)

### **H1TA team:**

Emily Brown (Civitas Advisors)  
 Lori Keller (Momentum Strategies Group)  
 Matthew Landkamer (Whereabout Travel)  
 Cheryl Cuming (H1TA)

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## Introductions

### **Steering Committee members:**

Miguel Sandoval, San Simeon Lodge (San Simeon)  
 Mitchell Masia, Cambria Inns (Cambria)  
 Toni Legras, Beachside Rentals (Cayucos)  
 Curtis Armstrong, Baywood Inn (Los Osos | Baywood)  
 Kendrick Kelly, Coastal Vacation Rentals (Avila Beach)  
 Linda Austin, Oceano West Inc (Oceano)  
 Leigh Woolpert, Biddle Ranch (Edna Valley)  
 Cathy Cartier, SLO CAL (Countywide)

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## Project Landscape

- January – May 2025: Form new nonprofit corporation Highway 1 Tourism Alliance (H1TA)
- June 3: Board of Supervisors requested survey to all CBID lodging properties
- July 23: CBID Advisory Board approved conversion from '89 district to '94 district
- July 29: Meeting with County staff to confirm conversion process and survey plan
- August 19: H1TA Board meeting & initial '94 Formation Steering Committee meeting

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### Parking and Business Improvement Area Law of 1989

- ❖ No petition requirement; majority protest
- ❖ Advisory Board management
- ❖ Ordinance = governing document
- ❖ 1 year term

### Property & Business Improvement District Law of 1994

- ❖ Over 50% supportive petitions required
- ❖ Managed by private non-profit corporation: "Owners' Association"
- ❖ Management District Plan = governing document
- ❖ Initial 5-year term, and up to 10 years upon renewal

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## '94 Law

- Initial term up to 5 years (option to terminate district via majority protest once per year)
- Governed by Management District Plan
- Annual Report to County (same requirements as '89)
- Managed by Owners' Association
  - Not considered public entity
  - Must still follow Brown Act & Public Records Act

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## Owners' Association

'94 Law states:

*"An owners' association is a private entity and may not be considered a public entity for any purpose, nor may its board members or staff be considered to be public officials for any purpose."*

- Owners' Association not subject to County restrictions:
  - Form 700
  - RFP requirements
  - Conflict of Interest 1090



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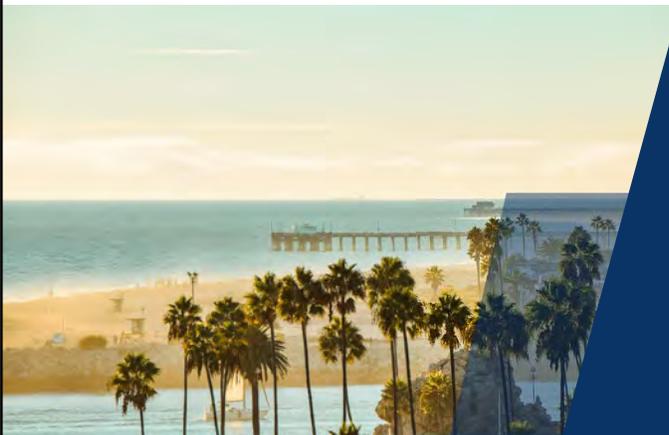
## Timeline

Action	Date	Responsible Party
<b>Stakeholder Outreach &amp; Survey Deployment</b>		
Draft survey and outreach plan	August 2025	Civitas, H1TA
Outreach, education, and consensus building with lodging businesses	August – December 2025	H1TA, Steering Committee, Civitas
County staff review of survey and outreach plan	August 2025	County
Deploy survey to lodging business owners	September - October 2025	H1TA
Analysis of survey results	November 2025	Civitas, H1TA, County
Meetings with County staff to review survey results	November - December 2025	Civitas, H1TA, County
<b>Document Drafting &amp; Review</b>		
Draft Service Plan	January 2026	Civitas, County, Steering Committee
<b>Draft initial draft Management District Plan (MDP)</b>	January 2026	Civitas
Submit draft MDP to Steering Committee for review	February 2026	Civitas, Steering Committee
Submit draft MDP and Petition to County; ongoing review	March 2026	Civitas, County
Final MDP and Petition approved by County	April 2026	County
Renew '89 District	April – June 2026	County

