

January 31, 2019

Elliott Ferguson  
President & CEO  
Destination DC  
901 7<sup>th</sup> Street, NW  
Suite 400  
Washington, DC 20009

Dear Mr. Ferguson:

I wanted to formally invite you to attend the Committee's Friday, March 1, 2019 public oversight hearing on the FY 2018 and FY 2019 performance of Destination DC. The hearing is scheduled to commence at 10:00 a.m. in Room 123 of the John A. Wilson Building. In addition to your attendance at the hearing, I would like to request that the Chairman of the Board of Directors of Destination DC attend as well, and I would also welcome any other board members to attend.

I have some questions in advance of the hearing (attached) and I would appreciate having your responses by *10:00 a.m., Wednesday, February 27, 2019* so we may circulate them to the members of the Committee. Please provide six (6) hard copies as well as an electronic version of your responses. Please also provide an electronic version that is suitable for posting on the Council website.

Thank you for your attention to this matter, and I very much look forward to your testimony as always. Please contact me, or Ruth Werner on my staff at 202-724-8058, should you or your staff have any questions.

Sincerely,

Jack Evans, Chairman  
Committee on Finance and Revenue

cc: Nizam Ali

Enclosures

# **FY2018 and FY 2019 Oversight Questions**

## **Destination DC**

- 1. Please provide a list of the Destination DC's current board members and executive board. (For each member, please provide the following:**

- Name;
- Seat type;
- Whether the member is a District resident;
- Whether the member is also a member of the executive board;
- When the member's term started and expires; and
- Attendance record for calendar year 2018 and 2019 to date.

Attached A

- 2. Please provide a list of the board's meeting dates, times, and locations for FY 2018 and FY 2019.**

FY2018

- 1) December 13, 2017: Ronald Reagan Building for International Trade and Development
- 2) March 29, 2018: Smithsonian American History Museum.
- 3) May 31, 2018: Ronald Reagan Building for International Trade and Development
- 4) September 27, 2018: AIPAC

FY2019

- 1) December 12, 2018: Embassy Suites by Hilton

Future Dates:

- 1) March 29, 2019
- 2) May 30, 2019
- 3) September 26, 2019

All meetings commence at 10am.

- 3. Please provide a list of Destination DC's members and signature partners. Please provide a copy of the Member events calendar for FY 2017 and FY 2018. How many members are located in Washington, DC?**

Attached. B

- 4. Please provide an organizational chart and current Schedule A or its equivalent. Please provide name, title or position description, position status, and salary and benefit information for each employee. Please also include a complete, up-to-date organizational chart for each division within the agency (if applicable) and an explanation of the roles and responsibilities for each division and subdivision.**

- Please include a list of the employees (name and title) for each subdivision and the number of vacant positions.
- Please provide a narrative explanation of any organizational changes made during the previous year.
- Please provide a complete, up-to-date position listing for your agency, which includes the following information:
  - Title of position;
  - Name of employee or statement that the position is vacant, unfunded, or proposed;
  - Date employee began in position;
  - Salary and fringe benefits, including the specific grade, series, and step of position; and
  - Job status (continuing/term/temporary/contract).

*Please list this information by program and activity. (attached in separate folder but it has been submitted)*

**5. Please provide the following:**

- A list of all vehicles (year, make, model) owned, leased or otherwise used by the agency and to whom the vehicle is assigned. Please include lease amount (if applicable) and date the lease expires;
- A list of employee bonuses or special award pay granted in FY 2018 and FY 2019, to date;
- A list of travel expenses, arranged by employee; and
- A list of total overtime and workman’s compensation payments paid in FY 2018 and FY 2019, to date.

