

# Mammoth Lakes Tourism – Director Review

Please give comment, and/or examples as well as a rating from 1 (low) – 5 (high).

## FINANCIAL MANAGEMENT

**\_4.4 range 3-5\_\_** Town Contract – negotiates and secures base funding and deliverables

*-Even with all the curveballs thrown from the town and process not being followed, he still went to bat for what was right and gave a good fight*

-Despite last minute discussions with Council/Staff, the MLT contract/deliverables were clearly outlined.

-Continue to work with Town and Staff to hold planning meetings

**\_5.0 range 5\_\_** Manage Monthly Reconciliation, Tracking and Reporting on Budget Debits/Credits

-Financial reports are always presented on time, specific and detailed

**\_4.5 range 3-5\_\_** Use Funding to Drive Marketing Efforts, Minimize Overhead Costs: 60% + to Programs

*With what was allotted and the pushback from town and the community, and cutting marketing and targeting the recreate responsible and sustainability, and even the blephole campaign, John still managed to get the point across and lead the marketing team and take the heat for it all.*

-Demonstrated nimbleness in budget management during pandemic

## BUSINESS RESULTS

**\_4.5 range 3-5\_\_** Increase Levels of Brand Awareness and Recognition

**\_4.6 range 4-5\_\_** Maximize Exposure and Earned Media through Aggressive Public Relation Efforts

-Public relations efforts-Food Bank, VAX clinic volunteering, business assistance programs

**\_4.4 range 3-5\_\_** Increase Awareness and Usage of Air Service while Minimizing Subsidy Costs

-Despite COVID restricted travel – a ton of work/effort has been focused on air

**\_4.9 range 4-5\_\_** Increase TOT Receipts

-When open for business we continue to set records

**\_4.8 range 4-5\_\_** Increase TBID Receipts

**\_4.3 range 3-5\_\_** Create a State-of-the-Art Web/Interactive Platform

**\_4.4 range 4-5\_\_** Develop and Execute an Aggressive and Effective Social Media Program

-We get tremendous positive feedback on our SMP.

# **Mammoth Lakes Tourism – Director Review**

## **MARKETING PLAN**

**\_4.5 range 3-5\_\_** Create Marketing Plan and Secure Approval Prior to the Start of Each Fiscal Year  
MLT staff marketing plan presentation was thorough and approved

**\_3.8 range 3-5\_\_** Communicate Objectives, Strategies and Planned Programs Clearly to Key Constituencies  
-Despite efforts, more attention needs to be directed towards Council and Town staff based on current misunderstandings

**\_4.6 range 3-5\_\_** Execute the Planned Program well, and in a Timely Manner

**\_4.3 range 1-5\_\_** Create Key Metrics for the Plan and Report These Metrics to the Board in a Timely Manner  
-Key metrics have understandably been a moving target due to circumstances out of John’s control

## **ORGANIZATIONAL**

**\_4.5 range 3-5\_\_** Create and Maintain Appropriate Staff with the Skills to Execute Key Responsibilities  
-Each of the staff members seem to have strong knowledge, skill and enthusiasm for their respective focus.

**\_4.4 range 3-5\_\_** Develop Staff through Timely and Consistent Goal Setting, Evaluation, Coaching and if Necessary, Correction  
-Not well aware of this

**\_4.1 range 2-5\_\_** Effective Team Building / Leadership/ Communication Skills  
-John and his team have a noticeable respect and support for each other  
-Not well aware of this

## **COMMUNITY / BUSINESS – OUTREACH & INTERACTION**

**\_3.5 range 2-5\_\_** Town (Council, Manager, Staff)  
-I know there have been efforts put into this, however this needs to be a top priority. We need to be partners with Town Council and Staff now more than ever.  
-Needs work overall

**\_3.6 range 3-5\_\_** Media / Public Awareness  
-No matter how much attention has been put into public outreach we (BOD) need to increase it significantly  
-positives working with public health

# Mammoth Lakes Tourism – Director Review

4.0 range 3-5 County

4.8 range 3-5 Community Organizations - (Lodging Assoc., Event Coalition, etc.) -I think that John / MLT participation with local groups has been strong and active

## Key Accomplishments Over the Past Fiscal Year

Comments:

How the organization has responded to the challenges and changes presented by Covid has been tremendous. The strategy reverting to an educational/stewardship message was very well executed. Getting involved with the vaccination process for our county to help get our community back to work was excellent community outreach. Hiring incredible staff. Dealing with turnover can be very time consuming and difficult and John has positions replaced very efficiently. Managing a very difficult budget due to changes with Covid and keeping the organization in a very healthy financial situation is encouraging. Discussions and opportunities with Advanced Airlines and United to make sure we are prepared when air service can resume has been well handled.

Once again Great job pivoting and being a cheerleader for community safety and showing empathy for our tourism employees. Last year Food Bank and this year, the help with the vaccinations was simply outstanding. The flexibility with our strategies given the Macro Pandemic environment affect was well executed this year. Switching from attracting visitors to keeping us top of mind and educating respectful visitation has proven to be successful. The work to establish a consistent and reliable commercial air service for our community and at the same time enhancing a scheduled charter air service will improve access and therefore improve our guest experience for years to come.