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<b>Petition Drive</b> (District parameters & MDP must be finalized before collecting petitions)		
<b>Collect signed petitions from lodging business owners</b>	April – June 2026	Steering Committee
Submit Petitions totaling over 50% of assessment to County	June 2026	Steering Committee, County
<b>Hearing Process &amp; Protest Period</b>		
'89 District renewed	July 1, 2026	County
<b>Board of Supervisors – Resolution of Intention</b>	July 2026	County
<ul style="list-style-type: none"> <li>Resolution of Intention to Form '94 District <i>(Can be on Consent Calendar)</i></li> </ul>		
Mail <ul style="list-style-type: none"> <li>Notice of Public Meeting/Hearing - <i>Typically mailed 1 day after ROI is adopted. Must be mailed 45 days before public hearing.</i></li> </ul>	July 2026	Civitas, County
<b>Board of Supervisors – Public Meeting</b>	August 2026	County
<ul style="list-style-type: none"> <li>Public Meeting – No action required - <i>Must be held at least 10 days after Notice of Public Meeting/Hearing is mailed and at least 7 days before Public Hearing is held.</i></li> </ul>		
Initiate steps to disestablish '89 district	August – September 2026	County
<b>Board of Supervisors – Public Hearing</b>	September 2026	County
<ul style="list-style-type: none"> <li>Public Hearing &amp; Adopt Resolution of Formation - <i>Must be held at least 45 days after Notice is mailed.</i></li> </ul>		
<b>Administration</b>		
'89 District disestablished	September 30, 2026	'89 District
'94 District begins collecting assessment	October 1, 2026	'94 District

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## Steering Committee

**Mission:**

- Guide the direction of the '94 District
- Develop consensus around key issues
- Guide the development of the Management District Plan
- Develop support for the Management District Plan, concentrating on policy decisions and program outcomes

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## Steering Committee

**Roles**

- Periodically meet with staff and the consultant team.
- Encourage engagement and feedback from stakeholders.
- Review and critique draft reports and plans.
- Become community resources on various elements of the '94 District and MDP.
- Evolve into a "TBID sales team" that will assist the consultants and staff in seeking support and gathering petitions from lodging businesses.



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## '94 District Parameters Discussion



District Name



Assessment Rate



Term Length



Services



Boundaries



Governance Structure

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## '94 District Parameters Discussion

**District Name:** San Luis Obispo County Tourism Business Improvement District (SLOCTBID)

**Term:** Up to 5 years

**Boundaries:** Unincorporated San Luis Obispo County



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## '94 District Parameters Discussion - Rate

Assessment Rate = 2% of gross rent on all short-term lodging stays

### Assessment Rate Options:

- ❖ Automatic increase in MDP
  - *Example: "In year 3 of the district, the assessment rate shall increase to 3%."*
- ❖ Optional increase in MDP
  - *Example: "Annually, the H1TA Board of Directors may increase the assessment rate up to 0.5%, however the total assessment rate shall not exceed 3.5%."*
  - *Example: In years 2 and 4 of the district, the H1TA Board of Directors may increase the assessment rate by 1%."*

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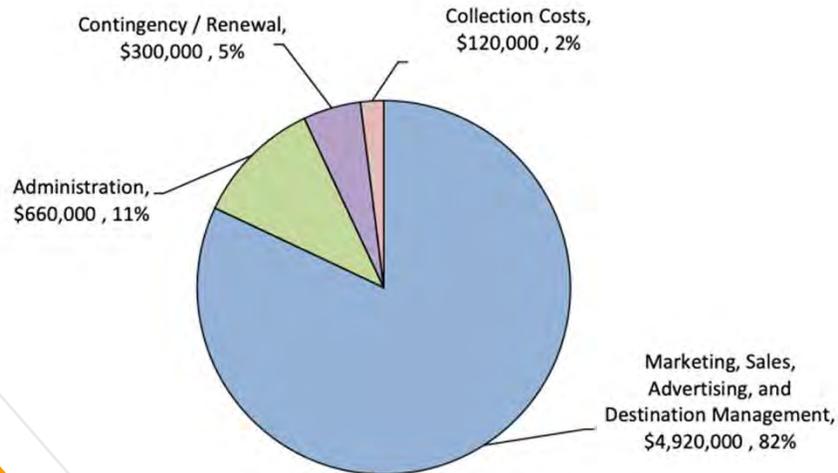
## '94 District Parameters Discussion - Services

### TID Service Examples:

- Sales/Marketing
- Destination Development
- Sustainability
- Community and Industry Relations
- Workforce Development
- Workforce Housing
- Transportation

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## '94 District Parameters Discussion - Services



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## '94 District Parameters Discussion - Governance

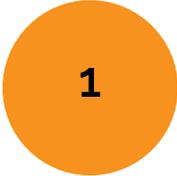


### Governance Considerations:

- Owners' Association
- Local Fund Areas
- MDP vs Bylaws

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## Next Steps

- 

Schedule next Steering Committee Meeting
- 

Deploy Survey
- 

Outreach

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# THANK YOU!

