

destination
DCTM

ANNUAL

MARKETING & SALES PLAN

FY 2016



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A LETTER FROM THE PRESIDENT

Have you ever noticed the true sense of ownership we have about our experiences in Washington, DC? We use phrases like: This is my neighborhood. This is my favorite restaurant. This is my go-to spot for live music. Everything this great city has to offer is mine and yours, and that sense of owning unique DC experiences is what I hope resonates with locals and visitors alike in the upcoming fiscal year.

I encourage you to capture these only-in-DC moments on social media by tagging your photos and posts with #MyDCcool. This special hashtag is another layer that we've added to our continuing DC Cool marketing, now entering its third year. #MyDCcool allows everyone to own a great experience in DC, from a first time impression of the National Mall or a bike tour through Rock Creek Park to a lively event in an art gallery or an intimate dining experience at a neighborhood restaurant. Developing this type of user-generated content on social media not only depicts authentic experiences as they're happening; it also influences how people view Washington, DC and inspires travel to the District.

#MyDCcool is an initiative that we can all embrace. The Destination DC team uses the hashtag to highlight everything from the latest amazing art exhibit or restaurant opening to a beautiful sunset shot and fall foliage. Our members and followers on social media are starting to use it to reveal what they love about this great city.

In the busy year ahead, you'll see the impact of #MyDCcool come to life in our new advertising creative for the continuing DC Cool campaign and on a newly redesigned washington.org. We want every element of our marketing to highlight the real Washington, DC. We look forward to working with you to tell the story of my, your and our DC.

Sincerely,

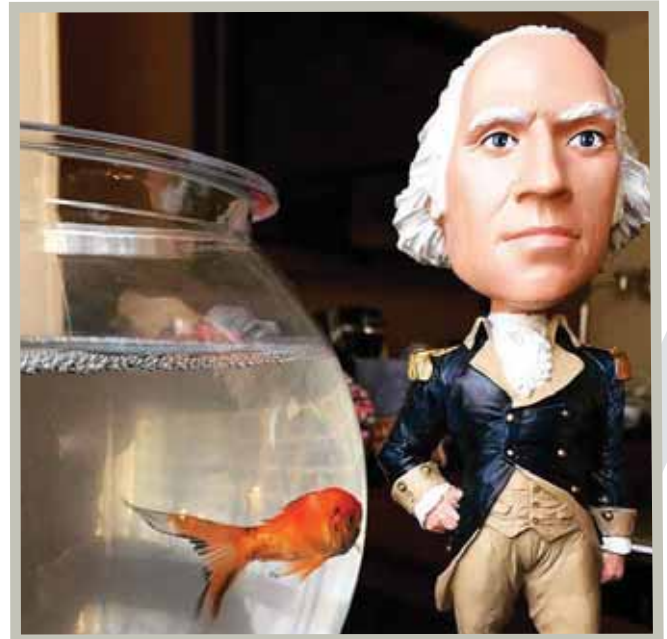
Elliott L. Ferguson II
President & CEO



#MyDCcool



@bridgetreganwrites



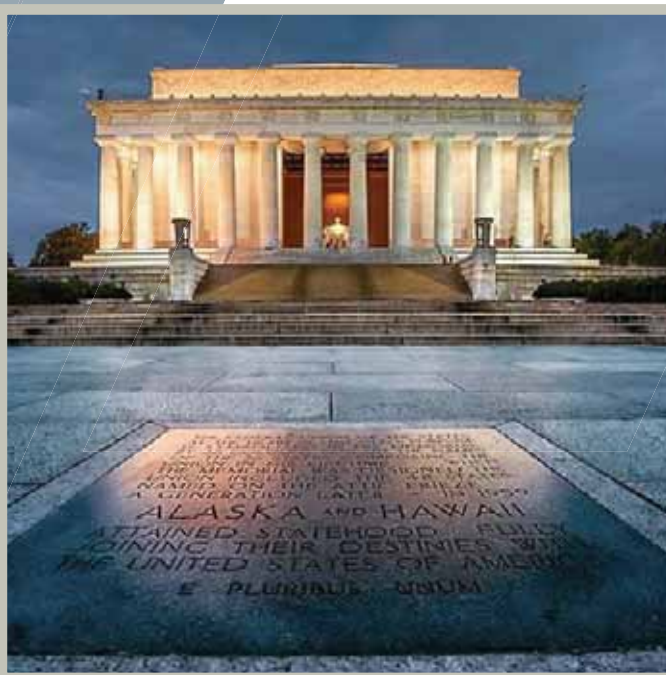
@danahfreeman



@brittmichele15



@phillipscollection



@frankiekenneth28



850+

MEMBER ORGANIZATIONS

\$6.8B

IN VISITOR SPENDING

\$725M

IN LOCAL TAXES

ABOUT DESTINATION DC

MISSION

As the official convention and tourism corporation for Washington, DC, Destination DC's mission is to promote the nation's capital as a premier destination for business, convention, trade show, meeting and leisure travel. In doing so, we aim to generate economic growth that creates new jobs and benefits the District's local community.

VISION

Destination DC will utilize its increasingly strong presence in the global marketplace to attract visitors from around the world to the nation's capital. Our goal is to position the local hospitality industry to become the number one generator of new jobs and economic development for Washington, DC through the continued development and execution of integrated marketing, communications and sales initiatives.

BUDGET

Destination DC's programs and operations are funded by a combination of hotel tax revenue, membership dues and sponsorships. The FY2016 working budget is estimated at \$20.8 million, up 6.1 percent over FY2015's budget of \$19.6 million. A total of \$4.5 million from the Government of the District of Columbia for additional marketing programs has been allocated for FY2016 and is included in the \$20.8 million overall budget.

STRATEGIC OBJECTIVES

The long-term success of Destination DC is contingent upon its ability to adapt to marketplace realities while staying focused on its mission and vision as a world-class destination. Destination DC works closely with Events DC and the Walter E. Washington Convention Center to market Washington, DC as a premier destination for meetings, conventions and special events while

promoting the story of the city's growth to attract more domestic and international visitors. The goal is to reinforce Destination DC's strong position in the global marketplace through its visionary leadership, institutional knowledge, marketing savvy and strategic alliances.

1. **Spread the Word:**

Increase positive awareness of and demand for Washington, DC as a visitor destination by crafting a comprehensive narrative around the nation's capital.

2. **Maintain Leadership:**

Continue to influence product development, redevelopment and infrastructure improvements that impact Destination DC's mission and the image of Washington, DC.

3. **Maximize Limited Resources:**

Creatively and efficiently utilize its annual budget and staff to achieve Destination DC's mission and vision. Metrics, monitoring and modifications will also be applied to measure effectiveness and suggest resource allocations. Ensure every program contributes to generating visitor spending in the city.

4. **Be Inclusive:**

Leverage the knowledge, initiatives and connections of all member organizations to market the city to expanding visitor markets; build relationships with groups that will support the DC tourism economy.

5. **Develop Advocates:**

Build community-wide support for tourism and Destination DC, particularly among residents and city government officials.

SITUATIONAL ANALYSIS

Washington, DC's hospitality industry has seen consistent performance over the past five years. With **\$9.5 billion** in developments currently under construction, there is a tremendous amount of relevant product for the marketing and sales teams to promote for leisure and convention travel.

Both domestic and international visitation exceeded previous years in 2014, leading to a record **\$6.8 billion** in visitor spending. Although only 9 percent of total visitation to the district, overseas visitors outspent their domestic counterparts by three times for each trip.

Major FY2016 priorities for Destination DC include:

- Continue attracting domestic and international convention business based on new and renovated hotel inventory, unique venues and dynamic DC experiences.
- Leverage the additional marketing allocation from the District government by promoting the DC Cool brand to help increase consumer awareness of Washington, DC and to inspire travel to the District.
- Develop an international marketing platform for hosting U.S. Travel Association's IPW 2017 in Washington, DC, beginning with strategic promotional efforts at IPW 2016 in New Orleans. IPW is the largest generator of international travel to the U.S.