Attached C

**6. Please provide budget information showing your agency’s approved budget and actual spending, by division, for FY 2018 and FY 2019, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.**

Attached D

**7. As a part of the Fiscal Year 2018 Budget, (Subtitle VII (T) – Hospitality Tax Dedication) a new 0.3% hotel tax was dedicated to Destination DC for the purposes of marketing and promoting the District of Columbia as a destination. Please provide a complete budget and plan (including specific projects) for this revenue stream, including amount received in FY 2018, and amount projected for the remainder of the year.**

FY2018 Budget (related to a new 3% hotel tax dedicated to Destination DC)

Plan:

- Marketing (advertising expenses)
- Convention Sales (additional sales mission and promotions)

- Tourism (additional sales mission and international marketing)

FY2018 Actual collection

FY2019 Budget (related to a new 3% hotel tax dedicated to Destination DC)

FY2019 YTD collections

Per trend of the first four months, it is anticipated that DDC will collect \$6M or so by the end of the current fiscal year.

Attached E

**8. How many of your employees are District residents?**

We have 168 employees who live in DC out of 327, which is equivalent to 51%.

**9. Please provide a breakdown of business and leisure visits (actuals or anticipated) for 2018 and 2019, and any information regarding group visits (business or pleasure, if available). What are business and leisure visit projections for 2019? What measurements are used to track each? How do the numbers for 2018 compare to the projections that were made?**

The most recent year for which DDC has visitor data is 2017. DDC does not have a breakdown of the number of group versus individual tourists, but we can share some insight into business and leisure visitors.

In 2017, the most recent year for which we have data, business visitors made up 41% of our total domestic visitation. Business and leisure visitation is calculated by DK Shifflet. DKS has a panel of more than 50,000 Americans, of whom they asked a quarterly survey about their travel in the last three months (destination, reason, length, spending, etc.).

DKS then uses that data to determine the number of visitors who come to DC each year, as well as the breakdown between business and leisure travel. We do not have projections on the breakdown of business vs. leisure visitors for 2018 or 2019 at this time, as those projections come in for total domestic visitors only. The last projection for domestic visitors for 2017 (received in August 2017) was 20.5 million. The actual domestic visitation for 2017 was 20.8 million, so we received 0.3 million more domestic visitors than the projection.

**10. How many visitors did we see in 2018? How does this compare to visitation counts for 2017?**

The most recent year for which DDC has visitor data is 2017. Washington, DC welcomed 22.8 million visitors (domestic and overseas) in 2017. Visitation was up 3.6% over 2016, when DC welcomed 22.0 million visitors.

**11. How many visitors (business/leisure) should we expect to see in our city each year? What is the goal? How does this compare to visitors to other major metropolitan areas?**

Destination DC promotes Washington, DC with the goal of attracting visitors who will generate a positive economic impact for the city. Value is provided to a variety of visitors coming into the city each year: leisure visitors, both domestic and international, convention attendees, school groups and business visitors. Washington, DC has experienced growth in its total visitation every year since 2006 and DDC continues to work to attract visitors from around the country and the world. Leisure visitation typically balances the trends in those people visiting for business, providing hotels the ability to sell rooms on the weekend as well as during the week. During the times of the year outside the busiest convention seasons (in the spring and the fall), leisure visitors use scheduled school breaks and traditional vacation times to come into the city and continue to impact visitor spending. With lower occupancy and room rates during these off-peak times, there is continued opportunity to attract additional visitors to enjoy DC and spend money in local restaurants, attractions, shops and other businesses.

Comparisons are difficult to make for total visitation, as cities define visitors differently (some count overnight only, some include day visitors; some include only the city, others include the county; some include domestic only, some do or do not include Canada; some use external vendors to determine their number, others use a combination of different sources and calculate it internally). Destination DC counts day and overnight visitors to the District of Columbia only (without including commuters to work or school). Below are the visitation counts that each jurisdiction released for 2017:

1. [Orlando, FL](#): 72 million
2. [New York, NY](#): 62.8 million
3. [Chicago, IL](#): 55.3 million
4. [Atlanta, GA](#): 53.0 million
5. [Los Angeles, CA](#): 48.3 million
6. [Greater Philadelphia, PA](#): 43.3 million
7. [Las Vegas, NV](#): 42.2 million
8. [Seattle/King County, WA](#): 39.9 million
9. [San Diego County, CA](#): 35 million
10. [Minneapolis-St. Paul, MN](#): 33.3 million
11. [Denver, CO](#): 31.7 million
12. [Dallas-Ft. Worth, TX](#): 27.2 million
13. [San Francisco, CA](#): 25.5 million
14. [Anaheim, CA](#): 24.2 million
15. Washington, DC: 22.8 million
16. [Houston, TX](#): 21.8 million