**Emily Brown**  
Project Manager  
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[ebrown@civitasadvisors.com](mailto:ebrown@civitasadvisors.com)



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## Highway 1 Tourism Alliance Board of Directors Meeting Minutes | September 24, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Melissa Kurry, Mike Hanchett, Aaron Graves, Laila Kollmann

Absent: Bram Winter

County Liaison: Tessa Cornejo

Staff: CAO Cheryl Cuming

Guests: Lisa Belsanti (Visit SLO CAL), Lori Keller (Momentum Strategies), Emily Brown (Civitas; via Zoom), Lori Ritchey

### Call to Order

2:22pm

### Public Comment

Gary Setting shared a joke

### Administrative Items

- Roll Call: Gary Setting, Melissa Kurry, Laila Kollmann, Mike Hanchett, Aaron Graves are present
- Next board meeting dates October 22 and December 3 (joint November-December).

### Information Items

The financials were reviewed; Net income (before accounting for contingency budget): \$474,455 (↓ \$26,997 from budget).

SLO CAL Summit is upcoming and H1TA has a table available. Visit SLO CAL is also coordinating a UK Reverse Sales Mission for November 16-21.

Caltrans has announced a tentative re-opening date for Highway 1 as March 2026. Aaron commented that the Dream Drive was held after a previous long closure. There was discussion around heavy promotion based on previous pushback. Lisa commented that the governor needs to weigh in, as does Visit California.

CAO Cuming shared that Glenn Burdette and Connect Accounting have begun the FY 24-25 audit. Mike said that the organization is well set-up with Allison at Connect and that everything should be clean. Internal controls will be established so that the first full year audit will be straightforward.

### Presentations

Emily Brown of Civitas shared status updates on the 1994 formation, which included County approval of the survey, meetings with LFA admin and marketing teams, and outreach associated with the upcoming survey.

Lori Ritchey presented the FY 24-25 Marketing Report. Key points included the focus on quality over quantity, metrics that reached 1M+ (website sessions, organic search impressions, email sends, paid media impressions, social media impressions), LFA program engagement, and a content mix diversified across themes, seasons and communities.

### Consent Items

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- A motion was made by Melissa Kurry and seconded by Gary Setting to approve the July 23 and August 19 minutes, as well as the August financials. Laila Kollmann questioned the amount allocated to Edna/AG Valley on the balance sheet, and CAO Cuming noted that this will be researched and confirmed. With no further discussion, the motion was approved by a voice vote of the Board; Mike Hanchett abstained.

**Action Items** (each topic will allow for Board Discussion, followed by Public Comment)

- Investment Policy
  - Emily noted the responses to Board questions by Civitas. Emily reiterated that she acts as the liaison to John Lambeth, who is the attorney of record. Aaron asked what guidance is being sought and the board confirmed it was to mitigate risk. Mike said that the organization needs to be highly liquid for short-term growth. Investment goals were discussed as income generation with cash yield while staying liquid with low-risk. It was noted that a Finance chair has a role within this process, and Gary asked about assigning to the Executive Committee to draft recommendations to bring to the board. The organization does not currently have a financial advisor. Mike said that the board could consider an insured cash deposit or money marketing fund of 3.5-4%. The board currently does not intend to hire an advisor based on the low risk goal, but may explore it in the future. The immediate goal is to tighten policy to create clear guardrails and the auditor will review annually to ensure transparency. An investment manager role would be within the purview of the Finance chair, Mike. The intended portfolio benchmark could be a short-term bond so the return percentage is achievable with low risk; a risk/return profile would help set future benchmarks. The finance chair would be able to recommend diversification of investments. The financial reports would reflect monthly with a detail summary provided quarterly. Emily shared another investment policy and the board agreed that it fit the overall direction. It was noted that there is a monthly pro-rata to determine what each entity “earns.”
- Code of Ethics Policy
  - It was confirmed that the Code of Ethics Policy will include the required ethics training (every 2 years). A motion was made by Gary Setting and seconded by Mike Hanchett to approve the policy as presented. With no further discussion, the motion was approved by a voice vote of the Board.
- Annual Report
  - Aaron asked about including infrastructure and beautification in the 1994 district; Emily indicated that H1TA would need to be able to show a benefit to payees. A motion was made by Laila Kollmann and seconded by Melissa Kurry to approve the report contingent upon the accuracy of the balance sheet being reconfirmed. With no further discussion, the motion was approved by a voice vote of the Board.
- 1994 Formation
  - Emily provided an update based on the launch of the survey in mid-October. The TOT growth chart was reviewed comparing CBID to other local BIDs from 2018-2025 and with reference to the total number of hotel rooms added for each region.
- Local Fund Area Agreements
  - San Simeon: Chamber and Visitor Center funding - CAO Cuming reiterated that the SSTA board noted their support of reopening the Visitor Center, and they are bringing the