IMPACT OF THE MARRIOTT MARQUIS WASHINGTON, DC

With a direct connection to the Walter E. Washington Convention Center, the opening of the Marriott Marquis Washington, DC in May 2014 changed the way Destination DC promotes meetings in the city. As a result of the new hotel inventory and seamless connection between the hotel and the convention center, the Convention Sales team has booked meetings for organizations such as American Educational Research Association that did not consider booking DC before the Marriott Marquis opened. The first year of the Marriott Marquis (May 2014-April 2015) showed the strength of the DC hotel market, as the increase in hotel supply (4.6 percent) was outpaced by the increase in hotel demand (6.4 percent). Occupancy was up 1.6 percent year over year, and revenue up 10.2 percent.

COMPETITIVE CITIES

Washington, DC is not only unique as a visitor destination, but as the nation's capital with no state support, the city is on its own when it comes to tourism marketing. Nearly every top U.S. destination that Washington, DC competes against leverages its own annual budget along with funding from the state level, which provides significant additional marketing support. In some competing cities, that creates a budget advantage that runs into the tens of millions of dollars.

\$9.5B

IN DEVELOPMENTS
CURRENTLY UNDER CONSTRUCTION

BUDGET STUDY

As Destination DC continues its mission of promoting tourism and visitor spending in the District, a leading research data company, Tourism Economics, conducted a study to help pinpoint the optimum budget for the organization. As a result of its research, Tourism Economics recommended a budget of \$31.2 million in 2015 dollars, an increase of \$11.6 million over the FY2015 budget. This budget was identified by comparing Destination DC's funding per hotel room in the District to DC's competitive cities. DC's rank, 18th out of 19 cities studied, highlighted the importance of additional budget to increase the District's competitiveness as a leisure and meeting destination.

2014 VISITATION SNAPSHOT

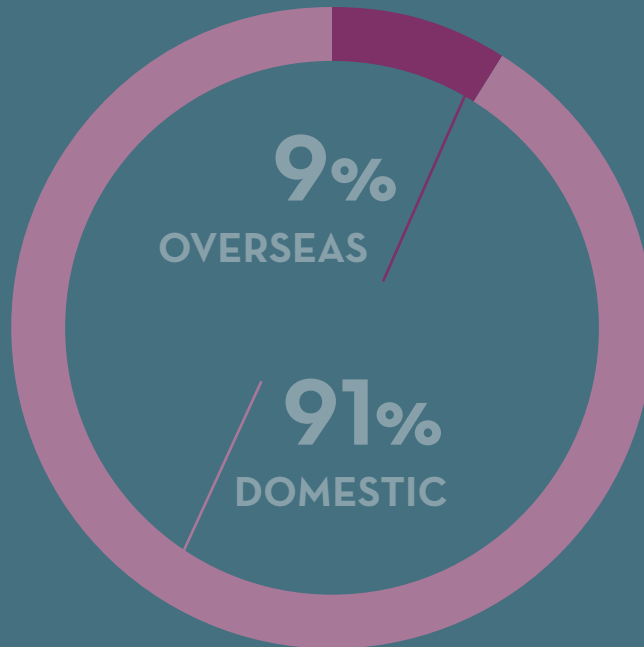
20.2M
TOTAL VISITORS IN 2014

Total visitation up **6.3%** over 2013.

Domestic visitation up **5.2%** over 2013 to **18.3M**.

Overseas accounted for **9%** of total visitation but **27%** of total spend.

Overseas visitation up **16%** over 2013 to **1.9M**.



Source: D.K. Shifflet & Associates; Travel Market Insights, National Travel & Tourism Office, U.S. Department of Commerce; IHS Global

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2014 VISITATION SNAPSHOT* *cont'd*

For four consecutive years, visitor spending in DC has surpassed \$6 billion (\$6.8 billion in 2014).

Overseas visitation up 16% to 1.9 million, a new record.

Visitor spending supported 74,570 jobs and \$3.86 billion in DC wages.

Visitors generated \$725 million in local taxes.

Without tax revenue provided by tourism, each household in DC would have to pay an additional \$2,468 per year to maintain current city tax receipts.

Average hotel occupancy in 2014: 76.9%, well above the national average of 64.4%.

In 2014, the city welcomed 18.3 million domestic visitors, a new record.

HOTEL OCCUPANCY IN THE DISTRICT OF COLUMBIA

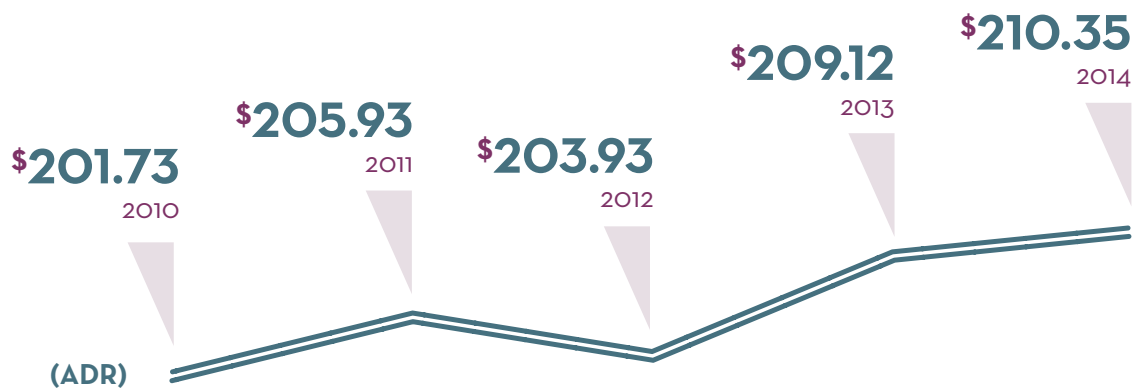


VISITATION & HOTEL PERFORMANCE CHARTS

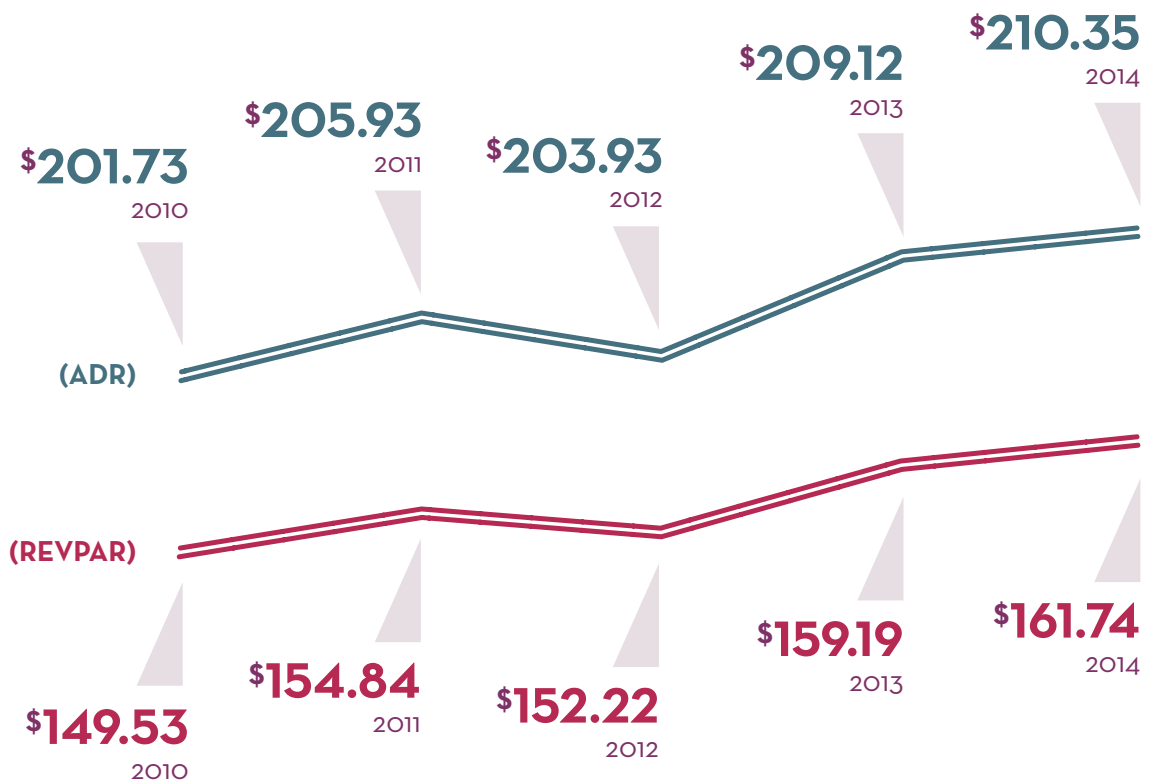
HOTEL PERFORMANCE:

Hotel revenues provide the bulk of travel and tourism tax receipts to the city. DC has significantly outperformed the national hotel occupancy rate in 2015 (August, YTD). The District has also outpaced year-to-date occupancy levels by 1.4 percent (October, YTD). In 2015 (October, YTD), revenue per available room increased to \$177 from \$169 in 2014.