- Maintaining TOT & TBID numbers through Covid 19 mitigations
- Defending MLT position against a TOML which struggles to manage their budget
- Maintaining messaging to visitors to be safe and take care of our community
- Managing a strategy to staff Welcome center during Covid
- Vaccine distribution support
- Airport commercial service to Bishop initiative
- Keeping United in play
- Signing Advanced air
- Securing transportation from Bishop airport to Mammoth.
- Helping Mammoth businesses recognize their value and charge appropriately

## **Mammoth Lakes Tourism – Director Review**

- Completed Food Bank
- Worked on vaccination clinics
- Very good TOT and TBID results despite key month shutdown and low visitation during smoky month
- Pivoted to and focused on responsible tourism/recreation messaging
- Helped fund Ambassador program
- Participated in tough decisions to close Mammoth early to try to keep the community safe
- Tons of hours volunteered at VAX clinics
- Business assistance programs for locals during closures
- Strong recreate responsibly campaigns to educate/respect our community
- Focus on host program, trash pick up and facility cleaning during peak summer visitation
- Exceeded Budgeted TOT significantly
- pivot to responsible tourism messaging
- Finished up food bank then provided outstanding volunteer support to COVID vaccine clinics. John himself worked hundreds of hours and oversaw operations

## **Mammoth Lakes Tourism – Director Review**

### **Opportunities to Focus on During the Coming Year**

#### Comments:

Transition to Bishop Airport needs to go smooth. We need to improve our relationship and communication with Town Council. Need to come up with a plan for TBID renewal. Need to produce analytics and data showing the effectiveness of the organization with our budget. We need a true outdoor events site. Continue to support housing and fuel mitigation initiatives for the community. Continue to help improve infrastructure in Mammoth Lakes.

1. Formal approach to development of SMART (Specific, Measurable, Actionable, Relevant and Timebound) objectives. Current goals and objectives don't provide specific outputs to inputs, which makes it difficult to defend the spend.
2. MLT relationship with the town leadership and community needs to be improved. While board members can help, John Urdi is the face of MLT in the Community.
3. Evaluation of roles and staffing versus output needs to be conducted.

1. Continue to ensure the transition of commercial air service from Mammoth to Bishop is a smooth one. Will need to build an awareness and communication plan to our returning guests and our new guests that we will be able to attract.
2. Curate the transportation services from Bishop to Mammoth to support the commercial air service. Although the work on this to date has been outstanding this upcoming year will be critical to getting it up and running successfully.
3. Provide the appropriate leadership to transition Director of Marketing role while continuing to develop the high performing team that has already been established.
4. Assist Town with tourism infrastructure development plan.
5. Continue to be flexible with strategies given Macro Pandemic environment.
6. MLT needs to listen more and be less defensive of certain positions. We need to lead the community to strive towards common goals and visions which we all share and once those our established work out the best way to fund them.

- Keep foot on the gas with Bishop Air Service launch, flight schedules and air partners
- Make sure air service is tight and ready to go cradle to grave (arrive to Bishop, transportation to Mammoth)
- Continue and enhance initiatives to attract business during mid-week and shoulder seasons
- Work harder on destination business (as this is critical to above). Emphasis on TX, IL, NY, FL
- Work to enhance partnership with Town of Mammoth Lakes especially as it relates to fundamental issues which impact our business community such as housing, guest behavior expectations, development

-More consistent collaboration with Town Council and Town Staff regarding deliverables

-Educating above on marketing efforts and being sure goals and strategies are understood and consistent with Town's

-Develop a better culture or partnership with Town Council and Town Staff. Move away from adversarial/defensive stance.

-Develop air service from Bishop

-MLT BOD needs to be more directly involved with constituents and with Town Councilmembers. Would like to see John articulate what he feels he needs from us in those areas. MLT should not be perceived by our community as the John Urdi show!

Outreach, outreach, outreach. I cannot stress enough. It is imperative that John and BOD do everything we can do to have open dialogue and understanding with the Town Council, Town Staff, business owners and the community. We all need to be working together.

- Diligent work to help hold the Council responsible for contract timeliness
- Work with a small group to begin to quantify funding and results
- Increase local spend of dollars to businesses

## **Mammoth Lakes Tourism – Director Review**

This evaluation is somewhat difficult for me as I am relatively new to the board and do not have a significant amount of interaction with the Director. Accordingly, it is very difficult to assess wins for the prior year.

My feedback on opportunities comes from my experience as a Marketing Director and managing and leading marketing executives. In line with our recent budget interaction with the Town, it was impossible to go back and tell them what wasn't going to happen if they cut our budget and could only resort to the contractual tenets of our arrangement. If we had been able to point to specific things that would have been cut and show the effects on specific outcomes, the discussion would have been more meaningful.

Additionally, I am somewhat surprised at the lack of relationship and neutral to lacking image that the Director has in the community at large, especially after 10+? years on the job. I do think that we need a strategy to try and reverse/improve that image.