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funding request directly to the H1TA board as the Chamber and the tourism board have shared members. CAO noted that it was supported with funding by the LFA from 2013-2020, with the exception of 2016. Mike noted that the Chamber is struggling with only 9 members. In comparison, it was functioning well prior to 2020 when Highway 1 was open. Mike noted that it's the first visitor center travelers encounter south of Big Sur and Laila noted how it can build overnight stays, which will be key once the Highway 1 re-opens. A motion was made by Laila Kollmann and seconded by Melissa Kurry to approve \$18,000 for the Chamber Visitor Center and administrative support. With no further discussion, the motion was approved by a voice vote of the Board.

### **Future Agenda Items**

- FY 2025-26 Agenda topics by month

### **Closing Comments & Adjournment**

Mike asked about the inclusion of funds in the bank in the amount insured and if capital preservation of cash requires a separate policy.

The meeting was adjourned at 4:00pm.

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## Highway 1 Tourism Alliance Board of Directors Meeting (H1TA) Minutes | October 22, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Melissa Kurry, Mike Hanchett, Aaron Graves, Laila Kollmann, Bram Winter

Absent:

County Liaison:

Staff: CAO Cheryl Cuming

Guests: Denise Fritz and Haley Dodson (Cambria CSD); Matt Halvorson (Visit SLO CAL)

### Call to Order

2:15pm

### Public Comment

None

### Administrative Items

- Roll Call: Gary Setting, Melissa Kurry, Laila Kollmann, Mike Hanchett, Aaron Graves, Bram Winter are present
- Next board meeting dates December 3 (joint November-December) and January 28, 2026

### Information Items

The September financials were reviewed; revenue is down slightly Y/Y (about 5%), and expenses were less than projected. Contingency spend was \$26,743 and net income is up YTD.

Agenda items for 2026 meetings were shared.

Matt Halvorson shared a SLO CAL update, including their current Strategic Planning efforts and SLO CAL Summit coming up on November 13. Laila asked about any concerns about the H1TA constituent survey happening at the same time. CAO thanked everyone for their efforts to promote survey response within their communities, and reminded everyone that this survey closes on November 19.

CAO Cuming shared the September 2025 marketing roll-up report, noting solid performance to date on web sessions, organic traffic and PR articles. The BID Bunch team delivered all-time highs in efficiency and visitor depth, with 207,000 new travelers discovering the coast, up 40% Y/Y.

### Presentations - None

### Consent Items

- A motion was made by Mike Hanchett and seconded by Gary Setting to approve the September 24 minutes, as well as the September financials. With no further discussion, the motion was approved by a voice vote of the Board; Bram Winter abstained.

### Action Items (each topic will allow for Board Discussion, followed by Public Comment)

- Local Fund Area Applications
  - Cambria: Fiscalini Ranch Preserve signage - Laila shared her opinion on how much the preserve serves the area, including both residents and visitors. Mike said that he feels it is a great project to support and follows the original intent of the infrastructure and beautification program.

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A motion was made by Laila Kollmann and seconded by Bram Winter to approve \$11,700 for the Friends of the Fiscalini Ranch Preserve signage. With no further discussion, the motion was approved by a voice vote of the Board. All in favor. Motion carries.

- Cambria: Community Services District (CSD) Vet's Hall renovations - Laila asked about the structure of the project and Denise Fritz provided an overview, including the deferred maintenance challenges, and that property tax funds are used. Aaron asked about the budget and it was confirmed that \$60,000 is coming from the CSD as matching funds to the requested monies from the Cambria Tourism Board (CTB). The full renovation will include a kitchen, interior paint, deck and flooring. At the Cambria Tourism Board meeting, the two board members who did not support the application expressed concern about using half of the long-term capital reserve funds. Discussion followed about rental rates; Denise confirmed \$20,000/year is expected from renting. Bram asked about the Cayucos Vet's Hall and its published rate for events, as a metric for what is affordable.

Melissa asked about the last time renovations were done; it was confirmed that the roof was replaced in 2009 and 2021. Roof repairs over the kitchen will need to be done. Haley shared that the roof and foundation are long-term items. Laila asked about outreach to get more/new events and Denise said they are revamping their website. Discussion around weddings included that there are 12 private party events and 14 nonprofits renting the hall during the current fiscal year. Bram asked if funding would be available from the County/Supervisor Gibson and encouraged CSD to seek more funding sources. Gary inquired about CSD funding vs investment. Permitting details aren't finalized for the project. Denise noted they are confirming the final scope of work, and discussions haven't been held with the County as of yet. Mike commented on County focus on Cayucos Vet's Hall and its importance to the community; his concern is that it needs to be a sustainable trajectory in order to cover future expenses and upkeep. Aaron mentioned the connection to heads-in-beds and Denise said that a number of the events held there do draw out-of-town visitors. Bram confirmed that Cambria does need additional event space.