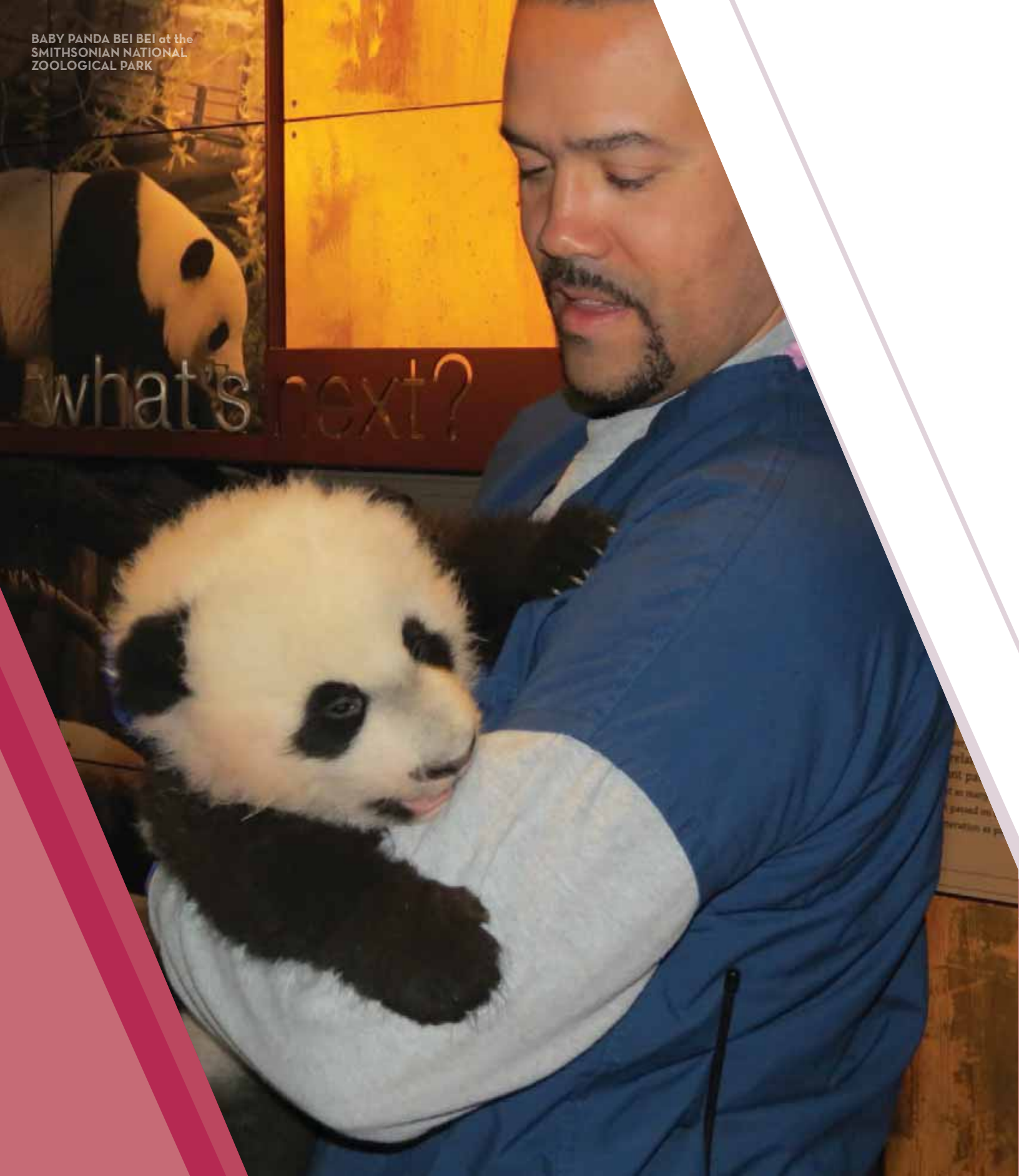
AVERAGE DAILY RATE



REVENUE PER AVAILABLE ROOM



Sources: D.K. Shifflet & Associates; Travel Market Insights; National Travel & Tourism Office, U.S. Department of Commerce; STR, Inc., IHS Global



* Photo credit: SMITHSONIAN NATIONAL ZOOLOGICAL PARK

TOURISM OPERATING BUDGETS AROUND THE U.S.

City	City Budget	State	State Budget
Atlanta	\$29,000,000	Georgia	\$6,648,583
Austin	\$17,000,000	Texas	\$43,361,910
Boston	\$12,200,000	Massachusetts	\$13,100,000
Chicago	\$30,203,000	Illinois	\$53,288,293
Denver	\$23,300,000	Colorado	\$ 17,000,000
Las Vegas	\$294,600,000	Nevada	\$14,780,843
Los Angeles	\$44,500,000	California	\$64,469,786
Miami	\$32,000,000	Florida	\$69,487,006
New Orleans	\$16,400,000	Louisiana	\$14,317,993
New York City	\$35,000,000	New York	\$30,709,688
Orlando	\$70,000,000	Florida	\$69,487,006
Philadelphia*	\$30,939,000	Pennsylvania	\$7,435,000
San Diego	\$35,900,000	California	\$64,469,786
San Francisco	\$36,000,000	California	\$64,469,786
Seattle	\$19,600,000	Washington	\$0 (disbanded in 2011)
Washington, DC	\$20,772,000	No state tourism budget applicable	

*Includes the budgets for Visit Philadelphia and PHLCVB.

Sources: Individual CVBs and U.S. Travel Association for state budgets

FEEDER MARKETS



PRIMARY DOMESTIC FEEDER CITIES

Washington, DC's leading target markets for domestic leisure and business travel continue to primarily exist in the Northeast Corridor. Recent research and budget opportunities led to Destination DC expanding its marketing reach to the West Coast.

Rank	Designated Market Area	Share of Visitors	Share of Spend
1	New York, NY	16.3%	15.7%
2	Boston, MA-NH	4.6%	4.3%
3	Philadelphia, PA	4.5%	3.8%
4	Chicago, IL	4.5%	4.8%
5	Atlanta, GA	4.3%	3.6%
6	Los Angeles, CA	3.9%	4.4%
7	San Francisco, CA	2.8%	3.3%
8	Detroit, MI	2.2%	2.0%
9	Dallas-Ft. Worth, TX	2.1%	2.2%
10	Baltimore, MD	1.9%	1.8%

Source: American Express Destination Travel Insights, Q2 2015



PRIMARY OVERSEAS FEEDER MARKETS

Washington, DC continues to be one of the top U.S. destinations for overseas visitors (which excludes Canada and Mexico), the 8th most visited in the United States. Overseas visitors account for approximately 9 percent of total visitors to DC, while their expenditures represent 27% of total visitor spending.

Rank	Country	Number of Arrivals
1	China	221,000
2	United Kingdom	183,000
3	Germany	130,000
4	France	117,000
5	Australia	86,000
6	India	80,000
7	South Korea	78,000
8	Brazil	77,000
9	Japan	75,000
10	Italy	63,000

CANADIAN VISITATION

Canada saw a 5.9 percent increase in visitation to Washington, DC in 2014 to 190,700, according to Statistics Canada. Ontario provides the largest number of visitors to DC out of all of the Canadian provinces, with nearly 50 percent of visitors coming from there in 2014. Those traveling for “holidays, leisure or recreation” increased 10 percent over 2014. There was also a 13.8 percent increase in “two adults” traveling together, while most of the other groups (those traveling alone, groups that included children or groups of three or more adults) were around the same or down a little bit year over year.