17. [Boston, MA](#): 21.2 million
18. [New Orleans, LA](#): 17.7 million
19. [Greater Miami and the Beaches, FL](#): 15.9 million
20. [Nashville, TN](#): 14.5 million
21. [Portland, OR](#): 12.3 million

**12. Please provide an update on the DC Cool campaign and the DDC ([www.washington.org](http://www.washington.org)) website. You previously mentioned unveiling a new advertising campaign in FY 2019, is there an update on that you can share?**

Destination DC continued to operate advertising campaigns under the DC Cool branding in FY2018. All creative executions developed by the marketing and communications team reflected this style. During this same time, DDC began developing a new advertising strategy that would evolve the DC cool branding. From February through July, the team developed and executed a research project in conjunction with Destination Analysts, the research company that conducts our annual advertising ROI study, to define the different types of visitors (personas) to Washington, DC. The goal was to identify audiences with the most potential to be influenced by travel promotions and the best ways to reach them. During this study, DDC developed a new creative, content, media buying and editorial strategy to reach these potential visitors.

At the beginning of 2019, DDC launched the “Discover the Real DC” advertising campaign under the DC Cool brand. The goal of the campaign is to highlight unexpected experiences in Washington, DC by showing everything from neighborhoods, waterfront destinations, events and more. DDC refreshed its digital advertising strategy when launching this campaign, by not only identifying key target markets, but also by targeting eight different types of travelers to DC. The different “traveler personas” are being targeted based on their interests, including family-friendly, sports, history, and more. They’re being served relevant creative and when clicking, are taken to landing pages with content curated specifically for them. It’s still very early on in the campaign. Since launching, we’re seeing steady growth to Discover the Real DC campaign content on the website. We’re advertising across a variety of media, including paid social, paid search, digital display, native and custom content and interactive video.

The research that informed Discover the Real DC and unveiled the eight personas of the people most likely to visit is also a benchmark of our editorial media pitching. As the communications team is hosting journalists in DC and pitching stories to local, domestic, international, trade and online media, we aim to show reporters the authentic DC: our diverse neighborhoods and the residents who have made DC such an incredible city to live and visit.

In FY2018, the coverage we generated was valued at more than \$82.9 million in advertising equivalency value, which was an all-time high. Part of the success was due to reevaluating our domestic media strategy. Beginning in FY2018, we increased our relationships and touchpoints with media by visiting with key journalists in our top visitor markets, including New York City and cities along the East Coast. The one-on-one appointments have led to more opportunity and interest in DC’s expanding inventory,

especially when it comes to new hotels and attractions in all neighborhoods of the city like The Line in Adams Morgan, Eaton Workshop downtown and the Entertainment and Sports Arena in Congress Heights, new and acclaimed restaurants, and continued interest in The Wharf. Attractions coming ahead in FY2019 that the team will leverage to create buzz around the city include the International Spy Museum moving to L'Enfant Plaza as well as The REACH, The Kennedy Center's major expansion in September.

Internationally, DDC has new additional representation in key markets: China, India and Australia. The new reps have helped keep DC top of mind from a PR perspective, and DC expects to host more journalists from these countries. The reps have also helped us distinguish the maturity of the markets and what resonates most from a media perspective. For instance, Indian visitors are still getting familiar with the city and very interested in the typical National Mall iconic experience, while Australian visitors are more interested and open to exploring our neighborhoods.