A motion was made by Mike and seconded by Bram; additional board discussion continued. A revised motion was made by Mike Hanchett and seconded by Bram Winter to approve \$60,000 for the Cambria CSD Vet's Hall renovations with public on-site recognition of the Cambria Tourism Board's contribution. With no further discussion, the motion was approved by a voice vote of the Board. All in favor. Motion carries.

### **Future Agenda Items**

- Investment policy, including parameters
- SSTA and CTB BlendFest funding applications

### **Closing Comments & Adjournment**

The meeting was adjourned at 3: 48p.

ADA Notice: To receive reasonable accommodation under the Americans with Disabilities Act during the meeting, please notify the local fund area administrator at least 48 hours in advance of the meeting.



Highway 1 Tourism Alliance Board of Directors Meeting  
Minutes | December 3, 2025 | Cambria Pines Lodge

H1TA Board Members Present: Gary Setting, Melissa Kurry, Mike Hanchett, Aaron Graves, Laila Kollmann, Bram Winter

Absent:

County Liaison:

Staff: CAO Cheryl Cuming

Guests: Lisa Belsanti (Visit SLO CAL); Lori Keller (Momentum Strategies); Matthew Landkamer (Whereabout) via Zoom; Emily Brown (Civitas) via Zoom; Erin Nagle (Glenn Burdette) via Zoom

**Call to Order**

2:16pm

**Public Comment**

None

**Administrative Items**

- Roll Call: Gary Setting, Melissa Kurry, Laila Kollmann, Mike Hanchett, Aaron Graves, Bram Winter are present
- Next board meeting dates are January 28 and February 25, 2026

**Information Items**

The October financials were reviewed; revenue and expenses were both less than projected. Contingency spend was \$39,784 of the \$325,207 budgeted for FYE 6/30/2025. Mike commented that financials are off by about 6% and Aaron noted that Co-star was at 11% so the organization is faring well in comparison. Laila said that it's great to see that tour groups are coming for Christmas.

Lisa Belsanti provided a recap of the SLO CAL Summit. The event was sold out and the speakers were excellent. She also shared insights from the Visitor Profile Study conducted by Heart & Mind. Highway 1 is still scheduled for a March re-opening.

Lori Keller shared the marketing roll-up report. She also presented on how H1TA and SLO CAL work together in complementary roles. The board appreciated the distinction that the two are collaborative and not redundant. Aaron said that Morro Bay TID is renewing their 1994 district after 10 years. Gary was curious about the working relationship compared to other destinations and Lori noted that H1TA has a deeper role via the marketing committee. Mike commented that there are significant steps taken to remove duplication and the organizations should always continue those efforts. Lisa said that there is a collaborative approach with all destinations; the unprecedented cost-recovery efforts by the County are shifting priorities.

**Presentations**

None

**Consent Items**

- A motion was made by Melissa Kurry and seconded by Mike Hanchett to approve the October 22 minutes, as well as the October financials. With no further discussion, the motion was approved by a voice vote of the Board.

ADA Notice: To receive reasonable accommodation under the Americans with Disabilities Act during the meeting, please notify the local fund area administrator at least 48 hours in advance of the meeting.



# BACKGROUND

## Background

The San Luis Obispo County Board of Supervisors held a hearing to consider the renewal of the San Luis Obispo County Tourism Business Improvement District (CBID) assessment for fiscal year 2025-2026. The CBID is a business improvement district formed in 2009 to promote tourism and support marketing and stewardship activities within the district, which mainly includes coastal and some inland unincorporated areas of the county. The hearing reviewed public testimony, protest levels, and the 2024 year-end report alongside the 2025-2026 draft budget, with a focus on the CBID's marketing efforts, financial status, and future strategic initiatives.

The protests received represented 8.148% of the assessed entities (based on weighted contribution), and came from 4 hotel/motels, 1 bed & breakfast, and 15 vacation rentals.

The Board's motion (right) initiated the process (pages 3-4) that resulted in this report.

