

Mammoth Lakes Tourism – Director Review

Annual Performance Review of John Urdi, Executive Director, Mammoth Lakes Tourism For Fiscal Year Ending 6.30.2022

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

FINANCIAL MANAGEMENT

AVG/Range

4.7 4-5 ___ Town Contract – negotiates and secures base funding and deliverables

4.8 4-5 ___ Manage Monthly Reconciliation, Tracking and Reporting on Budget Debits/Credits
Budget reports/TOT and TBID reporting are always timely and thorough

4.7 4-5 ___ Use Funding to Drive Marketing Efforts, Minimize Overhead Costs: 60% + to Programs

BUSINESS RESULTS

4.7 4-5 ___ Increase Levels of Brand Awareness and Recognition

4.4 3-5 ___ Maximize Exposure and Earned Media through Aggressive Public Relation Efforts

I don't believe circumstances have allowed MLT to be aggressive recently. Those tides are turning now.

4.1 3-5 ___ Increase Awareness and Usage of Air Service while Minimizing Subsidy Costs

BIH and MMH can both use more awareness

5.0 5 ___ Increase TOT Receipts

Record year – great for local businesses and the Town

5.0 5 ___ Increase TBID Receipts

Excellent year. Going to be important for increased marketing efforts as peers increase their marketing budgets

4.3 3-5 ___ Create a State-of-the-Art Web/Interactive Platform

The website and trackable advertising ability/focus is impressive

4.7 4-5 ___ Develop and Execute an Aggressive and Effective Social Media Program

I get great feedback about MLT social!

MARKETING PLAN

4.7 4-5 ___ Create Marketing Plan and Secure Approval Prior to the Start of Each Fiscal Year

The marketing plan is always communicated well, even when focus needs to shift the education based like current years.

4.0 3-5 ___ Communicate Objectives, Strategies and Planned Programs Clearly to Key Constituencies

I think MLT does a lot of outreach, however more local focus/community education and support would help

4.6 4-5 ___ Execute the Planned Program well, and in a Timely Manner

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4.1 3-5 ___ Create Key Metrics for the Plan and Report These Metrics to the Board in a Timely Manner

ORGANIZATIONAL

4.1 3-5 ___ Create and Maintain Appropriate Staff with the Skills to Execute Key Responsibilities

I like that the current staff is lean yet focused

4.3 4-5 ___ Develop Staff through Timely and Consistent Goal Setting, Evaluation, Coaching and if Necessary, Correction

3.9 3-5 ___ Effective Team Building / Leadership/ Communication Skills

I get the sense there is room for improvement here

COMMUNITY / BUSINESS – OUTREACH & INTERACTION

3.9 3-5 ___ Town (Council, Manager, Staff)

Town relations continue to improve but we could always use more outreach

4.0 3-5 ___ Media / Public Awareness

I don't have the answer but we need to focus here

3.9 3-5 ___ County

4.6 4-5 ___ Community Organizations - (Lodging Assoc., Event Coalition, etc.)

I feel we are doing well here

Key Accomplishments Over the Past Fiscal Year

Comments:

John and the entire MLT team have done an incredible and efficient job of supporting Mammoth Lakes locally and internationally. Even through COVID challenges, he and his team have risen against adversity in the town, fires, blizzards, and other unforeseen effects. He has also done a solid job in partnering and bridging relationship with Town Council. Increases in TOT & TBID revenue is a direct correlation of the effective visitation and tourism that John and his marketing team drives. He is a direct, honest and caring leader, who has developed a solid team to help support him. We are lucky to have John as a leader in our community.

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Switching back and forth 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 their fore improve our guest

experience for years to come. Great work this year building a long lasting relationship with the town representative. Presenting the TBID extension opportunity and listening to the feedback from the community and adjusting to that feedback demonstrates a great partnership and balance of all the constituents.

Pivoted back to marketing message when needed while keeping stewardship message

Established air service at BIH while continuing scheduled charter service to MMH

Improved communication with Town Council

Downsized MLT Staff when it was deemed appropriate to create a stronger, more cohesive crew.