**13. Please provide an update on the DC Is Open campaign, and comment on the short and long term effects of the federal government shutdown on DC.**

The always-ready-to-launch "DC is Open" campaign proved to be an effective platform to get the message out to visitors and locals that DC is open for business. DDC's marketing team switched on its DC is Open landing page on Dec. 21. The shutdown lasted 35 days, but museums re-opened on day 37, Tuesday, Jan. 27, which is when the DC Is Open campaign was completed. In the 37 days it ran, the DC Is Open campaign generated more than 80,000 pageviews to related content. It served as a resource for what to know about the shutdown, neighborhood information, special shutdown offers, events and museums off the National Mall. The same messaging was shared on social media, in addition to amplifying members' status updates. The DC is Open campaign is always on standby, and has proven a valuable resource to hotel concierges, group tour operators, visitors and locals.

The communications team shared messaging and press materials about what's open in Washington, DC and conducted dozens of interviews about the potential impact to tourism, from local and industry to national and international publications. Media opportunities were an important avenue to aggressively reiterate that DC is open for business and is welcoming visitors, as well as an opportunity to push the authentic experiences that visitors can have throughout DC's neighborhoods in alignment with the "Discover the Real DC" campaign mentioned above. Industry press focused on two successful citywide conventions held in January that were not impacted by the shutdown.

However, the image of Washington, DC and being associated with a shutdown is a challenging one to continuously counter, and the negative perception of the city associated with the shutdown could potentially impact tourism, especially as groups became fearful that another shutdown could take place on Feb. 15, though that shutdown was avoided. In terms of data, DDC collects and releases tourism figures on an annual basis, so it remains to be seen if there is a long-term impact from the shutdown.

**14. Please provide a copy of your 2019 marketing plan and marketing outlook presentation. Also, please provide a summary highlight of what is new for 2019.**

Here's what's new for the marketing and communications team in FY2019:

- Discover the Real DC campaign launch (January)
- Partnership with MMGY Global, new media-buying agency of record (October)
- New media buys, including:
  - Digital TV
  - Investments in Travel Endemic sites
  - “Always on” media mix
- Web content personalization will continue to be a key priority in 2019. The use of the technology helps drive users deeper into washington.org to find relevant content. It also complements our new digital advertising strategy to further connect consumers to the most relevant content.
- We'll continue to explore the role and value of social media influencers within our destination. We've held an exchange program with other DMOs in Philly and Baltimore, with the goal for all of our destinations to show how easy it is to travel to DC to potential visitors in key drive markets.
- Our content strategy is inclusive of many different audiences. We plan to continue to create new and curate existing content for traveler personas, as well as work to further enhance content for meeting planners with the goal to drive leads and new meetings business to Washington, DC.

See Folder

**15. Please provide an update to your 2018 marketing plan including successes of the communications strategy, convention sales & services strategy, and the tourism & visitor services strategy.**

Marketing and Communications:

Our website personalization strategy, which targets consumers specifically to deliver content that's relevant to them, resulted in additional pageviews and unique visitors to washington.org.

- Pageviews were up 6.3% year-over-year to 32, 316,626
- Unique visits were up 7% year-over-year to 8,839,583

New development continues to be the backbone of media pitching with \$82,987,077 reached in total earned media value domestically, internationally and with trade media.

Convention Sales and Services:



We were able to make significant impact with new business acquisitions this year. Twenty-eight percent of our overall production in FY2018 was inclusive of first-time opportunities for the city. Some of the highlights include:

- Blackbaud bbcon– September 2022 with 12,860 total room nights
- SAS Global Forum – March 2020 with 14,115 total room nights
- Hewlett Packard Enterprise Discover – Spring 2022, 2023, 2024 with 26,460 total room nights each year