## County Board of Supervisors Motion

“The Board receives public testimony and protests regarding the renewal of the San Luis Obispo County Tourism Business Improvement District; and upon conclusion of the hearing, finds a majority protest does not exist; continues to levy assessments; declares the CBID renewed; and receives and files the 2024 Year End Report and the 2025-26 Draft Budget of the San Luis Obispo County Tourism Improvement District. Furthermore, the Board directs CBID to conduct a survey of all lodging businesses (“members”) located within the CBID boundaries, that CBID funds be used to fund the survey. The goal of the survey is to identify current member priorities, evaluate the perceived value of the CBID, gather input on how CBID funds should be allocated moving forward. The survey shall be professionally conducted by an outside entity, with independent, third-party results. Furthermore, the Board directs staff to continue efforts to pursue full cost recovery for services provided by the Administrative Office related to the CBID.”

# METHODOLOGY & TIMELINE

## Survey Creation and Distribution

- Whereabout was contracted as an independent third-party contractor to administer the survey and analyze its results, in partnership from other independent contractors (Momentum Strategies and CR Consulting) who managed outreach to promote the survey, assisted with aligning County license records to responses, and provided information and context for this report.
- Master constituent spreadsheet provided by Tessa Cornejo, County Liaison, on September 16, 2025
  - File titled “Active BID Accounts with prop type”
  - Included 1,488 properties in the database; 1 was added based on a response received
  - 1 was Airbnb
- County staff approved cover letter, survey questions, and outreach plan
- A Spanish-language version of the online survey was developed and shared, but did not receive any responses
- Printed surveys with cover letter and return envelope were mailed on/about October 17 to 1,451 validated addresses in the database.
  - For hotels/motels/B&Bs where property address and owner address differed, mailings were sent to both addresses.
  - Name was included where provided. Follow up postcards were mailed on/about November 6 to 1,451 validated addresses in the database.
  - For hotels/motels/B&Bs where property address and owner address differed, mailings were sent to both addresses.
  - Name was included where provided.
- One-on-one outreach was conducted via email, telephone, in person and direct messaging on social media to encourage response.
- Responses were tracked by address with summary reports being sent out weekly to LFA administrators. Updates were sent multiple times per week as the closing date approached.
- A request was made that the County provide the weighted contribution so survey results can be analyzed using this data point (as summarized in the approved Outreach Plan). That information has not yet been provided.

# METHODOLOGY & TIMELINE

## Survey Analysis

- The survey was closed at the end of November 19, 2025.
- 14 mailed surveys were received and were shared directly with Whereabout and entered by hand into the data set. One mailed response arrived after survey close, but was postmarked before the deadline, so was included. Another was postmarked after the closing date and was not included.
- Addresses provided by respondents were used to identify license numbers, and in some cases license numbers were provided by respondents that were not on the County list—these appeared to be valid license numbers and may be newer licenses.
- Each license number was treated as a unique respondent. In some cases respondents hold or represent multiple licensed properties, and in those cases each license number was assigned a duplicate response.
- Some properties submitted duplicate responses, and we prioritized them as follows:
  - If one duplicate was incomplete, or less complete, the more complete response was included.
  - If multiple complete responses were received from one license number, the first one submitted was included.
  - If paper and electronic responses were received for a license number, the electronic response was included.
- Responses without license numbers were not included in the analysis.
- Responses with no entries beyond the demographic data were not included in the analysis.
- Responses that listed incorrect property types, or where the County license was not aligned to the correct property type, were corrected in the analysis data set.
- Once the above filters were applied, 236 unique license numbers were included in the analysis, broken down as follows:
  - 5 Bed & Breakfast
  - 45 Hotel/Motel
  - 186 Vacation Rentals
- Of the Vacation Rental responses, 17 self-identified as inactive properties. These were not included in the general analysis, but were given a separate analysis.
- The final response data was analyzed through four “lenses”:
  - All active properties
  - By property type
  - By Local Fund Area
  - All inactive properties

# WHEREABOUT OBSERVATIONS

## Engagement

- Overall, we found engagement with the survey to be quite high—respondents represented the full breadth of Local Tourism Board areas
- We had an extremely high response rate from hotels/motels (45 from a set that, when corrected for misclassifications, is approximately 50)—a 90% response rate.
- Among the license-verified vacation rental responses, 93 were from individual owner/operators (not vacation rental management companies)
- We included 176 licensed vacation rentals in our analysis, 159 of which self-identified as active—of the 1,406 licensed vacation rentals in the CBID areas, 747 are listed by the county as zero-rents, leaving 659 active vacation rentals. Therefore, these 159 active properties represent a 24% response rate for active VRs.
- 74% of all respondents expressed an interest in learning more and perhaps being more involved: 38% said yes, and 36% said maybe

## Respondent Understanding

- 55% of active properties expressed a strong understanding of how CBID regional funds are used, while only 32% expressed low understanding.
- Similarly, 51% of active properties expressed a strong understanding of how Local Tourism Board funds are used, while only 30% expressed low understanding.
- However, in some cases, open-ended responses demonstrate a lack of understanding of the limits of the CBID’s purview, and request things that are in the domain of County government or other entities. Likewise, many comments indicate the perception that the assessment is a tax on business owners and/or conflate the assessment with Transient Occupancy Tax.