Data on visitors from Canada and Mexico is not collected by the U.S. Department of Commerce. The Canadian government collects their own data through Statistics Canada, but there is not an equivalent service from the Mexican government, so that data is not available for Washington, DC.

*Sources: Travel Market Insights, National Travel & Tourism Office, U.S. Department of Commerce
Overseas Markets: DC saw a 16% increase in visitors in 2014.*

WASHINGTON, DC



DECLARATION
OF INDEPENDENCE

240TH



BILL OF
RIGHTS

225TH



NATIONAL
PARK SERVICE

100TH

1791

1816

1776

L'ENFANT
PLAN FOR CITY

225TH



TUDOR
PLACE

200TH



PULITZER
PRIZE

100TH



ANNIVERSARIES


NATIONAL
GALLERY OF ART

75TH

1916


JOHN F.
KENNEDY CENTER FOR THE
PERFORMING ARTS

45TH

1956


THE
WASHINGTON
BALLET

40TH

1976

1941
WASHINGTON
NATIONAL OPERA

60TH



1971
NATIONAL AIR
AND SPACE MUSEUM

40TH



MARKETING & COMMUNICATIONS

Originally, inspired by the “American Cool” exhibit at the National Portrait Gallery, the DC Cool campaign kicked off in December 2013. Now entering its third year, DC Cool 2.0 will debut in spring FY2016 with new creative and a redesigned washington.org to better tell the story of the dynamic District of Columbia.

The Marketing and Communications Department leverages DC Cool through advertising, editorial, social media, web content and marketing materials that showcase the city’s diverse neighborhoods, iconic cultural institutions, hidden gems and latest hot spots. These work together to drive awareness and inspire overnight travel to the nation’s capital – ultimately impacting the District’s economy and creating jobs.

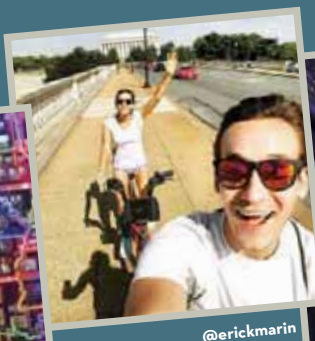
Named the “Top City to Visit in 2015” by *Lonely Planet*, there will be even more reasons to travel to DC in 2016. With significant milestones to celebrate, including the centennial of the National Park Service and the 75th anniversary of the National Gallery of Art, as well as new products to experience, from the Watergate Hotel opening to the debut of the Smithsonian National Museum of African American History and Culture, there are more reasons to visit the District than ever.

MARKETING TRENDS

Research shows that marketing to consumers on social media is key to engaging them authentically: 83 percent of people say they’re inspired by social networking. The next phase of DC Cool will further incorporate the personal experiences people have with our city, from inspiring scenery and sunset views to trendy restaurants and live jazz on U Street.

- **33%** of people say they reference social media for travel ideas and inspiration – more than online travel agencies or supplier websites (MMGY Global)
- **83%** say social networking, video or photo sites typically inspire them to start thinking about their personal or leisure trips (Ipsos)
- **48.1%** of Americans used social media for travel planning in the last 12 months (Destination Analysts)
- **43%** of millennials use the opinions of friends and relatives via social media for travel inspiration (Destination Analysts)
- **35%** of millennials have used Facebook posts to ask for recommendations and/or advice (Destination Analysts)

The **#MyDCcool** hashtag was introduced in September 2015 to emphasize the personal nature of travel and relatable user-generated content that captures authentic experiences throughout the city. The content marketing strategy will incorporate much of the campaign’s user-generated content and continue to deliver trip inspiration.



SOCIAL MEDIA ENGAGEMENT



FACEBOOK

(defined as likes, comments, shares or clicks)

- 490K total engagements
- Video proved highly engaging: 14.7K engagements for spring video



TWITTER

(defined as clicks, retweets, replies, follows and favorites)

- 168K total engagements
- Most engaging tweet of the year: live coverage of the Lincoln 150th tribute



INSTAGRAM

(defined as likes and comments)

- In Q4 of FY2015, grew from 9.9K followers to 13.5K followers
- FY2016 is the first full year measuring engagement on this channel

WEBSITE PERFORMANCE

New in FY2016, the Marketing Department will work with MMGY Global to undergo a complete website redesign on washington.org. The new site will encompass the content from microsite DCcool.com and its “insider” point of view, enhance mapping capabilities and incorporate user-generated content to create a comprehensive new site for leisure and business travelers.

WASHINGTON.ORG



WEBSITE PAGE VIEWS

23,828,471

WEBSITE UNIQUE VISITS

5,591,647

AVERAGE TIME ON SITE

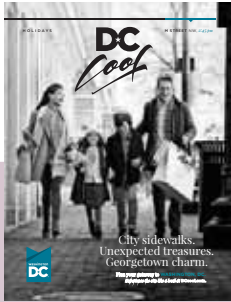
2:57

AVERAGE PAGES VIEWED

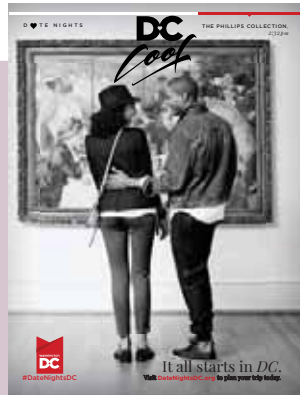
3.1

ADVERTISING CAMPAIGNS

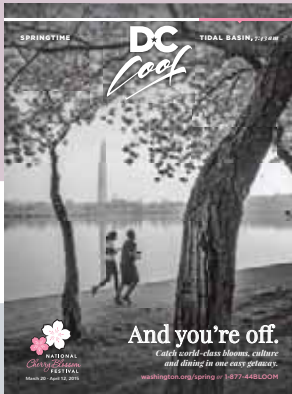
Refreshed brand guidelines in FY2016 will inform new advertising creative and all in-house marketing and sales collateral across channels including digital, print and video. MDB Communications continues as Destination DC's official media buying agency of record.



Winter Holidays
(Nov. - Dec. 2015)



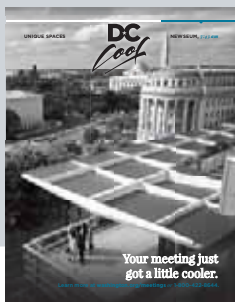
Date Nights DC
(Jan. - Feb. 2016)



Spring
(March - April 2016)



Summer
(May - Sept. 2016)



Convention Trade
(Throughout 2015)



LUXE DC

Luxe DC is a marketing program targeting the meeting incentive and affluent customers who are looking for one-of-a-kind, high-end experiences in the destination. When the program originally debuted in 2009, the focus was primarily on luxury hotels in DC. That will continue to be an important part of the platform, but Luxe DC will be extended to include the full luxury experience customers can have throughout the District.

Branding Washington, DC as a luxury destination and reaching the affluent customer audience is the goal for marketing Luxe DC in FY2016. A microsite, Luxe-DC.com, along with distinctly branded marketing collateral, promotions at specific luxury and meeting incentive trade shows and a full PR initiative will help promote DC's special luxury product.

ADVERTISING CO-OPS

- Spring Arts & Culture (March/April 2016)
- Summer Kickoff (May 2016)
- Convention Trade/Hotels (Aug. 2016)
- Convention Trade Meeting Venues (Sept. 2016)
- Fall Arts & Culture (Sept. 2016)

COMMUNICATIONS TRENDS

The Communications Department generates domestic and international media coverage to build awareness about Washington, DC. The team works with Destination DC's many members, partners and attractions to host journalists from around the globe and continually highlight new stories about the city and Destination DC's work.