#### Tourism/Sports

- DDC’s Welcome China Program: Execute a specific welcome program for our number one overseas market, China. The program provides Chinese visitors with a resource to know which Washington, DC assets are catering to Chinese culture.
- International tour operator promotion tracking program results:
  - a. DDC promotion dollar investment: \$575,500
  - b. Matching funds from partners: tour operators/Brand USA/Airlines: \$1,616,000
  - c. ROI:
    - i. Total room nights:131,950
    - ii. Spending in DC: \$152,694,000
- WeChat partnership: DC is the first city in the world to execute an MOU for an extensive marketing strategy with China’s number one social platform, WeChat. The MOU provides DDC the opportunity to promote all the assets of the city through a special mobile application for Chinese travelers.
- Stopover Program: DDC developed a marketing promotion in the UK in partnership with United Airlines, giving UK travelers the opportunity for a free two-night stay in Washington, DC. Participating travelers are required to fly through Washington Dulles International Airport and stay in a Washington, DC hotel.
- Confirmation of World Cup 2026: The U.S. has been chosen as the lead country, and Washington, DC is in consideration for one of the qualifying rounds. DC is expected to receive 50,500 hotel rooms nights in June 2026.

**16. Please provide a copy of your FY2019 goals presentation, including a copy of the FY2018 goals. How is DDC performing compared to FY2019 goals so far? How did DDC perform for FY2018 compared to goals?**

Attached F

**17. Please provide an update on your five-year strategic plan.**

The FY2019-FY2023 Strategic Plan has been developed and the annual FY2019 goals for DDC are aligned with it.

Attached G

**18. Please provide a copy of the most recent annual ROI study by Destination Analysts. Please comment on any highlights or changes/updates.**

DDC invested \$3.6 million on the spring and summer campaigns in FY2018, a similar investment to FY2017. Visitor spending and taxes returned to the District increased over FY2017, and the tax return on investment increased to \$2.90 returned in taxes for every \$1 spent on the campaign. Destination Analysts conducted DDC's ROI study again in FY2018, using the same methodology as in past years that was originally developed with the District's CFO's office.

The methodology uses an online survey and includes only the visitor spending and associated local taxes of those who visited the District and were influenced to visit as a result of seeing DDC's ads. Anyone who had already decided to come to the city before seeing the ads or who came for other reasons are excluded from the calculation. Only spending that occurred in the District is included in the return on investment numbers. The \$3.6 million was spent on the spring and summer campaigns, and produced \$159 million in visitor spending, translating to \$10.5 million in local taxes. Overall, for every \$1 spent on the campaign, \$43.77 was generated in the city in visitor spending, and \$2.90 came back to the city in local taxes on that visitor spending (up from \$2.77 in FY2017). Advertising recall was 40.5% in FY2018 (up over FY2017, despite a similar campaign spend). The study covered New York City, Philadelphia, Richmond, VA, Chicago and Los Angeles.

Attached H

**19. What are the financial benefits (ROI, etc.) to DC for any advertising promotions on social media or otherwise by Destination DC for events, attractions or locations not within the District of Columbia?**

Although we don't have a definitive ROI how DDC's advertising may impact experiences outside of Washington, DC, it's clear that consumers who are choosing to visit DC are often interested in visiting other destinations in the region. DDC works with Capital Region USA, a partnership with Virginia Tourism Corporation, Maryland Office of Tourism and Metropolitan Washington Airports Authority to promote the DC region internationally. International visitors stay longer and spend more than their domestic counterparts, and thus the entire region stands to gain additional economic impact from extended visitation in the region focused on experiences throughout the DMV.

**20. Aside from membership fees, what revenue does Destination DC receive from any entity outside of the District of Columbia border (please provide descriptions and amounts)?**

Attached I

**21. Please provide a summary update and explanation of the International Business Events Council, including the debut at the IMEX Frankfurt Tradeshow and the**

**inbound Pre-IMEX America meeting event in October 2018 held in Washington, DC.**

DDC repositioned our traditional customer advisory board in 2017. We announced the change to the program at IMEX Frankfurt by convening our IBEC council members and communicating the new format. As a result, in October of 2019, we convened our inaugural International Business Events Council in Washington, DC. Subsequent to the council meeting, we held a press conference at IMEX America. The press conference outlined the IBEC changes as well as the new Asset Intelligence program sectors, which is a sales method based on positioning the city to recruit more business in specific sectors like technology or transportation.