# WHEREABOUT OBSERVATIONS

## Respondent Priorities

- Respondents expressed a clear priority for tourism marketing as the primary focus of the organization to support their business, both at the CBID regional level (3.62/4.00) and at the Local Tourism Board level (3.43/4.00)
- Events/festivals and beautification initiatives were closely ranked both at the CBID regional level and at the Local Tourism Board level, while stewardship initiatives were ranked least important at the CBID regional level.
- When asked about future prioritization of CBID funds, tourism marketing and promotion was the clear leader (3.40/4.00), followed by events/festivals (2.60/4.00), beautification (2.19/4.00), and stewardship (1.82/4.00).
- While some minor variation occurs in prioritization between property types and between Local Tourism Board areas, we don't see any significant differences that warrant highlighting.

## Perception of Positive Impacts

- Ratings of the impact of each set of initiatives averaged slightly above the mid-point, with relatively little differentiation: at the CBID regional level marketing and promotion was 3.38/5.00, events/festivals was 3.35/5.00, stewardship was 3.26/5.00 and beautification was 2.98/5.00.
- At the Local Tourism Board level, impact ratings were: tourism marketing and promotion at 3.34/5.00, beautification at 3.33/5.00, and events/festivals at 3.24/5.00.
- Interestingly, impacts were scored significantly higher by inactive vacation rental properties, both at the CBID level (average 3.98/5.00) and at the Local Tourism Board level (average 3.86/5.00).
- While some minor variation occurs in the rating of impact between property types and between Local Tourism Board areas, we don't see any significant differences that warrant highlighting.

**Action Items** (each topic will allow for Board Discussion, followed by Public Comment)

- **Constituent Survey Results:** Matthew Landkamer and Lori Keller shared the draft results, including the motion from the June 3, 2025 County Board of Supervisors meeting, which noted the BOS requirements for conduct the survey. Discussion was held and it was noted that we need to include a reference to Civitas in the Methodology section, as they were on the team that helped manage the survey deliverables.

Matthew cross-checked the protests received to the survey responses and saw that these responses were higher than the average and that the survey results reflected overall support. Aaron asked about the percentage of impact showing rankings of 4/5 for protestors vs 3.38/5 for non-protestors; it was requested that this be included in the final report and Matthew confirmed he will add to the Observations section. Melissa mentioned the “zero rents” report from the County, which notes that 55% for vacation rentals across the CBID regions report no rents. Bram said that he really wants to encourage measurement by weighted contribution to match how protests were calculated. Mike asked about looking closer at those who indicated they are highly involved in the organization and Matthew suggested a subset based on those who responded with a level 5 involvement. Matthew will work with Lori Keller and Cheryl Rowe to calculate total overall response rate for active properties. Lori asked about getting the weighted contribution information from the County and Emily confirmed that the County wants the raw data from the survey before it will be confirmed. Matthew mentioned he wanted to discuss the sharing of raw data in more depth with County staff. The board asked about public presentation of the survey results and Emily said that she can potentially request it as part of the 1989 district renewal. Matthew said that he will share the final survey report, as well as other support materials, with County staff.

A motion was made by Bram Winter and seconded by Gary Setting to approve the survey report with additional data details noted during Board discussion, and asked that Matthew Landkamer (Whereabout) submit to County staff with supporting materials. With no further discussion, the motion was approved by a voice vote of the Board.

- **1989 Renewal & 1994 Formation:** Emily Brown reviewed the updated timeline, which projects the '89 district renewal for July 2026 and disestablishment for September 2026; the '94 district would go into effect on October 1, 2026. CAO Cuming reviewed a fact sheet reflecting CBID and Local Fund Area impacts since inception, which included:
  - Our Tourism Marketing District invests 90% towards marketing efforts.
  - The CBID TOT has grown 157% since its inception (FY 2010 to FY 2024), with our CBID regions contributing over \$12.6M to the overall unincorporated annual TOT of \$15.8M, or 88.6%, in FY 23 | 24.
  - CBID region's TOT has doubled in the last 11 years, and in the last 5 years (2019 – 2024), the CBID has seen a 57% positive rate of change with only 1 new hotel (9 rooms). Pismo Beach saw 54% with 4 new hotels, Paso Robles saw 50% with 5 new hotels, SLO saw 35% with 4 new hotels, and Morro Bay saw 19% with 3 new hotels.
  - The annual renewal of the district has had under 1% protest for 9 consecutive years (2016 – 2024).

