

Mammoth Lakes Tourism – Director Review

Annual Performance Review of John Urdi, Executive Director, Mammoth Lakes Tourism For Fiscal Year Ending 6.30.2023

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

FINANCIAL MANAGEMENT

AVG/ RANGE

- 4.3 5-3 ___ Town Contract – negotiates and secures base funding and
- 4.5 5-3 ___ Manage Monthly Reconciliation, Tracking and Reporting on Budget Debits/Credits
- 4.5 5-4 ___ Use Funding to Drive Marketing Efforts, Minimize Overhead Costs: 60% + to Programs
- 4.67 5-4 ___ Increase Levels of Brand Awareness and Recognition
- 4.17 5-3 ___ Maximize Exposure and Earned Media through Aggressive Public Relation Efforts
- 4.5 5-3 ___ Increase Awareness and Usage of Air Service while Minimizing Subsidy Costs
- 4.5 5-3 ___ Increase TOT Receipts
- 4.5 5-3 ___ Increase TBID Receipts
- 3.83 4-3 ___ Create a State-of-the-Art Web/Interactive Platform
- 4.33 5-3 ___ Develop and Execute an Aggressive and Effective Social Media Program

MARKETING PLAN

- 4.17 5-4 ___ Create Marketing Plan and Secure Approval Prior to the Start of Each Fiscal Year –
- 3.5 5-2 ___ Communicate Objectives, Strategies and Planned Programs Clearly to Key Constituencies
- 4.5 5-3 ___ Execute the Planned Program well, and in a Timely Manner
- 4.33 5-3 ___ Create Key Metrics for the Plan and Report These Metrics to the Board in a Timely Manner

ORGANIZATIONAL

- 4.17 5-3 ___ Create and Maintain Appropriate Staff with the Skills to Execute Key Responsibilities
- 3.83 5-3 ___ Develop Staff through Timely and Consistent Goal Setting, Evaluation, Coaching and if Necessary, Correction

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__3.67 5-3__ Effective Team Building / Leadership/ Communication Skills

COMMUNITY / BUSINESS – OUTREACH & INTERACTION

__3.33 5-2__ Town (Council, Manager, Staff)

__3.83 5-2__ Media / Public

__3.83 4-3__ County

__4.67 5-4__ Community Organizations - (Lodging Assoc., Event Coalition, etc.)

Key Accomplishments Over the Past Fiscal Year

Comments:

Establishing air Service at BIH

Nimbleness of the organization to pivot between stewardship messaging and traditional marketing

Snow and travel safety messaging

Adjustments with changing staff levels

Renewal of the TBID despite many obstacles

Renewal of the MLT contract with TOML despite many obstacles

Launch of “the real unreal” campaign

John persevered through a protracted and contentious TBID renewal this year which in reality is the entire enchilada. In addition, he renewed contracts with the town for measure A and other key items. He also led an effective goals setting and prioritization exercise with Town staff.

The job that John Urdi does is no easy feat. While it seems many want to point the finger at what he isn't doing, the real focus is what he IS doing and what he has done for our community by making visitors aware of how we can better serve Mammoth Lakes as a local and as a tourist.

- Set a record for TOT collections at \$29,492,325 compared to the previous record of \$26,668,528 (FY21-22) which is +\$2,823,797 and +10.6%
- Set a record for TBID collections at \$7,024,700 compared to the previous record of \$6,424,634 (FY21-22) which is +\$600,065 and +9.3%
- Renewed the MLT Measure A contract with TOML for 3-years
- Renewed the MLT lease for MLT office space with TOML for 3-years
- Created a new MLT TBID contract with TOML for the 5-years of the TBID 2023-2028
- Implemented Insperty as a third-party human resources and payroll company