Major components of the IBEC restructure include:

- Expanding participation from leaders around the world
- Ensuring markets and industry segments are represented
- Focusing on the “Connected Capital” sales positioning/campaign based on DC’s asset intelligence for four major markets: education, medical, technology and biotech/pharmaceutical, and expanding into new segments: sustainability, transportation and government advocacy

The inaugural IBEC event highlighted assets in the area including, but not limited to:

- Mess Hall – a food incubator
- WeWork flagship space
- 11th Street Bridge Project
- BioHealth Innovation Center
- Smithsonian’s American History Museum Innovation Gallery
- Special keynote from Deputy Mayor Brian Kenner

DDC will continue to engage and leverage the IBEC throughout the year in various ways to showcase Washington, DC as a hub for meetings and conventions. Tactics include webinars and networking at various industry events. DDC will convene the IBEC in Washington, DC again in 2020.

**22. Please provide a copy of DDC’s production report for the 2018 National Cherry Blossom Festival.**

DDC’s [washington.org](http://washington.org) provides a hotel booking channel for visitors to book their hotel rooms for the National Cherry Blossom Festival (NCBF) each year. This outlet is accessible via [nationalcherrybloosomfestival.org](http://nationalcherrybloosomfestival.org) and [washington.org/spring](http://washington.org/spring).

Due to changing traveler trends, in 2018, DDC and NCBF modified the program so consumers could book directly with hotels rather than booking directly through the DDC

online portal. The change allowed both NCBF and DDC to expand the hotel deal opportunities. The new tracking system provided the following new metrics:

- Room Night Bookings: 96 bookings/213 room nights
  - Combination: hotel, self-reporting/aRes – DDC’s online booking engine
- Total Website Pageviews: 786,882
- Total Website Unique Visits: 614,954
- Total Website Referrals: 33,774 clicks
- Total Social (Facebook/Twitter)
  - Impressions: 2,468,047
  - Engagements: 166,413

**23. What is the budget for Destination DC Cherry Blossom Festival marketing efforts for 2019? How much of this is in-kind contributions? At what level of sponsorship does this put Destination DC?**

DDC is a “Festival Associate” level sponsor of the National Cherry Blossom Festival.

In 2018, DDC’s marketing support included:

- \$1,000,252 of advertising value
- 26,087,433 advertising impressions

**24. Please provide the following information for all contracts entered into by Destination DC during FY 2018 and FY 2019, to date:**

- Name of Vendor;
- Indicate whether the vendor is a Certified Business Enterprise;
- Indicate whether the vendor is a District-based business;
- Purpose of the contract, including consulting purposes;
- Agency employee responsible for monitoring the contract;
- Contract term;
- Contract cost, including budgeted amount and actual spent;
- Funding source; and
- Whether the contract was competitively bid

Attached J

**25. Please provide an update on your contract with Events DC. Please also provide the following:**

- Highlight summary of activities conducted pursuant to this contract in 2018 and 2019, to date.
- A list and copies of all reports, plans presentations or analysis DDC has provided as a part of the contract for 2018 and 2019.
- A copy of approved budgets for 2018 and 2019.

- A copy of any addendums or updates to the 2014 contract made within the last year.

**26. Please describe any pending litigation.**

None.

**27. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency; or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY2018 or FY2019, to date.**

Workers Compensation Premium Audit by The Hartford (standard practice audit)

**28. You previously (*performance oversight Q27 from last year*) provided information on what DC can expect in the three years following hosting the IPW conference (according to Rockport Analytics) – including 803,576 new additional international visitors for DC over three years; \$1.6 billion in spending over three years; \$239.8 million in local taxes over three years; and 6,180 jobs. Please provide a summary analysis of how DC is doing compared to these expectations.**

The impact of IPW on Washington, DC was estimated by Rockport Analytics in conjunction with the U.S. Travel Association following the 2017 conference. The estimate came from surveying tour operators just after the conference on their current and anticipated booking patterns into the city, including operators adding Washington, DC to their programs or extending their length of stay.