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- In 2025, there were 1,489 total constituents with 55%, or 743, of the VRs showing Zero Rents.
- The contribution by lodging type is 85.75% hotel/motel/B&B and 14.25% vacation rentals/VR management company (2018 – 2025; in 2018 County began to report AirBnB as a separate category).
- Public transparency is a focus, with 69 public meetings held annually across 8 boards which include 36 local businesses (lodging and non-lodging) serving as board members.
- According to Civitas Advisors, the H1TA has more stakeholder oversight than any other district in CA.
- The outreach efforts with our tourism partners (family-owned restaurants, attractions, small retailers, local wineries, venues, etc.) have impacted over 250 local businesses.
- H1TA, in concert with our LFAs, contracts with 33 independent contractors, 90% of which are local.
- The local areas have funded 726 programs and projects at \$15.9M.
- Local areas have funded 212 local events totaling \$1,594,500.
- In addition, Local areas have funded 69 Beautification & Infrastructure projects totaling over \$463,000.
- In concert with the County BIG (Beautification & Infrastructure Grant) Program (FY 2015 – FY 2019), 38 projects were funded in 11 unincorporated communities totaling \$390,000.
- With 10 communities & 7 Local Fund Area boards, the roots within each of these communities run deep:
  - San Simeon | Ragged Point: \$2,985,860 funds into the community with 126 projects, including 45 events
  - Cambria: \$6,800,939 funds into the community with 221 projects, including 81 events
  - Cayucos: \$2,301,750 funds into the community with 105 projects, including 29 events
  - Los Osos | Baywood: \$569,122 funds into the community with 65 projects, including 9 events
  - Avila Beach: \$3,159,763 funds into the community with 104 projects, including 33 events
  - Oceano | Nipomo: \$758,289 funds into the community with 53 projects, including 6 events
  - Edna Valley | AG Valley: \$552,813 funds into the community with 52 projects, including 9 events

The Board noted the importance of meeting with each District Supervisor to ensure they are aware of these details and what the organization has accomplished.

- **FY 2024 2025 Audit Report:** Erin Nagle, Glenn Burdette, reviewed the audit report for the fiscal year ended June 30, 2025. She noted it is clean with no concerns. Specifically, the report cited that the auditors, Glenn Burdette, had no Disagreements with Management; certain representations from Management were requested and included in the Management Representation Letter dated December 1, 2025. Mike said that he was glad to hear there were no findings and asked if there were any recommendations on internal controls. Erin confirmed

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that it was recommended to track Local Fund Area financials in line with GAAP and Allison/Connect is making that transition. The board can designate to each LFA if they choose to do so. Erin also noted the benefits of having Connect Accounting involved as a third party.

The H1TA board noted that they were happy that this audit is clean – which means the financial statements are fairly presented, free from material misstatement, and comply with accounting standards, showing accuracy and reliability, and indicating strong financial health and compliance. A motion was made by Bram Winter and seconded by Gary Setting to accept the audit as presented. Gary asked if there are any parameters of spending carryforward amounts for LFAs, which was added as a future agenda item. With no further discussion, the motion was approved by a voice vote of the Board.

- **Local Fund Area Applications**

- Cambria & San Simeon: BlendFest - A motion was made by Bram Winter and seconded by Laila Kollmann to approve \$10,000 each (\$20,000 total) from Cambria and San Simeon for the Paso Robles Wine Country Alliance's BlendFest 2026 event. With no further discussion, the motion was approved by a voice vote of the Board.
- Cayucos: Sea Glass Festival - Mike shared that he is excited to see that this event is returning after COVID. A motion was made by Mike Hanchett and seconded by Melissa Kurry to approve \$25,000 for the Cayucos Chamber's Sea Glass Festival. With no further discussion, the motion was approved by a voice vote of the Board; Laila Kollmann abstained.
- Oceano | Nipomo: Dana Adobe Rail Trail & Signage - A motion was made by Laila Kollmann and seconded by Gary Setting to approve; the motion was then amended to include recognition of the Oceano | Nipomo LFA on the plaque for its contribution of \$10,000 for the Dana Adobe Nipomo Amigos project. With no further discussion, the motion was approved by a voice vote of the Board.

- **Local Fund Area Contracts**

- Avila Beach: Marina Searcy, administrative assistant - A motion was made by Melissa Kurry and seconded by Mike Hanchett to approve the 6-month contract from January 1, 2026 through June 30, 2026 in the amount of \$12,791.94, inclusive of expenses. With no further discussion, the motion was approved by a voice vote of the Board.

### **Future Agenda Items**

- Investment policy, including parameters

### **Closing Comments & Adjournment**

The meeting was adjourned at 4:10pm.

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