Media relations complements the strategic marketing and communications messages used to promote Washington, DC as a world-class destination. In FY2016, creative pitches to earn editorial coverage will include:

- Visual itineraries created by the campaign to show the experiences people have in the city and reinforce compelling reasons to visit
- Significant anniversaries taking place in 2016, such as the centennial of the National Park Service and 75th anniversary of the National Gallery of Art
- Economic benefit of tourism
- High-profile developments and openings
- Tactics used to fill the city with meetings and conventions
- Impact of prominent sporting events in the nation's capital
- Efforts to attract the luxury travel market

NEW YORK MEDIA MISSION

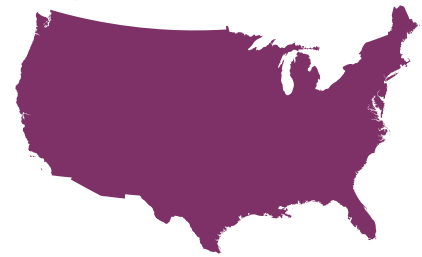
Every spring, the Communications Department creates an opportunity to meet with journalists based in the top media market in the world during its annual New York media mission. Destination DC brings its partners to DC's number one visitor market to pitch timely, relevant opportunities. From a cocktail reception to an intimate lunch, participants connect with influential journalists to showcase the best of the nation's capital.





DOMESTIC MEDIA

In FY2015, the communications team pitched, responded to hundreds of inquiries and hosted journalists from near and far, resulting in earned media coverage valued at more than \$55.8 million. The team strategically secured wire stories seen in hundreds of publications across the country, as well as coverage in top-tier publications, to reach this significant media value. Key events in the city were leveraged, such as the 150th anniversary of Abraham Lincoln's assassination. A record-breaking year for overseas visitation in 2014 led to an opportunity to show the economic impact of tourism and visitor spending. In addition, DC Cool continued to build awareness and inspire coverage showcasing the many ways to explore the city on and beyond the National Mall.



INTERNATIONAL MEDIA

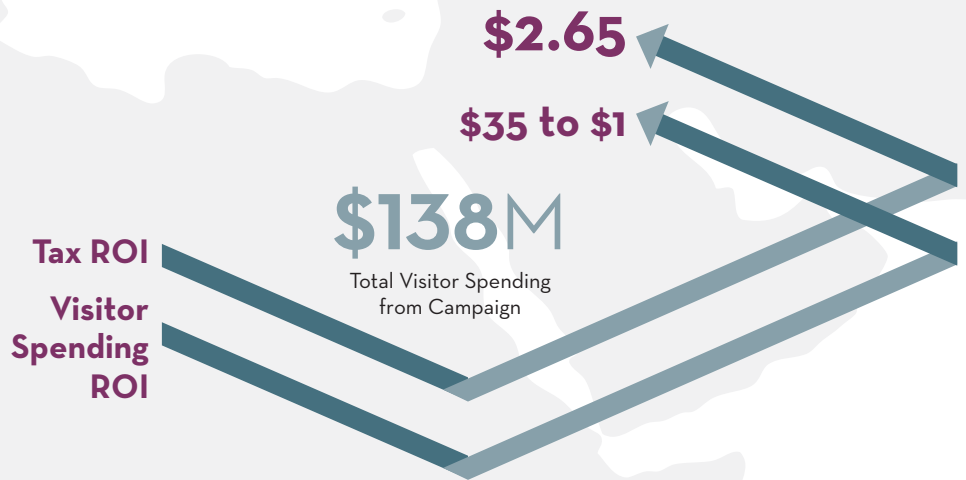
In FY2015, Destination DC traveled around the globe, completing sales and media missions in top markets to generate world-wide awareness of DC. Over the course of the year, the team hosted 91 international journalists from 15 countries. Work continues with Capital Region USA (CRUSA), a partnership with Maryland and Virginia, on media familiarization tours focused on everything from DC's global cuisine to sports, partnering with airlines on inaugural flights to the region as well as earning placements in prominent international publications. Earned media value reached approximately \$17.3 million in FY2015. The team will continue its efforts in China, DC's top overseas market, in FY2016. A visit to Beijing and Shanghai with DC Mayor Muriel Bowser in November 2015 was leveraged in part to promote the newly announced DC celebration of the Chinese New Year in February 2016. There are also trips scheduled for France, Germany, Brazil and Australia in 2016.

RETURN ON INVESTMENT

Since FY2013, Destination DC has conducted an annual ROI study to measure the impact of the additional marketing allocation from the city. The allocation increased to \$4 million in FY2015 (up from \$3 million in FY2013 and FY2014). FY2015 generated the largest visitor spending for a campaign that we have studied, with \$138.08 million. This translated to \$35 in visitor spending for every \$1 spent on the campaign. This visitor spending translated into \$2.65 in taxes to the District on visitor spending for every \$1 spent on the spring and summer campaigns in FY2015, the largest tax return on investment in the past three years. The advertising recall rate also increased, to 32.5 percent, a record for Destination DC.

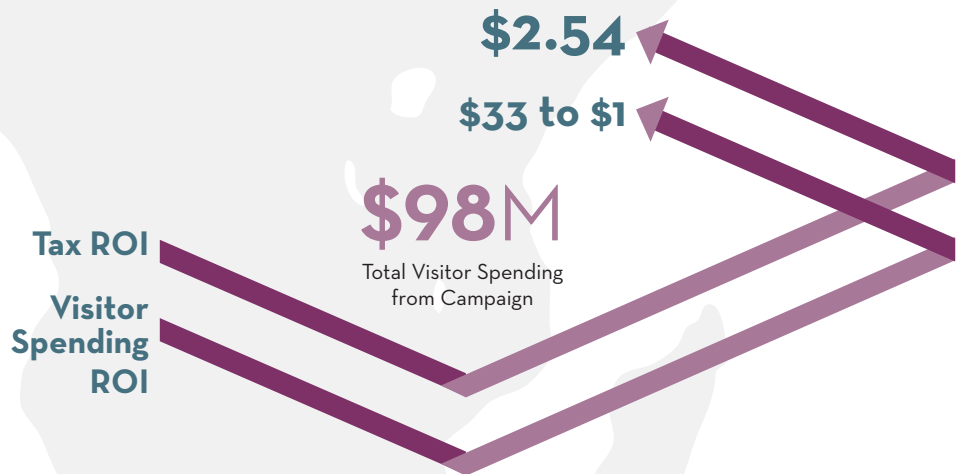
INVESTMENT IN FY2015

\$4M



INVESTMENT IN FY2014

\$3M



Source: Destination Analysts

CONVENTION SALES & SERVICES

The Convention Sales and Services Department works to fill the city with meetings and conventions, and its efforts are vital to driving both short-term and long-term economic impact for the city. By continually evaluating strategy and finding ways to sell DC differently, the department keeps a spotlight on our nation's capital as a world-class meetings destination.

Attracting business to the Walter E. Washington Convention Center is key to the hospitality industry's success. Destination DC works closely with Events DC, an essential collaboration, to leverage business opportunities.

In the coming months, Convention Sales and Services will focus on strategies to penetrate new markets, win short-term events and attract repeat business. With an innovative market research strategy and plans to increase community collaboration and build seamless site visits, the team will continue attracting top events and increasing demand for Washington, DC.

TRENDS

- Multi-year bookings
- Opportunity funds in other markets
- Booking windows shortening
- Mini-wides and short-term demand
- Customer accountability in terms of convention center and hotel contracts
- Hotels continue to drive rate

CHALLENGES

- Increase in convention centers, forcing a top-tier city like Washington, DC to compete with mid-tier cities on price and incentives
- Competing with new hotel inventory across the country
- Conservative hotel block estimates and delayed contract signing
- Hotels declining to participate in citywide blocks and being selective in citywide evaluation
- In-house bookings competing with citywide success
- Online travel agencies and Airbnb influencing citywide blocks

STRATEGY

- Work with partners to refresh community site visit program
- Focus on mini-wide and large in-house programming to drive short-term initiatives for 2016-2020
- Implement a market segment research strategy to provide customer intelligence and better target niche markets, such as the pharmaceutical industry
- Build compression by promoting cluster segments of the city
- Capitalize on local events

Rooftop view of the WASHINGTON MONUMENT from JW MARRIOTT WASHINGTON, DC





CONVENTION SALES & SERVICES

INTERNATIONAL CONVENTION SALES

Increasing international convention business is a key component of the sales strategy, and requires programs tailored to the specific needs of the international market. The International Convention Sales Department will focus on new market opportunities, strategic partnerships and third party champions to help sell the destination. Because international visitors tend to stay longer and spend more, these efforts are crucial to driving positive economic impact for Washington, DC.