As such, this estimate is not something that we can track each year. Particularly with potential headwinds against overseas visitors coming to the U.S. with issues of sentiment, economic situations abroad and the strength of the U.S. dollar, it's impossible to say how overseas visitation has been or may be impacted to DC, and how IPW may help work against those challenges.

Based on conversations that we have had with operators in the time since the conference, we have learned that many operators from across different countries have increased their length of stay, adding at least one night to the trip. For UK operators specifically, we've seen an increase from two nights to an average of four nights, and an increase in the travel party size from two to three persons, indicating additional interest in family travel. These operators have reported staying in more DC hotels (rather than Virginia and Maryland), which provides more tax revenue back to the District. Some operators have adjusted their sales content to reflect more neighborhood driven itineraries (instead of focusing only on the National Mall), which helps to distribute the spending of these visitors across the city. Some operators have also made changes to itineraries to start in Washington, DC (instead of starting in NYC or Boston) and offering more combinations of cities that include DC.

- 29. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY2018 or FY2019, to date, and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc)**

In FY2018, DDC received a wage payment complaint from the DC Department of Employment Services, Office of Wage-Hour, filed by an employee, Ariana Lightfoot who was terminated in July 2016. The agency determined that DDC did not pay the former employee for 5.5 hours of overtime during the time she worked for us and that DDC also did not compensate her for four hours worked during her tenure at DDC. It was determined that DDC owed \$917.28 for back wages and liquidated damages and a penalty of \$2,650. Funds were paid to the Office of Wage-Hour in March 2018.

- 30. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY2018 and FY2019, to date, whether or not those allegations were resolved.**

See attached (pages from DDC's employee handbook: pp 17-18 and pp 88-90). No allegations of sexual harassment or misconduct were received during the time period.

Attached K

- 31. Please list the administrative complaints or grievances that the agency received in FY2018 and FY2019, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY2018 or FY2019, to date, describe the resolution.**

We received an administrative complaint from the DC Office of Employment, Office of Wage-Hour. The complaint alleged that DDC did not pay the former employee OT for time worked at events outside of normal business hours and on weekends. The complaint was investigated by our Human Resources Office and legal counsel. DDC communicated to managers the requirements of the FLSA which requires that exempt (hourly) employees must be paid for any additional time worked and under no circumstances should they be granted time off in lieu of overtime. Additionally, in June 2018, DDC presented mandatory training for all managers and supervisors on employment laws presented by our legal counsel to further ensure that all managers and supervisors are aware of these important laws which govern the workplace.

- 32. What efforts are underway to recruit other organizations or events that would have a significant impact on tourism spending? Please also include an update on your Asset Intelligence Project.**

DDC launched our second phase of the asset intelligence project in early 2019, known as DDC's "Connected Capital" sales positioning/campaign. The campaign focuses on attracting meetings and conventions not just through our great infrastructure, but by highlighting how a meeting can benefit from subject matter experts, local industry and access you could only find in the DC metro area. The segments are identified in coordination with DMPED's five-year economic strategy. We have repositioned the suite of industries into the campaign Connected Capital: Where economics, culture and academics unite.

- As a result, we had proved success through 120,000+ total room nights generated through our first iteration of the program
- Phase 1 focused on the following industries: technology, biotech/pharmaceutical, medical and education
- Phase 2 focuses on transportation, sustainability and government advocacy
  - We have compiled the high-level data for these segments and are working on developing comprehensive white paper resources for our sales and service team and community.

**33. Please list any awards or accolades you have received or been nominated for in the past year.**

- We have been nominated for *Smart Meetings*' 2019 Smart Star Awards in the Best CVB/DMO category. Voting closes March 31, 2019
- SmartMeetings Platinum Choice Winner (December):  
[https://www.smartmeetings.com/magazine\\_article/the-best-of-the-best-2018-platinum-choice-winners](https://www.smartmeetings.com/magazine_article/the-best-of-the-best-2018-platinum-choice-winners)
- Destination DC won the 2018 Destiny Award for Niche Targeting from U.S. Travel Association for its "Chefs Dish DC" video series.