Took action re TBID renewal after listening to TBID constituents

Record TOT/TBID revenues despite fires, forest closures, drought

Increased the specificity of planned outcomes and measurables in the 2022 Plan

Closer working relationship and communication with the TOML through quarterly meetings

Raised Revenues Dramatically

The transition to the new airport in Bishop was vital and very well managed. Job very well done on this front. This is what should have happened 12 years ago instead of MMH opening up, no one could make it happen, but Mr. Urdi was able to make it happen. This was a massive undertaking and an incredible accomplishment. Working with Rob Patterson as the Town contact and having constant communication with Town Staff and Town Council is critical and a huge step in the right direction for our organization. It was Mr. Urdi who insisted that MLT Board and Town Council have a meeting once a quarter and that is working out extremely well. We did not have any issues with the budget this year, like we did last year. Mr. Urdi's continued support and involvement with the Mammoth Lakes Chamber of Commerce demonstrates his leadership and sustainable, forward thinking. Mr. Urdi knows that it is his job to get visitors here to Mammoth, and that the small business community needs to be strong to provide a great experience for those visitors when they get here. His support and involvement with the Chamber is helping to ensure that is happening in our community. The hiring of Brian Wright is massive for our organization. His new campaign is going to knock everyone's socks off! Mr. Urdi continues to hire and develop incredible staff for the organization. Also retaining key staff such as Lara Kaylor, Michael Vanderhurst and Dakota Snider for as long as we have, shows that Mr. Urdi is a great Director to work for. It is great to see Emily Bryant develop and be rewarded and promoted for her efforts and performance.

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Mr. Urdi's connections in the marketing industry are always impressive and incredibly beneficial for MLT. His involvement with Visit California is very beneficial for MLT. I have yet to see anyone put together a budget as detailed

and organized as Mr. Urdi. I completely trust Mr. Urdi managing the organizations funds. Town of Mammoth Lakes just achieved the largest sum of TOT collections for a fiscal year in its history. This is in large part due to the

performance of the MLT team and organization. This is an incredible achievement and allows the town to have the flexibility to tackle problems like affordable/available housing and allocate funds to provide more parking lots and restrooms and rebuild our roads and sidewalks to support our tourism economy.

Opportunities to Focus on During the Coming Year

Comments:

It would be helpful for John to spend more time individually with each board member. Building relationships with each member is key to bridging the community together. A more formalized onboarding for new board members would be beneficial as well. Additionally, it would be advantageous for John personally to connect with local businesses, so that he has more visibility and can build relationships with the locals --his team does a really nice job of being engaged and present in the community and with the locals.

1. Continue to ensure the transition of commercial air service from Mammoth to Bishop is a smooth one. Will need to focus on building the air lift into BIH by developing the appropriate approaches and certifying the airport for the E175.
2. Continue to provide the appropriate leadership to transition Director of Marketing role while continuing to develop the high performing team that has already been established.
3. Assist Town with tourism infrastructure development plan.
4. Continue to be flexible with strategies given Macro Pandemic environment.
5. 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.

Grow air service at both airports

Continue to educate and work with Town Council regarding mutual MLT/TOML goals

Continue to educate locals about the TBID and MLT's overall goals as it relates to locals' quality of life

Help Develop Event Center at Canyon Lodge

Increased community and workforce level outreach

Developing and publishing a community wide one-page "report card" for MLT

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Engaging Public to explain the value of MLT

We need to make sure we are keeping staff happy working for MLT. We have a great staff at MLT and we get constant feedback from the staff that they enjoy working for Mr. Urdi. The only issues all relate to HR. Mr. Urdi has been instructed to find an HR service that can assist as it should not be Mr. Urdi's job to be an HR expert. But Mr. Urdi

needs to realize and understand that MLT staff have different needs and concerns when it comes to health coverage, holidays, pay structure, etc. Mr. Urdi cannot assume that he is doing what is in the best interest of his staff if/when changes are made to compensation and benefits. Mr. Urdi has the best interest of the staff in mind, but discussions with staff members proved that Mr. Urdi did not have very good communication with staff members prior to making those compensation and benefits decisions. Mr. Urdi needs to provide options for staff members and allow them to choose the plans, deductibles, co-pays, etc and not determine and set those for the staff. The hiring of the new HR company should help in this endeavor.

Getting Bishop to year-round air service and adding another destination such as Salt Lake, Phoenix, or Dallas are long-term goals to continue to work on and pursue during the next year. A 10-year TBID renewal is of vital importance for the organization's funding and the success of the small business community in Mammoth.

Bringing the major organizations to the same table and working together with Town, USFS, Mammoth Resorts, Trail Systems, etc to put together a Destination Management Plan is an endeavor we need to continue to work towards.

We need to help the town re-brand certain things. For example, everyone calls the center of town The Ghetto. This is absurd. It is the furthest thing from a ghetto. It should be called Midtown, or something like that. We have the CRC coming online. This will be a major asset for the community. MLT can help, especially with events, to make sure the building is successful hosting events and programs.

MLT and Chamber need to continue to push for some beautification in this town. Why can Bishop line their main street with flowers every year and it looks fantastic, and we can't do that in Mammoth?

Continue to build relationships and work together with Town Staff and Town Council.

The Macro economy is very concerning. Mr. Urdi needs to stay educated and vigilant about what is happening to the national economy and understand what effect it will have on tourism and visitation and develop strategies to insulate our community from a potential recession on a national scale.