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- Successful renewal of the Mammoth Lakes TBID for a five-year term 2023-2028
- Managed \$10,789,295 overall expense budget to within 1.61%
 - Actual spend of \$10,615,027 on \$10,789,295 budgeted for -\$174,268 or 98.39%
 - TBID Budget revenue surplus of +\$724,700 achieved and funds rolled into 2023-24 budget)
- General and Administrative costs kept to 11.93% (industry average +30% LY was 13.35%)
- Program expenses (marketing, sales, PR, and events) = 88.06% of total budget
- Attracted, secured, and contracted Spartan’s OCR World Championships to a five-year agreement to be hosted in Mammoth Lakes during shoulder season (October) each year beginning in 2023
- Managed communications messages during winter 2022-23 to reflect the massive winter, safety concerns, business disruptions and promoted for our guests to be patience, kind and considerate as we faced challenges
- Bishop air service was very successful achieving a 95.6% completion rate during a tough winter
- First year that MLT managed all contracts with airlines, subsidies, and local cost sharing agreements
- United air service had a subsidy cap of \$2.3m and our final subsidy came in at \$1.3m
 - Denver was up 39% in passengers YOY
 - San Francisco was up 24% in passengers YOY
- Scheduled Charter service into Mammoth Yosemite Airport was also very effective with all markets up substantially
 - Hawthorne was up 102% in passengers YOY
 - Carlsbad was up 29% in passengers YOY
 - Burbank was up 16% in passengers YOY
- Scheduled charter completion to MMH was 71% but jumped to 95% with the BIH diversion capability
- Developed successful 10-pack program with Advanced Airlines to help locals and drive revenues
- Overall air service was up 5,935 round trips from all markets representing nearly 3,000 individuals
- Worked to reduce the subsidy risk for BIH transportation from \$300,000 to a budget of \$200,000 for MAWS shuttle service for winter 2022-23 and actual cost was \$111,000 (no subsidy for 2023-24)
- Diversion transportation plan worked well this winter with Mammoth Taxi and MAWS for MMH when scheduled charters needed to divert to BIH due to inclement weather at MMH
- Secured air service agreement directly between MLT and United Airlines for summer 2023
- Secured Advanced Airlines Summer service from Hawthorne and Carlsbad for summer 2023
- Worked with TOML and Hot Creek Aviation to convert MMH terminal to scheduled charter for 22-23
- Launched the new and very well received “The Real UNREAL” campaign in October 2022 – for the first time FULLY integrating our stewardship message as our brand campaign and not just a message
- Supported local special events with a record \$300,000 in grant funding issued
- Realigned a few staff roles & responsibilities resulting in increased responsibilities and opportunities for existing team members while reducing organization headcount and increasing productivity
- Held regular meetings with TOML liaison Rob Patterson to increase communications between MLT and TOML which proved to be very helpful
- Developed multi-year deal with legendary skier Glen Plake to represent Mammoth Lakes
- Delivered all MLT planning calendar items on time (Financial audit, strategy/goals, deliverables, budget)
- Collaborated with other DMO’s, consultants and destinations on tourism challenges, TBID’s and other common strategic issues faced by destination organizations
- Managed legal relationship to fight all Main Street Taxpayer Association claims against MLT, TOML, TBID
- Worked with legal counsel to understand, communicate, and mitigate the new opinion form CDTFA regarding sales tax being charged on TBID assessment amounts.
- Member of the Visit California Snow Committee (Winter marketing advisory group for California)
- Member of the Visit California Brand and Marketing Committee
- Member of Visit California DMO CEO Advisory Council
- Member of California Travel Association Board of Directors (Advocacy agency of California tourism)
- Was elected to the Executive Committee of the California Travel Association

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- Member of the Mammoth Lakes Chamber of Commerce Board of Directors
- Member of the Mountain Travel Symposium Advisory Board of Directors

Financial Results

- FY 2022-23 TOT revenues came in at \$29,492,325 on a conservative TOML budget of \$16,000,000
 - Previous Three-Year Average
 - 2019-20 = \$15,974,248
 - 2020-21 = \$16,510,344
 - 2021-22 = \$26,668,528

3-Year average = \$19,717,706

\$29,492,325 - \$19,717,706 = +\$9,774,619 which is +49.5% to the three-year average

- FY 2022-23 TBID revenues came in at \$7,024,700 on a budget of \$6,300,000
 - Previous Three-Year Average
 - 2019-20 = \$4,349,704
 - 2020-21 = \$4,402,673
 - 2021-22 = \$6,424,634

3-Year average = \$5,059,004

\$7,024,700 - \$5,059,004 = +\$1,965,696 which is +39% to the three-year average

Opportunities to Focus on During the Coming Year

Comments:

Fill Event Coordinator position

Increase air service numbers

Make year 1 of OCRWC a success. focus on how to grow the event in coming years.

Continue to work with Town Staff and Council to try to align goals despite past difficulties

John needs to focus on items that only John can do. In other words, he needs to delegate administrative items to his team and rely on them to free up his time to create a better working environment with key constituents. Also, John and his team should publish an annual "TBID at Work" report to all residents to begin to build advocacy and clear up rumors and misunderstanding about TBID and the work that MLT does

- Would like to see a San Francisco marketing plan to drive awareness and create visitation that will be incremental to our area by filling the seats in the plane for both winter and summer.
- Continue to ensure the transition of commercial air service. We can be inclusive and create an official governance for all entities that will create transparency and trust. We are as usual at a crucial stage of developing air service and we need to focus on the future not the past.
- Assist the Mammoth Lakes town with a prioritized/suggested tourism infrastructure improvements.
- Continue the amazing ability to pivot from our plan when necessary.
- MLT needs to listen more and be less defensive of certain positions.
- Succession planning

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Leverage the OCR relationship to grow significantly in the second year.

Community outreach, business owner outreach, staff outreach, Council outreach – There can never be too much from John or our Board Members.