TRENDS

- Conservative hotel blocks
- Using different metrics to evaluate business
- Incentive travel is on a growth path
- Co-location between international congresses and national associations
- Lead time is becoming shorter

CHALLENGES

- U.S. Visa entry restrictions
- Lucrative bid proposals from competing countries
- Continuous education of international groups
- Inbound direct flights
- Compliance and corporate travel approval
- Perception of destination

STRATEGY

- Grow strategic alliances with like-minded cities, including Brussels
- Continue to enrich the International Client Advisory Panel, leveraging advisor expertise to showcase Washington, DC to potential clients
- Enhance the Ambassador Circle, building a network of third party support of international efforts to grow business in specific industries
- Focus on markets with potential for growth, including corporate and global associations
- Promote Luxe DC to reach the incentive market
- Capitalize on emerging markets such as China and Latin America and continue focusing on core markets including Europe and Canada

CONVENTION SALES & SERVICES

CONVENTION SERVICES

After meetings and conventions are booked, the Convention Services Department is charged with ensuring an unforgettable experience in Washington, DC. With benefits such as housing services, exclusive offers for groups and a citywide welcome, Convention Services brings revenue for Destination DC and added value to the customer that can make the difference in attracting repeat business.

TRENDS

- Customers integrating registration with housing to capture more reservations
- Encouraging attendees to book online rather than use a call center to reduce costs
- Customers are looking for a housing revenue opportunity
- Online registration and RFP Submission
- Fewer CVBs handling registration in house
- Specialized market segment servicing (i.e. International & Sports)
- Planners looking for “voluntourism” opportunities for their attendees to give back
- OTAs and Airbnb influencing citywide blocks

CHALLENGES

- Continuous education for planners on how Destination DC can assist with all needs
- Planners recognizing services are available for meetings of all sizes
- Customers traveling with third party companies and not using Destination DC’s housing services
- Attendees booking outside room blocks which contribute to lower citywide pickup
- Meeting planners, specifically government, use fewer established staffing companies due to military or government benefits
- Community engagement

STRATEGY

- Diversify registration services to incorporate new and unconventional revenue streams
- Create repeat business by delivering world-class customer service, asking for feedback and conducting thank-you trips
- Ensure seamless service by refreshing the citywide welcome program
- Update the Show Your Badge program by expanding offerings beyond downtown and into the neighborhoods of DC
- Increase revenue for housing and registration by targeting annual groups and working with community partners for registration referrals
- Build process templates of working with District government agencies, such as the Hospitality Sector Manager with the Office of the Deputy Mayor for Planning & Economic Development
- Continue to work with the community, such as ensuring business improvement districts know how to best engage citywides and sharing résumé information with the Metropolitan Police Department and DC Taxicab Commission



CONVENTION SALES & SERVICES EVENTS AND PROGRAMS

Date	Event	Location
October 1-2	Indiana Sales Mission	Indianapolis, IN
October 13-15	IMEX America (35 Domestic/20 Intl)	Las Vegas, NV
October 21	Unique Spaces Familiarization Tour	Washington, DC
October 24-27	Show Visit - American Association of Blood Banks	Anaheim, CA
October 26-28	Georgia Sales Mission	Atlanta, GA
October 27	BizBash Live & Expo	New York, NY
October 29-30	Chicago Day Trip - American Bus Association	Chicago, IL
October 29 - Nov 1	2015 Les Dames d' Escoffier International Annual Conference	Charleston, SC
November 5-10	GMC PCMA Bowl-a-Thon & Annual Meeting/ Michigan Sales	Chicago, IL
November 9-11	Philadelphia Sales Mission	Philadelphia, PA
November 14-19	Financial & Insurance Conference Planners Annual	Atlantis, Bahamas
November 16-20	Colorado Sales Mission	Denver, CO
November 18-21	National Coalition of Black Meeting Planners	Newport Beach, CA
November 19	DMV Customer Event	Washington, DC
December 1	Biz Bash Plan-a-Thon	Washington, DC
December 1-3	International Association of Exhibitions and Events Expo	Baltimore, MD
December 2-4	Florida Sales Mission	Miami, FL
December 4	PCMA Holiday Event in Philadelphia	Philadelphia, PA
December 9-11	California Sales Mission	San Diego, CA
December 13-16	Holiday Showcase	Chicago, IL
December 16	Local Client Event	Washington, DC
January 5-9	Religious Conference Management Association	San Diego, CA
January 8-13	Event Service Professionals Association & PCMA	Vancouver, BC
January 10-13	PCMA Convening Leaders	Vancouver, BC
January 10-13	PCMA Reception at Annual	Vancouver, BC
January 17-19	Marriott Diversity Conference	Atlanta, GA
January 27-29	New York Sales Mission	New York, NY
February	Microsoft Visit	Seattle, WA
February 1-5	Texas Sales Mission	Austin/Houston, TX
February 8-10	Tennessee Sales Mission	Nashville/Memphis, TN
February 10-12	World Congress Global Pharma and Medical Meetings Summit	Philadelphia, PA
February 11-12	North Carolina Sales Mission	Raleigh/Charlotte, NC
February 16-19	Florida Sales Mission	Jacksonville/Orlando/Sarasota, FL
February 18-20	MPI Northern California Chapter Annual Expo	San Francisco, CA
February 24-25	Chicago Client Event	Chicago, IL
February 29	Local Client Event	Washington, DC
March	PCMA Mix-N-Bowl	Bethesda, MD
March 1	Local Client Event	Washington, DC

Date	Event	Location
March 3-4	Illinois Sales Mission	Chicago, IL
March 5-9	Conference Direct Annual Partner Meeting	San Antonio, TX
March 8-9	Missouri Sales Mission	Kansas City/St. Louis, MO
March 13-17	Show Visit - Society of Toxicology	New Orleans, LA
March 16-18	Denver / Meetings Industry Council	Denver, CO
March 20-23	CBI Pharma Forum	New York, NY
March 23-25	Chicago Sales Mission	Chicago, IL
March 28 - Apr 1	Christian Meetings & Conventions Association	TBD
April	National Cherry Blossom Festival Event	Washington, DC
April/May	Association of Meeting Professionals Gold Tournament	Waldorf, MD
April 1	Northern Virginia Corporate Sales Mission	TBD
April 4-6	Operation Cherry Pie	Washington, DC
April 4-7	Simpleview Summit	Tucson, AZ
April 5-8	California Sales Mission	San Francisco/Sacramento, CA
April 12-14	Spring Access DC Cool - New York City	New York, NY
April 13	New York VIP Dinner - Personal Invite from Elliott	New York, NY
April 13-15	Client Event in Indianapolis	Indianapolis, IN
April 13-15	Missouri Sales Mission/Dest. Celebration	Kansas City, MO
April 16	Nationals Family Friendly Event	Washington, DC
April 19-22	Chicago Client Event	Chicago, IL
April 19-26	IMEX Frankfurt	Frankfurt, Germany
April 27-29	Texas Sales Mission	Dallas, TX
May	Passport DC Event	Washington, DC
May	Trade Show Executive Fastest 50	Las Vegas, NV
May 4-6	Kentucky Sales Mission	Louisville/Lexington, KY
May 9-12	CDX	Newport Beach, CA
May 10-13	Texas Sales Mission	Houston/Dallas, TX
May 13-18	Show Visit - American Thoracic Society	San Francisco, CA
May 16-19	Illinois Sales Mission	Chicago, IL
May 17-21	Society of Government Meeting Professionals National Education Conference	San Diego, CA
May 18-20	Atlanta Sales Mission	Atlanta, GA
May 21-23	Labor of Love	Atlantic City, NJ
May 23-25	Minnesota Sales Mission	Minneapolis, MN
May 23-26	Strategic Account Management Association Conference	Chicago, IL
May 25	New York Chapter ASAE Annual Meeting	New York, NY
May 25-27	California Sales Mission - Pharma	San Francisco, CA
May 25-28	C2 Conference	Montréal, Quebec
June	Association Forum Honors Gala	Chicago, IL
June	Cvent Connect	TBD
June	Ravinia Summer Event	Chicago, IL
June	Show Visit	TBD
June 2-3	Chicago Day Trip - ABA	Chicago, IL

Date	Event	Location
June 2-5	PCMA Partner Summit	Braselton, GA
June 8-10	HelmsBriscoe Annual Business Conference 2016	Phoenix, AZ
June 9	DMV Client Event	Washington, DC
June 11-14	Meeting Professionals Internationals - World Education Congress	Atlantic City, NJ
June 16-20	Show Visit - American Society for Microbiology	Boston, MA
June 20	DMV Client Summer Mani/Pedi	Washington, DC
June 26-29	PCMA Education Conference	St. Louis, MO
July	JazzFest Event	Washington, DC
July	Brew at the Zoo Event	Washington, DC
July 11-13	Illinois Sales Mission	Chicago, IL
July 11-15	Chicago Sales Mission - Pharma	Chicago, IL
July 12-13	Texas Sales Mission	Dallas/Austin, TX
July 16-24	CitiOpen Event	Washington, DC
July 17-19	Corporate Executive Marketing Association Summit	TBD
July 20	New York Sales Mission	New York, NY
July 20-22	Boston Corp - Assoc Sales Mission	Boston, MA
July 20-22	West Coast Sales Mission	Seattle, WA/Portland, OR
July 26-28	Council of Engineering and Scientific Society Executives	Omaha, NE
July 27	Small Meetings Hotel Familiarization Tour	Washington, DC
July 27-29	Wisconsin Sales Mission	Milwaukee, WI
August	Certified Meeting Professional Conclave	TBD
August	Maritz Collaborative	TBD
August	Freeman Charity Golf Classic	Ft Washington, MD
August 1-4	Destination Marketing Association International	Minneapolis, MN
August 3-5	Florida Sales Mission	Tampa, FL
August 11	Wisconsin Sales Mission	Madison, WI
August 9-11	Society of Independent Show Organizers Leadership Conference	Cleveland, OH
August 9-11	Summer Access DC Cool: NYC	New York, NY
August 8-12	California Sales Mission	San Diego/Temecula, CA
August 14-16	Healthcare Convention & Exhibitors Association Conference	TBD
August 17	Chicago Sales Mission	Chicago, IL
August 24-26	Financial & Insurance Conference Planners Regional	Boston, MA
August 25-27	Collaborate Marketplace	Grapevine, TX
August 25-27	Connect MarketPlace / Association	Grapevine, TX
August 27	Union Client Event	Washington, DC
September	Center for Exhibition Industry Research Annual Golf Tournament	Fairfax, VA
September 6-8	Hotel Data Conference	TBD
September 7-9	New York Corporate Association Sales Mission	New York, NY
September 9-10	Flex Mission	TBD
September 12	Local Client Event	Washington, DC
September 14-17	Hospitality Performance Network Global Partner Conference	Los Cabos, Mexico



IMEX Frankfurt 2015

USA
DiscoverAmerica.com

washing

DC

DC

KIMPTON
hotels & restaurants

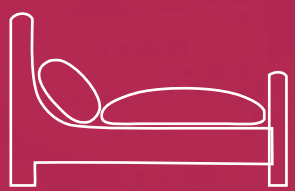


THE WHARF



\$9.5 BILLION

Sum of major developments currently under construction



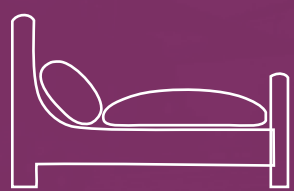
24

Number of new hotels in 2015 and beyond



2,169

Number of daily flights to and from Washington, DC (Dulles, Reagan and BWI)



5,082

Number of new hotel rooms in 2015 and beyond



100+

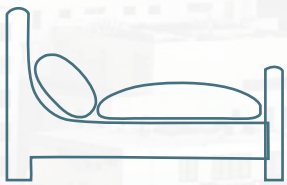
Number of FREE (and nearly free) things to do on washington.org





RANKED #1

City to visit in the world in 2015
by Lonely Planet



6,570

Number of rooms within
one mile of the Walter E.
Washington Convention Center



2,144

Number of dining locations

Sources: Washington, DC
Economic Partnership;
Lodging Econometrics;
Metropolitan Washington
Airports Authority;
Maryland Aviation
Administration; National
Restaurant Association



30,000+

Number of hotel rooms in DC



58

Number of museums
and art galleries



LE DIPLOMATE

TOURISM & VISITOR SERVICES

Visitation to DC has been on an upward swing, reaching record-breaking numbers for the past five consecutive years. The Tourism and Visitor Services Department works to fill our city with large groups and individual international and domestic visitors. When you spot a troupe of people speaking another language or throngs of young athletes in town for a game, it's likely the tourism team played a role.

Leisure travel accounts for more than half of all visitation to Washington, DC, and creates complementary business to the conventions and meetings booked throughout the year. Tourism and Visitor Services works with tour and receptive operators and sporting event planners to impact annual visitation in need and off-peak periods by promoting exciting experiences in the nation's capital.

INTERNATIONAL MARKET TRENDS

In 2014, Washington, DC enjoyed a 16 percent increase in overseas visitation, the largest in its history. Primary markets for Washington, DC see an average of 1-5 percent growth annually. With a growth of 91 percent over the past three years, China has become DC's number one international market. With the District government's focus on tourism and business development with China, as well as Destination DC's work with Air China, additional resources will continue to be focused on this market. Washington, DC's primary international markets are:

- China
- France
- Germany
- United Kingdom

Destination DC continues to work with the Metropolitan Washington Airports Authority (MWAA) to create direct flights to emerging markets. India, a market on the rise, had an increase in visitation of 40 percent in one year and is now Destination DC's 6th largest market. Emerging markets also include:

- India
- Australia
- Brazil
- United Arab Emirates (UAE)

INTERNATIONAL STRATEGY

- Increase demand for visitation to Washington, DC across all markets and increase length of stay
- Work with MWAA to support direct non-stop air service from all international markets
- Utilize Capital Region USA (CRUSA) to target visitors from primary and emerging markets and promote extended stays in the region with partners Maryland, Virginia and MWAA
- Collaborate with key cities such as New York, Boston and Philadelphia to create new East Coast themed itineraries
- Maximize partnership with Brand USA to execute international, direct-to-consumer promotions, including marketing strategy for China
- Develop and execute a strategy plan extending to the Asian and Indian markets
- Promote the Luxe DC program to affluent travelers
- Create and execute a comprehensive education group tour program to attract groups for parent school visits, seasonal camps and corporate education exchange
- Develop a plan to execute the most successful of U.S. Travel Association's IPW events in 2017
- Identify a more in-depth research method to expand and track international travel data
- Create and host key familiarization (FAM) tours and training seminars



GLOBAL MARKETPLACE at the RONALD REAGAN BUILDING AND INTERNATIONAL TRADE CENTER



NATIONAL WORLD WAR II MEMORIAL

ATLANTIC

PACIFIC

TOURISM & VISITOR SERVICES

DOMESTIC MARKET TRENDS

The domestic focus is centered on creating additional overnight bookings, increasing group tour business and driving groups to DC hotels. The tourism team focuses on the following target markets:

- Motorcoach tour operators
- Student youth
- Adult: American Automobile Association (AAA), Canadian Automobile Association (CAA)
- Family
- LGBT
- Medical tourism: patient and educators

DOMESTIC STRATEGY

- Build “only-in-DC” experiences to drive more group tour business into DC hotels and increase length of stay
- Increase consumer direct promotions in Canada to capture summer and holiday travel
- Grow number of groups from AAA and CAA programs by executing direct-to-consumer programs for need periods
- Strengthen relationships with local colleges and universities to showcase Washington, DC as a robust student performance destination
- Increase marketing and sales efforts throughout all markets
- Strengthen partnership with group tour associations and DC affiliate organizations to create synergies and share best practices
- Work with local hospitals and the Deputy Mayor of Planning and Economic Development to develop and execute a Medical Tourism strategy, positioning DC as a premier destination for advanced medical procedures.

SPORTS

Fans know that Washington, DC has become a true sports town, from exciting star-power on its professional teams to consistently attracting top national collegiate conference tournaments and thriving youth athletic events. Destination DC continues to work with Events DC and other key

stakeholders on the Sports DC Strategy Group to position the city as a premier sports destination. The group will focus on initiatives including increasing international and domestic sporting events from the LGBT market and securing annual citywide sporting events to drive room nights. Thousands of fans will have even more thrilling games to cheer for, and the city will benefit from the significant economic impact of sports.

U.S. TRAVEL ASSOCIATION'S IPW: JUNE 3-7, 2017

The largest annual international trade show for people who book travel to the United States is quickly approaching, and Destination DC is focused on maximizing its opportunity to host the event in the nation's capital for the first time. IPW is expected to inspire approximately 1 million new international visitors and \$1 billion in increased visitor spending within three years of the DC event. Destination DC is working closely with local government, regional partners and to secure three-year sponsorship agreements, raising funds that the city will match. The event will highlight DC as a world-class destination, showcasing the city to the global travel industry and directly supporting the local economy.

VISITOR SERVICES

The friendly, knowledgeable Visitor Services Department is the ultimate resource for visitors to DC. The department provides outstanding customer service via email and phone, and operates three toll free visitor hotline numbers. As the demand for printed materials has declined due to the strength of washington.org and electronic access, the department continues to develop its relationships with hubs to the city including airports, colleges and universities and member hotels to ensure visitors receive official tourism information. The team distributes domestic and international maps and 850,000 copies of the Official Visitors Guide to out-of-market and in-market visitors annually.

TOURISM SALES EVENTS AND PROGRAMS

Dates	Event	Location
October 5-7	Mexico Sales Blitz	Mexico City
November 2-6	Chile/Columbia Sales Mission w/ Copa Airlines	Santiago/Medellin
November 2-9	Taipei 2016 and Taiwan Sales Calls	Taipei
November 9-11	China Sales Mission w/ Air China & DC Govt.	Beijing/Shanghai
November 30 - December 4	Japan/Korea Sales Mission	Tokyo/Osaka/Seoul
December 8-11	NYC Pre-Holidays Sales Blitz	New York, NY
January 9	American Bus Association (ABA) Marketplace Dine Around	Louisville, KY
January, 26-29	Continental Europe Sales Mission	Milan/Brussels/United top cities
February 1	National Tour Association VIP Dinner	Atlanta, GA
February 15-19	Peru/Argentina Sales Mission	Lima/Buenos Aires
February 22-26	California Sales Mission	Los Angeles/San Francisco, CA
February TBD	Ask Me About DC	Washington, DC
March 1-6	Scandinavia Sales Blitz + Swanson's Consumer Show	Nordic countries
March 7-11	Canada Sales Mission	Toronto/Montreal
March 7-11	Spain/Portugal Sales Blitz w/ United Airlines	Barcelona/Madrid/Lisbon
March 9-13	Big Ten Men's Basketball Championship	Indianapolis IN
March 14-16	NYC Sales Mission - Joint team	New York, NY
March 28-April 1	China Sales Mission (Air China/CRUSA)	TBD
April 11-15	UK and Ireland Sales Mission	Dublin, Cork, London, Manchester
April 25-28	Arabian Travel Market + Dubai Event	Dubai, UAE
April/May TBD	DC Loves Buses Day	Washington, DC
May 2-6	India Mission w/ Ethiad Airways	India
May TBD	Brazil Sales Mission w/ CRUSA	TBD, Brazil
June 8-12	Northeast Sales Mission	Boston/RI/Other
June 18-22	IPW 2016	New Orleans, LA
July 18-23	Australia and New Zealand Sales and Media Mission	Sydney/Melbourne/Brisbane/Auckland
August TBD	Student Youth Travel Association Conference Dine Around	TBD
September TBD	Global Marketplace 2016	Washington, DC
September 7-11	Texas Sales Mission	Dallas/San Antonio



PARTNERSHIPS & ALLIANCES

Networking, education and exclusive opportunities to generate business are just a few ways the Partnerships and Alliances team supports Destination DC's membership of nearly 850 local businesses.

The team continuously engages members providing resources, information and access to help them grow their businesses. Thoughtful forums featuring industry experts help members refine business tactics and strategies. At dynamic social and networking events, members discover ways to collaborate among a vibrant peer group of travel and hospitality industry professionals. Targeted events hosted by Destination DC's leadership help members leverage industry trends and understand how to apply them to achieve meaningful results.

The role of the department is to grow non-hotel tax revenue from members, sponsors and other innovative partnerships to support our organization's mission. In FY2015, the team generated \$2.47 million in cash revenue and \$1.6 million of in-kind revenue through these relationships, reaching 100 percent of its cash goal and exceeding the in-kind goal by 130 percent.

MEMBERSHIP STRATEGY

- Increase revenue by attracting new members
- Provide comprehensive account management to increase member retention, payment of dues and ensure customer satisfaction
- Conduct educational, social and networking events for members and partners (including monthly forums, business exchanges and experience DC events) on relevant industry topics
- Continue providing comprehensive benefits, including information, resources and opportunities to help member businesses flourish

SIGNATURE PARTNER STRATEGY

Corporate partners contribute to Destination DC's revenue. The Partnerships and Alliances Department works to secure signature partners, and will focus efforts to:

- Develop and execute programs tailored to partners based on available marketing channels and custom opportunities
- Increase sponsorship revenue via new and existing corporate relationships
- Provide access to exclusive assets within the city
- Work with partners to create a marketing message tailored to their vision that highlights the city

SIGNATURE PARTNERS

American Airlines
American Express
Amtrak
Big Bus Tours, Washington DC
Citi Open
Cultural Tourism DC
DC Jazz Festival
DC United
Events DC
Hargrove
Metropolitan Washington Airports Authority
National Cherry Blossom Festival
Quicken Loans National/Tiger Woods Foundation
Taste of DC
Trust for the National Mall
United Airlines
Washington International Horse Show
Washington Nationals



MARKETING OUTLOOK MEETING at the MARRIOTT MARQUIS



PARTNERSHIPS & ALLIANCES

AMERICAN EXPERIENCE FOUNDATION

The American Experience Foundation (AEF) is Destination DC's affiliated 501(c)(3) public charity. AEF develops national programs promoting education about the arts, culture, American democracy and the unique heritage of Washington, DC. Every year, AEF provides all-expenses paid field trips for students from low-income areas around the United States and for local DC classrooms. In addition, the foundation provides scholarships for excellent, qualified DC high school students seeking continued education in the hospitality industry. In FY2016, Destination DC will focus on growing AEF's programming and raising necessary funds to support this important initiative.

ANNUAL 4TH OF JULY EVENT

The 4th of July celebration takes place at an exclusive venue overlooking the National Mall in Washington, DC to generate support and awareness for AEF. The event is an opportunity to:

- Brand Washington, DC as the destination for a signature American experience on Independence Day
- Generate funds to support AEF youth education programs
- Create brand awareness for AEF, Destination DC and its partners

PARTNERSHIPS & ALLIANCES EVENTS

Program	Event Description	Frequency
Monthly Forum	Breakfast, networking and presentation. 150-200 attendees	Monthly
Member Power Hour	Industry happy hour with networking. 150-200 attendees	Quarterly
Eggs with Elliott	Intimate gathering for 20-30 members and Destination DC leadership including President and CEO Elliott Ferguson to discuss trends and share insights	Quarterly
Business Exchange	Active, social event (tour, sporting activity, show) for members to share a unique DC experience	Quarterly
Marketing Outlook Meeting	Destination DC leadership, stakeholders and members join to focus on industry trends and forecasts	Annually
Show Your Badge	Promoted to all Washington, DC meetings and conventions; featured on Washington.org/ShowYourBadge	Ongoing



ALBERT EINSTEIN MEMORIAL

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